

City of Takoma Park
**Fiscal Year 2022-2023
Adopted Budget**



Planning for a Strong and Resilient Future



Investing in Our Community

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Introduction to the Budget Document



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City Manager's Transmittal Message

City of Takoma Park, Maryland

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Takoma Park, MD 20912
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Jamal T. Fox, City Manager

April 5, 2022

Honorable Mayor, Members of City Council, and Residents,

I am pleased to provide you with a copy of the Fiscal Year 2023 City Manager's Recommended Budget, which begins on July 1, 2022. This document was prepared by the City's Finance Department with guidance from the City Manager's Office, including support from all city departments, and represents a comprehensive publication of the City's budget plans and policies for the upcoming year.

The City Manager's Recommended budget continues to address multiple Council priorities and organizational financial needs. It determines the manner in which services are delivered to the community, including how resources are distributed. The overall property tax rate is recommended to be \$56.97 cents for the Fiscal Year 2023 and is a \$0.03 cent investment from the previous fiscal year. This investment primarily addresses the rising personnel and operating cost increases and the impact of inflation. The organization is not only focused on the management of the COVID-19 pandemic, but we are planning for a strong and resilient future.

This budget was developed to invest in our in-person community events, staff, restoration of operations, and addressing the challenges the organization faced due to the pandemic. Through budget development, we focused on the goals of protecting our financial sustainability and providing staff with the tools necessary to do their jobs in a post-pandemic environment. This budget includes the City's \$17.5M in State and Local Fiscal Recovery Funds (SLFRF) through the American Rescue Plan Act (ARPA). The City Council and City Staff have worked together on an implementation plan that will be obligated by December 2024 and entirely spent by December 2026 as per the federal guidance.

In this fiscal year, we are very pleased the Montgomery County Council voted and passed the Expedited Bill 2-22, reforming the Montgomery County Municipal Revenue Program starting in Fiscal Year 2023 and the additional \$468,115 appropriation to the FY22 budget for tax duplication payments. The City of Takoma Park will receive \$5,133,285 in FY23. This is a historic moment for Takoma Park and assists in protecting our future fiscal health. Due to errors in processing income tax returns, the City of Takoma Park received an additional \$28,674.87 in FY22.

It has been more than two years since being faced with the COVID-19 pandemic. Over the last fiscal year, the City Council remained vigilant and determined to meet the needs of residents and city staff who were impacted by the pandemic. The City Council adopted ARPA projects implementation plan will meet our goal of centering the plan on immediate community needs and preparing the organization for short and long-term success.

In FY22, the City Council provided staff a one-time bonus of \$2,500 in recognition of their hard work during the pandemic, \$3400 hazard pay through ARPA funds for frontline staff, longevity pay for years of service, and increased COLAs to 3% for all employees after the last bargaining session with our labor partners. The compensation negotiations with the City's two labor unions are not yet completed for FY23

primarily because both the compensation and wage equity study and the organizational assessment are not complete.

In FY23, we will continue our intentionality and focus on planning for a strong and resilient future by bringing to fruition those key community investments we have been planning for in the past. The City will invest in and enhance our internal use of technology by using the following systems: a human resource information system, financial software, an interactive online budget platform, and instituting a document management system. The City will strengthen our outreach and community engagement through various platforms that include revamping our City-wide website. Staff is committed to continuing to advance the City Council's goals and priorities while stabilizing the organization and strengthening our long-term financial sustainability.

This is my first budget as your City Manager, and I am very proud to work alongside such talented, dedicated, and hardworking professionals. On behalf of the employees who work for the City of Takoma Park, I thank you for your continued service, support, vision, and strong leadership. We collectively work together to provide the highest quality of services to the community.

Respectfully,

A handwritten signature in blue ink, appearing to read "Jamal T. Fox". The signature is fluid and cursive, with the first name "Jamal" being more prominent than the last name "Fox".

Jamal T. Fox, MPA
City Manager

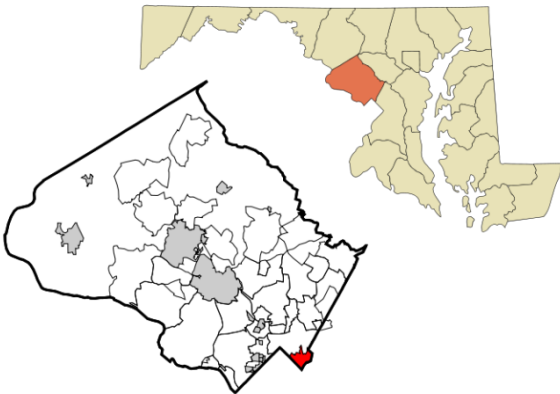
About Takoma Park

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 17,703 (as of July 1, 2020). 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) 2016-2020, the median value of an owner-occupied housing unit was \$632,200. Owner-occupied housing units comprise 51.4% of all housing units; renter-occupied units comprise 48.6%.



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.

	1990 Census	2000 Census	2010 Census	2020 ACS Data*
Total population	16,700	17,299	16,715	17,703
Population under 5 years	1,320	1,237	1,254	1,474
Population 18 years and over	13,179	13,224	12,966	13,042
Population 65 years and over	1,773	1,529	1,668	2,073
Total households	6,822	6,893	6,569	6,619
Per capita income	17,942	26,437	-	46,450
Median household income	37,144	48,490	-	83,919
High school graduate or higher	10,041	9,933	-	10,799
White	9,200	8,440	8,192	9,107
Black or African-American	6,013	5,876	5,843	6,824
American Indian and Alaska Native	61	76	45	214
Asian, Native Hawaiian, Pacific Islander	717	760	740	1,176
Some Other Race	709	1,287	1,091	1,430
Two or More Races	-	860	804	994
Hispanic or Latino (of any race)	1,619	2,494	2,417	2,012
Foreign born	3,549	4,917	-	5,401
Speak a language other than English at home	3,113	5,034	-	5,502

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	54.9 percent
Service occupations	19.5 percent
Sales and office occupations	17.3 percent
Natural resources, construction, maintenance	4.6 percent
Production, transportation, material moving	3.7 percent*

*Data is from the most recent release of the American Community Survey 5-Year data, 2016-2020, and has a greater margin of error than Census data.

Acknowledgements

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

Takoma Park City Council

Mayor Kate Stewart

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

City Manager

Jamal T. Fox

Deputy City Managers

Greg Clark, Acting Deputy City Manager for Community Services

Rosalind Grigsby, Acting Deputy City Manager for Strategic Initiatives

Director of Finance

Susan Cheung

Senior Leadership

Jessica Jones, Library Director	Debby Huffman, Acting Director of Recreation
Lori Cannon, Director of Human Resources	Steve Blazek, Director of Information Systems
Daryl Braithwaite, Director of Public Works	Antonio DeVaul, Chief of Police
Jessie Carpenter, City Clerk	David Eubanks, Director of Housing & Community Development
Vernae Martin, ARPA Manager	Donna Wright, Communications Manager

Budget Document Preparation

Ron Kawaley, Budget & Accounting Manager

Dan Powers, Senior Policy and Data Analyst

Donna Wright, Communications Manager (Design)

Gerald Allen, Communications Specialist (Design)

City Council Priorities

City of Takoma Park
Fiscal Year 2022-2023
City Council Priorities

Priorities, Goals and
Strategies to Live by!



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Fiscal Year 2022-2023 City Council Priorities



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

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

- Ensure residents have access to the emergency assistance they need to recover from the impacts of the COVID-19 pandemic.
- Support our small businesses in weathering the economic downturn due to the pandemic so that they recover and thrive in the future.



2. A Livable Community for All

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

- Identify the need for and explore the development of programs to address food insecurity in the community.
- Identify programming needs in the community and develop approaches to meet those needs, emphasizing youth, families, seniors, and residents who tend to face barriers to opportunities such as Black, Indigenous, and people of color, those with unsustainable lower-paying jobs, immigrants, and people with developmental disabilities.
- Defend our status as a Sanctuary City and maintain our commitment to being a welcoming and inclusive community for all residents.
- Improve transportation planning and outreach to create a safer and more racially equitable A community for all residents, including pedestrians, bicyclists, and vehicle occupants.
- Further the City's racial equity work.

Fiscal Year 2022-2023 City Council Priorities

Fiscal Year 2022-2023 City Council Priorities



3. Fiscally Sustainable Government

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

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



4. Environmentally Sustainable Community

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

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

Fiscal Year 2022-2023 City Council Priorities

Fiscal Year 2022-2023 City Council Priorities



5. Engaged, Responsive, Service-Oriented Government

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

- Improve policies and processes to enhance resident interaction with the City government, including requests for government services, complaint systems, and code enforcement.
- Review and reform the City's approach to public safety to ensure racial justice and work toward a safer, more livable community for all residents.
- Improve service delivery and reduce administrative burden by updating internal policies, IT infrastructure, and software.



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

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

- Redevelopment of the Takoma Park Recreation Center.

Fiscal Year 2022-2023 City Council Priorities

City Services: Your 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 our community a better and safer place for everyone.

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

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

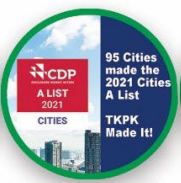
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City Services

Your Dollars at Work

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



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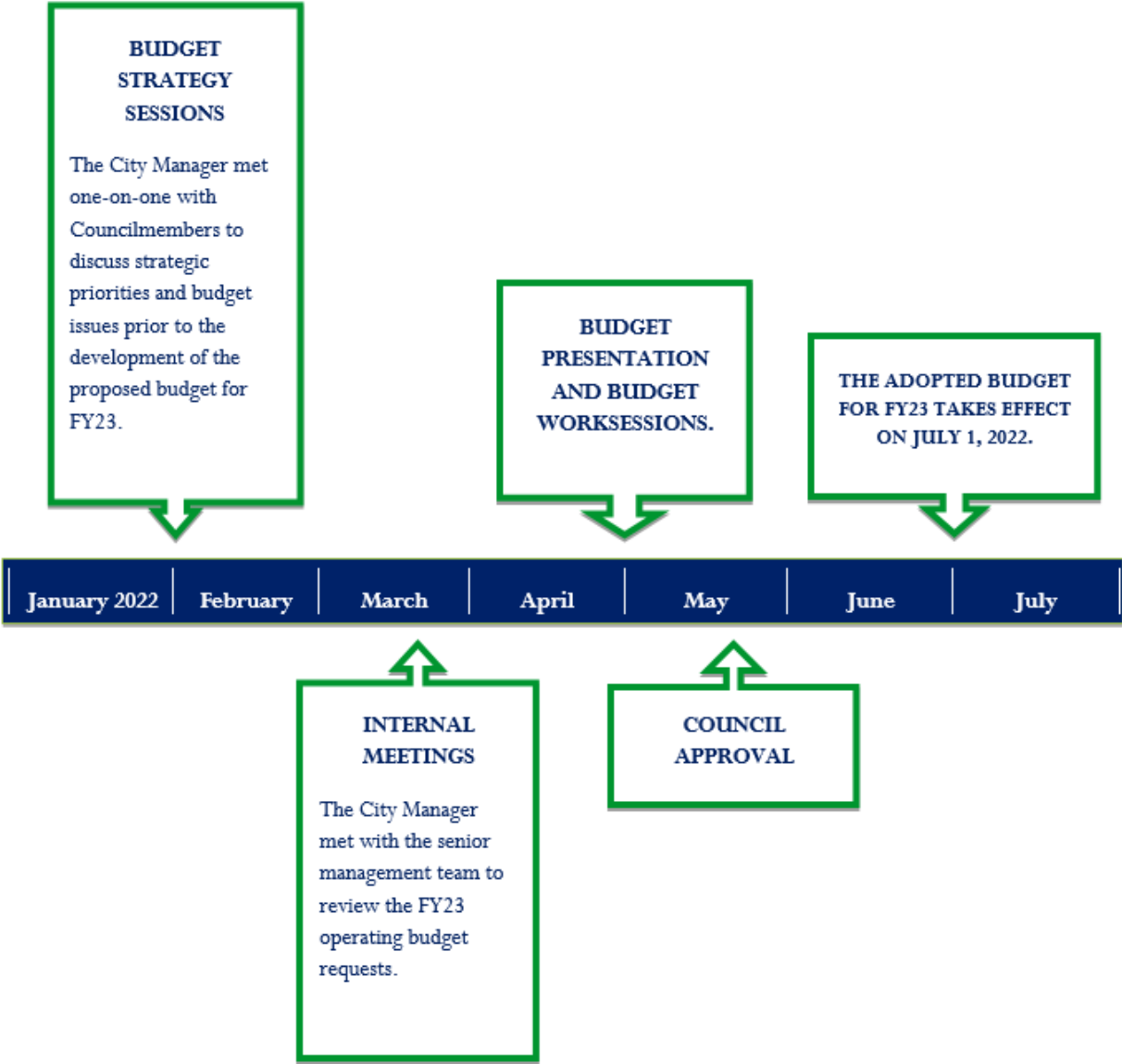
Budget Development Process

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.

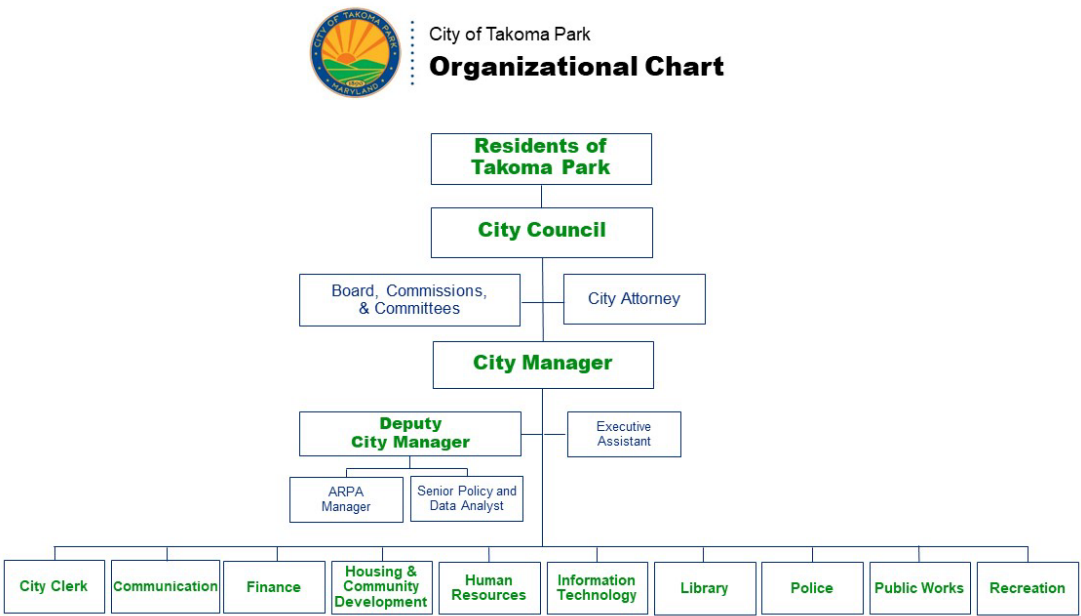
The City Charter requires the City Manager to submit a recommended budget to the City Council. In addition to the operating budget, a five-year Capital Improvement Plan (CIP) is presented for the Council's review.

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.



Organizational Chart



Reader's Guide to the Budget Book

This budget book presents the City of Takoma Park's Adopted Fiscal Year 2023 budget with detailed preliminary 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 Council priorities, City services, City organization, and the budget development process.

The **Fund Summaries** section outlines the City's financial policies and provides a global overview of the City's four major funds, the General Fund, Stormwater Management Fund, Special Revenue Fund, and the Speed 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 2021
- Fiscal Year 2022 Adjusted Budget, or the Adopted Budget adjusted for budget amendments occurring during the fiscal year every quarter
- Projected Fiscal Year 2022 actuals, based on year to date spending
- Adopted Fiscal Year 2023 Budget

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

- Overview of the Department, its Divisions, and their functions
- Personnel Schedule, or summary of full-time positions and salaries
- Departmental Budget Summary by funding source, expenditure type (personnel or operating), and Division
- Explanation of variances in the previous fiscal year budget actuals compared to the adjusted budget
- Fiscal Year 2023 Budget Highlights
- Division Budget Summaries
 - Each Division section includes:

- Division Purpose
- Management Objectives
- Performance Measures
- Division Budget Summary by expenditure type
- Explanation of variances in previous fiscal year actuals
- Budget Highlights

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

- Actual Fiscal Year 21: Audited actual spending from Fiscal Year 2021
- Adjusted Fiscal Year 22: Fiscal Year 2022 Adopted Budget adjusted for budget amendments
- Projected Fiscal Year 22: Fiscal Year 2022 projected actual spending
- Adopted Fiscal Year 23: Fiscal Year 2023 adopted budget amount
- Change Fiscal Year 22 - Fiscal Year 23: Difference between the Fiscal Year 2022 projected spending amount and the Fiscal Year 2023 adopted budget amount, in dollars and 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, and Speed Camera Fund sections provide fund summaries and highlights.

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

Important Notes about the Fiscal Year 2023 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 2022, the City provided a 3 percent wage increase and \$2,500 one-time bonus for all staff, as well as a \$3,400 bonus funded from the American Rescue Plan Act (ARPA) Fund for front-line staff.
 - The Fiscal Year 2023 Adopted budget includes a 5 percent wage increase for full-time and permanent part-time staff. That represents a combined increase of 2.7 percent for the annual Employment Cost Index (increase to reflect changes in the wage market), and a 2.3 percent margin for additional increases due to wage adjustments or contingency costs, such as promotions, temporary assistance, or other changes resulting from upcoming workforce studies. 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 that council approved the FY23 Adopted Budget.*
 - Also included are ‘longevity bonuses’ for those employees that hit landmark anniversaries every 5 years, totaling \$32,640. 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, 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 2023, which are based on renewal estimates from the City’s insurance broker and carriers.
 - **Retirement:** The City contributes 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 39.54 percent of the average sworn employee’s annual pay, budgeted under the Police Department fringe benefits. An assumption of 40 percent was used for Fiscal Year 2023 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 increased this year, and annual wages. The total workers’ compensation amount for Fiscal Year 2023 for all Departments is budgeted at a 34 percent increase over Fiscal Year 2022 in the Inter-Departmental budget.

Budget at a Glance

- Total revenues (all funds) of \$40,877,270.
- Total expenditures (all funds) of \$48,694,194.
- Total General Fund revenues of \$27,056,238.
- Total General Fund expenditures of \$34,104,647.
- The City's assessable real property base (net) is projected to increase by approximately \$99.9 million or 3.9 percent from FY22.
- Real property tax rate remains the same as the last three years at \$0.5397 per \$100 of assessed valuation. Real property tax revenues increase by \$508,545 compared to FY22 budgeted revenues.
- Tax duplication ("In Lieu Of") payments from Montgomery County, with the inclusion of Police Rebate, were adjusted to \$5,329,743 in FY22. The payments will decrease by \$196,457 in FY23, compared to the FY22 adjusted amount.
- Staffing levels increase by 8.28 full-time equivalents. The net increase reflects the creation of two full-time and one half-time temporary positions in the ARPA funded related programs, and an addition of one full-time temporary position in Human Resources. There was a position transfer from Recreation to the Manager's Office and three positions moved from Police to Housing and Community Development. There were also some adjustments in existing positions primarily part-time staff in the Public Works (2.17), Communications (0.38), and Library Department (0.51).
- Anticipated General Fund expenditures of \$636,175 for streets and sidewalks include ADA city sidewalks (\$160,000), ADA SHA sidewalks (\$50,000), new sidewalk design and traffic calming (\$300,000) and street rehabilitation (\$126,175). The FY23 cost of Library design and renovation is expected to be \$5 million and is funded by the Library Bond and \$2.5 million Cable Grant.
- Continued funding of \$150,000 for the City's local supplement to the State Homeowner Property Tax Credit Program.
- Contribution of \$600,000 to replenish the Equipment Replacement Reserve. Funds from the Equipment Replacement Reserve will be used to replace vehicles and equipment, including seven police cars (\$447,615), body camera and taser equipment (\$32,154), a roll-off trailer (\$83,373), aerial lift equipment (\$48,439), the recreation bus (\$78,136), smartboards (\$30,000), fuel dispensing equipment (\$18,000) and server infrastructure (\$10,000).
- Contribution of \$128,000 will be made to the Facility Maintenance Reserve to replenish the funds used in the construction of Community Center Atrium Floor. Funds from the Facility Maintenance Reserve will be used to upgrade the HVAC control system (\$40,000) and the floor coating for the walkway and parking area (\$15,000) of the Community Center.

- Financial support for the Community Festival and Fourth of July Festival total \$40,000, and \$135,000 is set aside for grant and partnership programs including the Emergency Tree Removal (\$35,000), Farmers Market Grants (\$45,000), Summer Enrichment Program (\$45,000) and Community Play (\$10,000).
- The City is expected to receive the second half of federal funding under the American Rescue Plan Act (ARPA) totaling \$17.4 million in FY23, with the first tranche received in Fiscal 2022. The ARPA Fund was created in FY22 to respond to the needs of community due to the COVID pandemic. It aims to support hardest-hit communities and lay the groundwork for an equitable economic recovery. Funding is provided for City operations and capital improvement projects as well, such as the Community Center renovation (\$1 million), Recreation Center Redevelopment (\$160,000) and Street Rehabilitation (\$273,825)
- Funding is provided for Council Priority programs such as the Housing Reserve Fund (\$100,000) in the General Fund, the City website upgrade, a long-term financial forecast, and the movement of the Code Enforcement Division from the Police Department to the Housing and Community Development Department.
- Funding in the amount of \$250,000 for Stormwater Fund expenditures for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches in the second phase of Takoma Branch Stream restoration.
- Funding in the amount of \$3,326,500 in Special Revenue Funds for special projects, including (\$2.5 million) Library construction, (\$273,000) for the Neighborhood Improvement, (\$313,500) for the New Hampshire Avenue Bikeway, (\$145,000) for the Recreation Center Design Grant, (\$95,000) for Auditorium Lighting and Cable equipment replacement.
- Anticipated expenditure of \$336,000 from Speed Camera Fund revenues. Expenditures include the purchase of bike patrol unit equipment (\$6,000), the station renovation (\$30,000) for the Police Department and ADA SHA sidewalks (\$300,000).

Personnel Schedule

Staffing Summary by Department or Fund	Actual FY19	Actual FY20	Actual FY21	Adjusted FY22	Adopted FY23	Change FY22 - FY23
<i>General Government</i>	17.75	17.75	18.25	18.25	19.75	1.5
<i>Police</i>	63.95	64.45	64.67	64.68	61.68	-3
<i>Public Works</i>	36.1	36.1	36.5	36.5	38.67	2.17
<i>Recreation</i>	20.53	20.53	20.96	19.98	20.7	0.72
<i>Housing and Community Development</i>	9.5	10.13	10.63	10.63	13.63	3
<i>Communications</i>	5.75	5.5	5.83	6.44	6.82	0.38
<i>Library</i>	11.13	11.13	11.13	11.25	11.76	0.51
<i>Stormwater Management</i>	1.15	1.15	0.75	0.75	0.75	-
<i>Speed Camera</i>	3	3	3	3	3	-
<i>American Rescue Plan Act</i>	-	-	-	-	3	3
Total Full-Time Equivalents	168.86	169.74	171.72	171.48	179.76	8.28

* 3 new positions funded by ARPA, 1 new HR position, and 4.28 of part-time, supplemental assistance, and seasonal workers not previously included in the FTE count.

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Financial Structure Overview

The Fiscal Year 2023 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 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 Camera Fund

The Speed Camera Fund was established in Fiscal Year 09 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.

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 Improvement 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 required by Government Finance Officers Association (GFOA) standard. In May 2018, the City Council passed an ordinance to increase the unassigned reserve balance equivalent to 17 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.

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

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) is 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 facilities projects such as building rehabilitation, renovations and improvements, including to walkways, pedestrian areas, and parking lots around facilities. In the future, we plan to transition to a system similar to the ERR for facilities-related items that will need to be replaced cyclically, where various components covered by the reserve fund are assigned a useful lifespan and their major component replacement costs are amortized over that useful life. These items will include things such as replacement of windows, flooring, carpeting, roofing, etc.

Housing Reserve

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

Restricted Bond Reserve

Borrowing money or "bonding" allows payments for major projects to be spread over a long period of time. Debt payments become part of an ongoing financial commitment for the term of the bond. As the City receives bond proceeds (borrowed money) for bonded projects, funds are set aside in the bond reserve to ensure that they are available to pay for the projects. From year to year, unspent bond proceeds are considered restricted for the use designated when the bond was issued. The funds are legally protected by bond covenants 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 and three other major funds for Actual Fiscal Year 2021, Projected Fiscal Year 2022 and Adopted Fiscal Year 2023. The four other major fund accounts are Speed Camera Fund, Special Revenue Fund, Stormwater Management Fund and the newly created 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 2023 budget, the General Fund revenue is \$27 million, and all other funds revenue is \$13.8 million. The total revenue of \$40.9 million is supplemented by the use of \$5 million bond reserve and \$4.6 million from the other reserves and fund balances. The total General Fund expenditure is \$34.1 million and all other funds expenditure is \$14.6 million. The total expenditure of \$48.7 million is supplemented by the \$1.8 million other fund surpluses. As a result, the total consolidated revenue and total consolidated expenditure maintain the same balance of \$50.5 million.

The Stormwater Management Fund is funded primarily by the Stormwater fee and the Speed Camera Fund is funded by the fines collected from the speed cameras. The Special Revenue fund accounts for the fund activity related to grant money from Federal, County and other sources. On July 2021, the City received the first tranche of the Federal Aid in the amount of \$8.7 million. With the exception of \$1.19 million, the remaining federal funding of \$7.5 million is placed in the ARPA Fund. The City expects to receive the second tranche in July 2022.

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

The City Manager has the authority to make transfers between funds during the year. However, the increase of fund appropriation for any given fund can be done by Council approval through budget amendment. In Fiscal Year 2022, the City 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.

Fund Summaries

Consolidated Financial Summary: All Operating Funds

	FY21 Audited			FY22 Projected			FY23 Adopted		
	General Fund	All Other Funds	Total	General Fund	All Other Funds	Total	General Fund	All Other Funds	Total
Revenues									
Taxes and utility fees	18,320,304	-	18,320,304	18,433,675	-	18,433,675	19,239,815	-	19,239,815
Licenses and permits	88,799	-	88,799	78,104	1,031,234	1,109,338	86,104	2,348,645	2,434,749
Fines and forfeitures	170,636	817,201	987,837	178,000	1,000,000	1,178,000	181,000	1,940,000	2,121,000
Use of money and property	25,274	878	26,152	-38,500	650	-37,850	-29,000	650	-28,350
Charges for service	461,223	593,297	1,054,520	836,691	751,725	1,588,416	1,017,370	754,875	1,772,245
Intergovernmental	6,366,173	760,905	7,127,078	7,894,049	7,539,962	15,434,011	6,479,949	8,731,862	15,211,811
Miscellaneous	61,324	12,690	74,014	63,000	9,000	72,000	81,000	45,000	126,000
Total Revenues	25,493,733	2,184,971	27,678,704	27,445,019	10,332,571	37,777,590	27,056,238	13,821,032	40,877,270
Resources									
Transfer In	-	-	-	-	65,000	65,000	-	-	-
Total Resources	25,493,733	2,184,971	27,678,704	27,445,019	10,397,571	37,842,590	27,056,238	13,821,032	40,877,270
Reserves									
Use of Bond Reserve	226,573	-	226,573	300,000	-	300,000	5,000,000	-	5,000,000
Use of Reserves	725,246	5,730	730,976	2,649,638	489,940	3,139,578	2,048,409	2,584,033	4,632,442
Total (\$)	26,445,552	2,190,701	28,636,253	30,394,657	10,887,511	41,282,168	34,104,647	16,405,065	50,509,712
Expenditures									
General Government	3,440,444	192	3,440,636	4,225,564	1,145,000	5,370,564	4,347,269	3,223,621	7,570,890
Police	8,407,906	796,863	9,204,769	8,675,677	908,786	9,584,463	8,538,116	2,193,748	10,731,864
Public Works	4,675,978	392,447	5,068,425	6,120,424	623,829	6,744,253	5,641,139	500,000	6,141,139
Recreation	1,239,885	-	1,239,885	2,023,411	-	2,023,411	2,087,480	125,000	2,212,480
Housing and Community Development	1,573,904	22,709	1,596,613	1,738,359	650,148	2,388,507	2,576,737	3,179,000	5,755,737
Communications	559,155	-	559,155	758,621	-	758,621	754,332	-	754,332
Library	1,274,197	-	1,274,197	1,424,232	71,993	1,496,225	1,401,556	140,000	1,541,556
Inter-Departmental	1,897,265	-	1,897,265	1,250,084	-	1,250,084	1,288,181	-	1,288,181
Capital Outlay**	2,633,828	636,291	3,270,119	3,241,825	1,608,929	4,850,754	6,729,125	5,228,178	11,957,303
Debt Service	742,990	-	742,990	871,460	-	871,460	740,712	-	740,712
Total Expenditures	26,445,552	1,848,502	28,294,054	30,329,657	5,008,685	35,338,342	34,104,647	14,589,547	48,694,194
Use									
Transfer Out	-	-	-	65,000	-	65,000	-	-	-
Total Use	26,445,552	1,848,502	28,294,054	30,394,657	5,008,685	35,403,342	34,104,647	14,589,547	48,694,194
Reserves									
Add to Reserve	-	342,199	342,199	-	5,878,826	5,878,826	-	1,815,518	1,815,518
Total (\$)	26,445,552	2,190,701	28,636,253	30,394,657	10,887,511	41,282,168	34,104,647	16,405,065	50,509,712

Fund Summaries

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

	General Fund	Stormwater Fund	Special Revenue Fund	Speed Camera Fund	ARPA Fund	Total
FY 2023 Revenues	27,056,238	761,375	2,387,145	1,940,650	8,731,862	40,877,270
FY 2023 Expenditures	34,104,647	734,226	4,971,178	1,795,522	7,088,621	48,694,194
Excess (deficiency) of revenues over expenditures	(7,048,409)	27,149	(2,584,033)	145,128	1,643,241	(7,816,924)
Other Financing Sources (Uses)						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(7,048,409)	27,149	(2,584,033)	145,128	1,643,241	(7,816,924)
Fund Balance						
Beginning of year	16,462,557	148,108	3,559,059	708,320	5,737,962	26,616,006
End of year	9,414,148	175,257	975,026	853,448	7,381,203	18,799,082

Budget Reconciliation Process

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

Budget Reconciliation Process - Source of Funds

Revenue	Amount (\$)
Proposed Revenue Total - City Manager's Proposed Budget	27,838,118
Decrease: Real Property Tax Rate Reduced From 0.5697 to 0.5397	(801,880)
Increase: Transfer from Tree Fund	20,000
Adopted Revenue Total	27,056,238
Change in Revenue	(781,880)

**Note: Each cent of the tax rate equals \$267,293.*

Budget Reconciliation Process - Expenditures

Expenditure	Amount (\$)
Proposed Expenditure Total - City Manager's Proposed Budget	34,819,752
City Administration	
Increase: Legal Services	125,000
Decrease: Financial Forecast Consultant	(40,000)
Police	
Decrease: K-9 Unit Allowance	(5,720)
Decrease: K-9 Unit Supplies	(26,650)
Multi-Departmental	
Decrease: General Contingency due to Revenue Reduction	(3,910)
Capital Improvement Program	
Decrease: Neighborhood Commercial Project funded by ARPA	(100,000)
Decrease: Space Management Project funded by ARPA	(90,000)
Decrease: Sidewalks & Street - Transfer to Speed Camera Fund	(300,000)
Decrease: Road Rehabilitation Project funded by ARPA	(273,825)
Total Expenditures Reduction	(715,105)
Adopted Expenditure Total	34,104,647

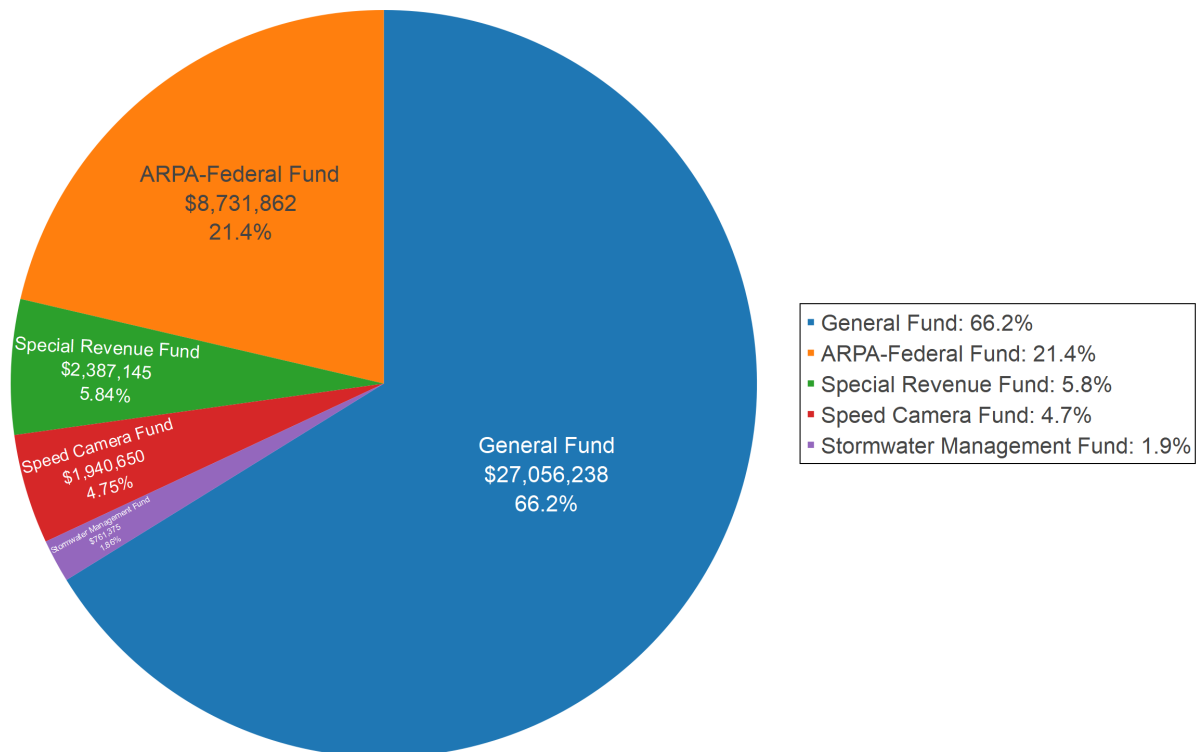
Budget Reconciliation Process - Proposed Unassigned Fund Balance

Balance	Amount (\$)
Proposed General Fund Unassigned Fund Balance	2,850,758
Expenditure Change*	715,105
Revenue Change*	(781,880)
Decrease: Facilities Maintenance Reserve Contribution	72,000
Revised General Fund Unassigned Fund Balance	2,855,983

*Expenditure Reduction and/or Revenue Change increase will increase the reserve balance. On the contrary, expenditure increase and/or revenue reduction will decrease the reserve balance.

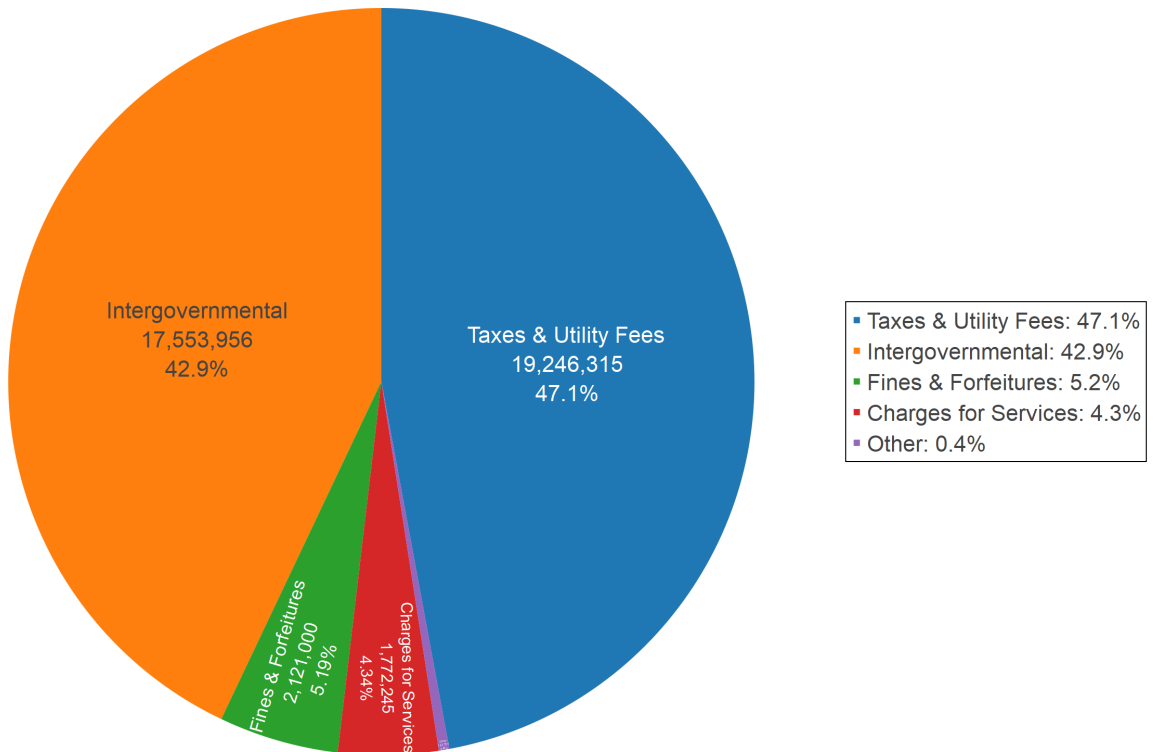
Budget Combined Revenues by Fund

Fund	FY23 Adopted Revenue	Percent
General Fund	27,056,238	66.2%
ARPA Fund	8,731,862	21.4%
Special Revenue Fund	2,387,145	5.8%
Speed Camera Fund	1,940,650	4.7%
Stormwater Management Fund	761,375	1.9%
Total Revenues	40,877,270	100.0%



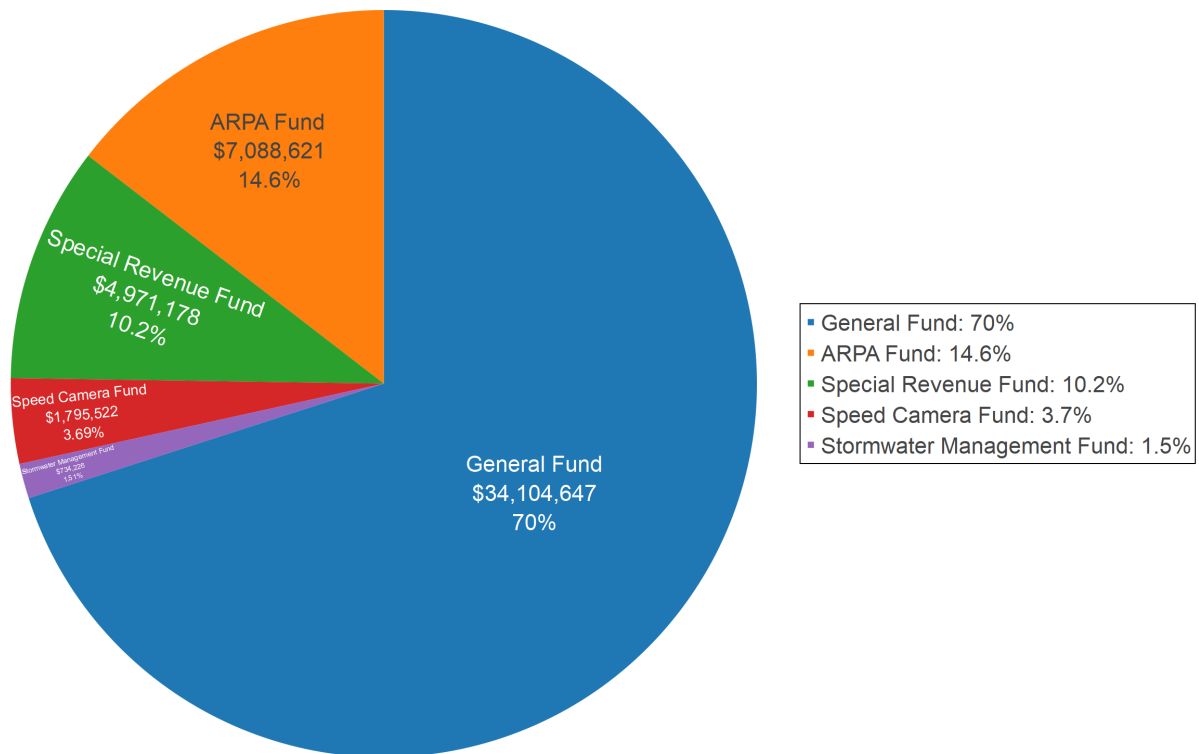
Budget Combined Revenues by Type

Type	FY23 Adopted Revenues	Percent
Taxes & Utility Fees	19,246,315	47.1%
Fines & Forfeitures	2,121,000	5.2%
Charges for Services	1,772,245	4.3%
Intergovernmental	17,553,956	42.9%
Other	183,754	0.4%
Total Revenues	40,877,270	100.0%



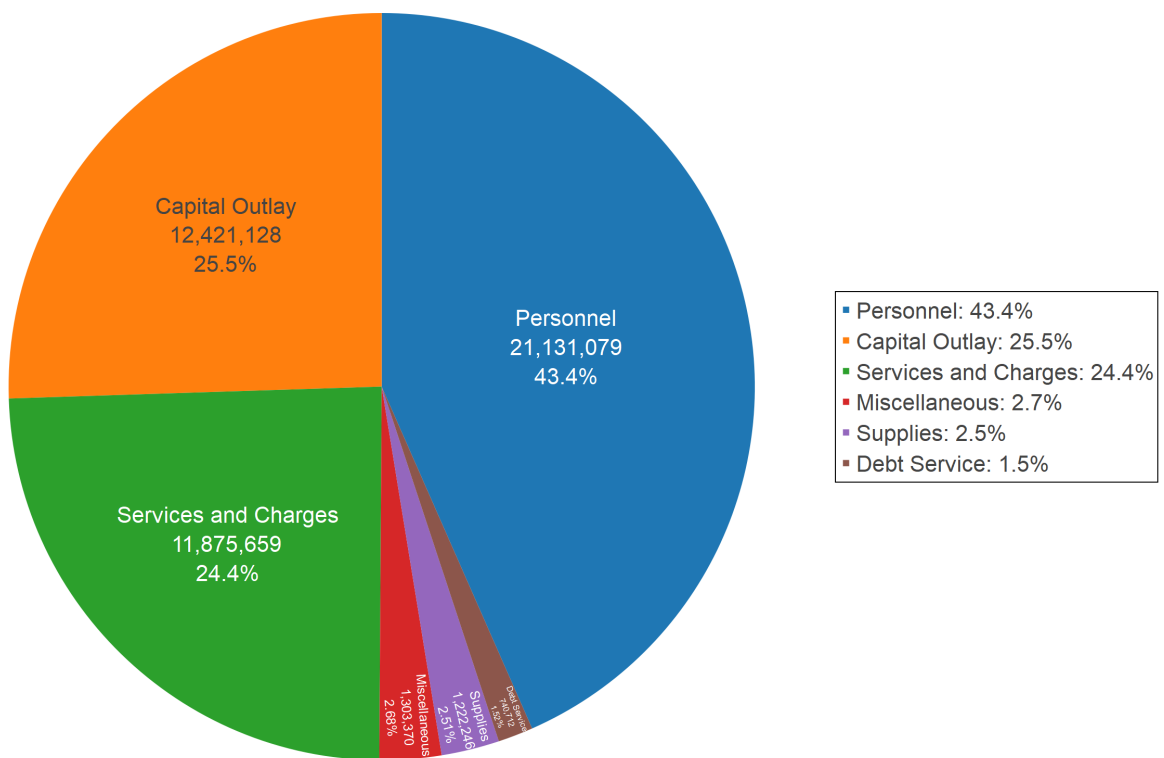
Budget Combined Expenditures by Fund

Fund	FY23 Adopted Expenditures	Percent
General Fund	34,104,647	70.0%
ARPA Fund	7,088,621	14.6%
Special Revenue Fund	4,971,178	10.2%
Speed Camera Fund	1,795,522	3.7%
Stormwater Management Fund	734,226	1.5%
Total	48,694,194	100.0%



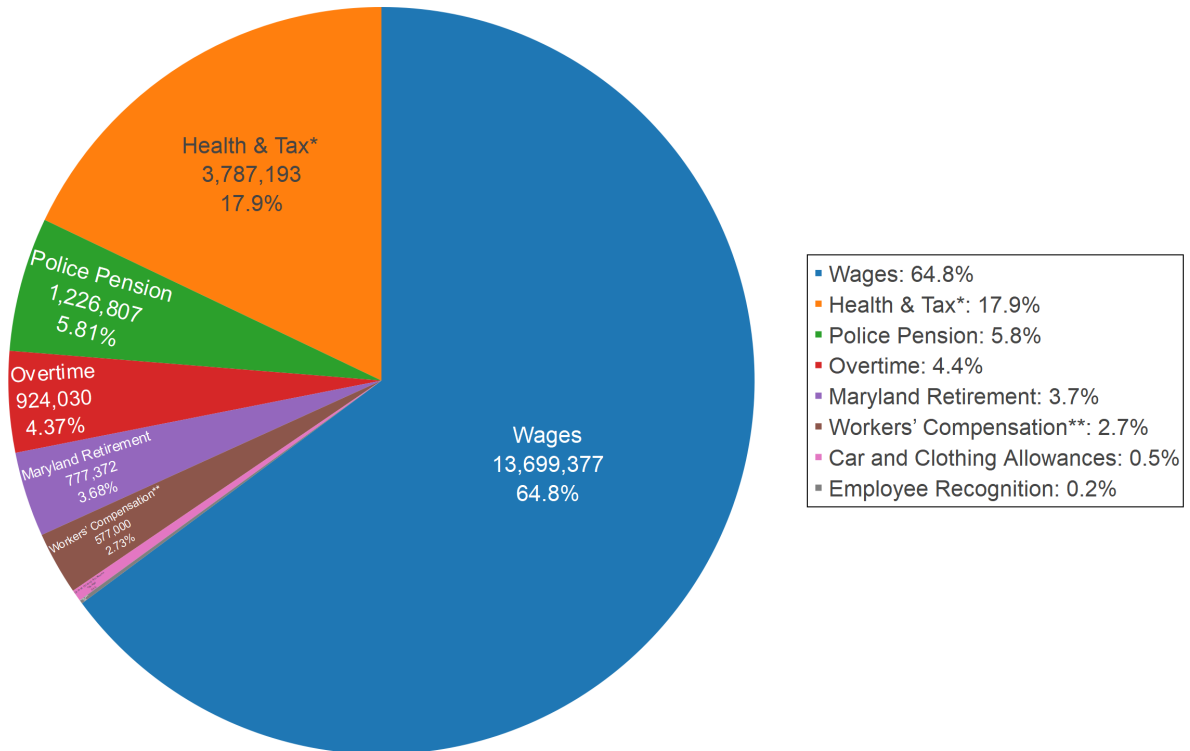
Budget Combined Expenditures by Type

Type	FY23 Adopted Expenditures	Percent
Personnel	21,131,079	43.4%
Capital Outlay	12,421,128	25.5%
Services and Charges	11,875,659	24.4%
Miscellaneous	1,303,370	2.7%
Supplies	1,222,246	2.5%
Debt Service	740,712	1.5%
Total	48,694,194	100.0%



Budget Combined Personnel Expenditures by Type

Type	FY23 Adopted Expenditures	Percent
Wages	13,699,377	64.8%
Health & Tax*	3,787,193	17.9%
Police Pension	1,226,807	5.8%
Overtime	924,030	4.4%
Maryland Retirement	777,372	3.7%
Workers' Compensation**	577,000	2.7%
Car and Clothing Allowances	105,660	0.5%
Employee Recognition	33,640	0.2%
Personnel Subtotal	21,131,079	100.0%



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

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

General Fund Summary

General Fund Summary

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22- FY23
REVENUES								
Taxes and utility fees	17,485,510	17,834,681	18,320,304	18,473,270	18,433,675	19,239,815	806,140	100%
Licenses and permits	84,908	66,942	88,799	104,500	78,104	86,104	8,000	100%
Fines and forfeitures	195,802	174,189	170,636	176,000	178,000	181,000	3,000	100%
Use of money and property	330,940	345,338	25,274	5,240	(38,500)	(29,000)	9,500	100%
Charges for service	1,228,834	980,290	461,223	808,331	836,691	1,017,370	180,679	100%
Intergovernmental	6,213,141	6,322,336	6,366,173	7,464,933	7,894,049	6,479,949	(1,414,100)	100%
Miscellaneous	194,199	163,187	61,324	63,000	63,000	81,000	18,000	100%
Total Revenues	25,733,334	25,886,963	25,493,733	27,095,274	27,445,019	27,056,238	(388,781)	100%
EXPENDITURES								
General Government	3,056,001	3,009,773	3,440,444	4,479,080	4,225,564	4,347,269	121,705	100%
Police	7,917,412	8,385,135	8,407,906	9,489,616	8,675,677	8,538,116	(137,561)	100%
Public Works	5,073,497	4,941,626	4,675,978	6,251,914	6,120,424	5,641,139	(479,285)	100%
Recreation	1,907,344	1,768,952	1,239,885	2,049,761	2,023,411	2,087,480	64,069	100%
Housing and Community Development	1,454,808	1,683,213	1,573,904	2,095,399	1,738,359	2,576,737	838,378	100%
Communications	507,868.6	529,330	559,155	771,497	758,621	754,332	(4,289)	100%
Library	1,319,114	1,317,662	1,274,197	1,397,064	1,424,232	1,401,556	(22,676)	100%
Inter-Departmental	1,400,240	1,157,120	1,897,265	1,659,917	1,250,083	1,288,181	38,098	100%
Capital Outlay**	3,463,316	2,555,994	2,633,828	3,360,901	3,241,825	6,729,125	3,487,300	100%
Debt Service	919,868.4	916,403	742,990	871,460	871,460	740,712	(130,748)	100%
Total Expenditures	27,019,468	26,265,208	26,445,552	32,426,609	30,329,657	34,104,647	3,774,990	-
Excess (deficiency) of revenues over expenditures	(1,286,134)	(378,245.4)	(951,819)	(5,331,335)	(2,884,638)	(7,048,409)	(4,163,771)	-
OTHER FINANCING SOURCES (USES)								
Bond proceeds	-	-	-	-	-	-	-	-
Operating transfers in (out)	(41,718)	-	-	(65,000)	(65,000)	-	65,000	-
Total Other Financing Sources (Uses)	(41,718)	-	-	(65,000)	(65,000)	-	65,000	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,327,852)	(378,245.4)	(951,819)	(5,396,335)	(2,949,638)	(7,048,409)	(4,098,771)	-
FUND BALANCE								
Beginning of year	22,070,110	20,742,258	20,364,013	19,412,194	19,412,194	16,462,557	(2,949,637)	100%
End of year	20,742,258	20,364,013	19,412,194	14,015,859	16,462,557	9,414,148	(7,048,409)	100%

Fund Summaries

***Note: In Fiscal Year 2023, out of the total Capital Outlay of \$7.5 million, \$5 million is budgeted for the Library Construction which is partially funded by 2017 Series Bond designated to the restricted bond.*

General Fund Balance Projection Detail

General Fund Balance Projection Detail

	As of June 30, 2021			As of June 30, 2022			As of June 30, 2023
	Balance	Additions	Deletions	Balance	Additions	Deletions	Balance
Emergency Reserve	541,646	-	-	541,646	-	-	541,646
Equipment Replacement Reserve	4,054,455	700,000	1,010,425	3,744,030	600,000	754,317	3,589,713
WSSC Contribution for Future Street Work	97,535	-	-	97,535	-	-	97,535
Facility Maintenance Reserve	427,604	-	200,000	227,604	128,000	55,000	300,604
NonSpendable-Prepaid, Deposits, Inventory	242	9,374	5,000	4,616	10,000	11,000	3,616
Housing Reserve	645,857	229,000	185,000	689,857	100,000	-	789,857
Bond Reserve (Restricted)	6,535,194	-	300,000	6,235,194	-	5,000,000	1,235,194
Total Reserved/NonSpendable Fund Balance	12,302,533	938,374	1,700,425	11,540,482	838,000	5,820,317	6,558,165
Total Unassigned Fund Balance	7,109,661	-	2,187,586	4,922,075	-	2,066,092	2,855,983
Total Fund Balance	19,412,194	-	-	16,462,557	-	-	9,414,148

General Fund Revenues

General Fund Revenues

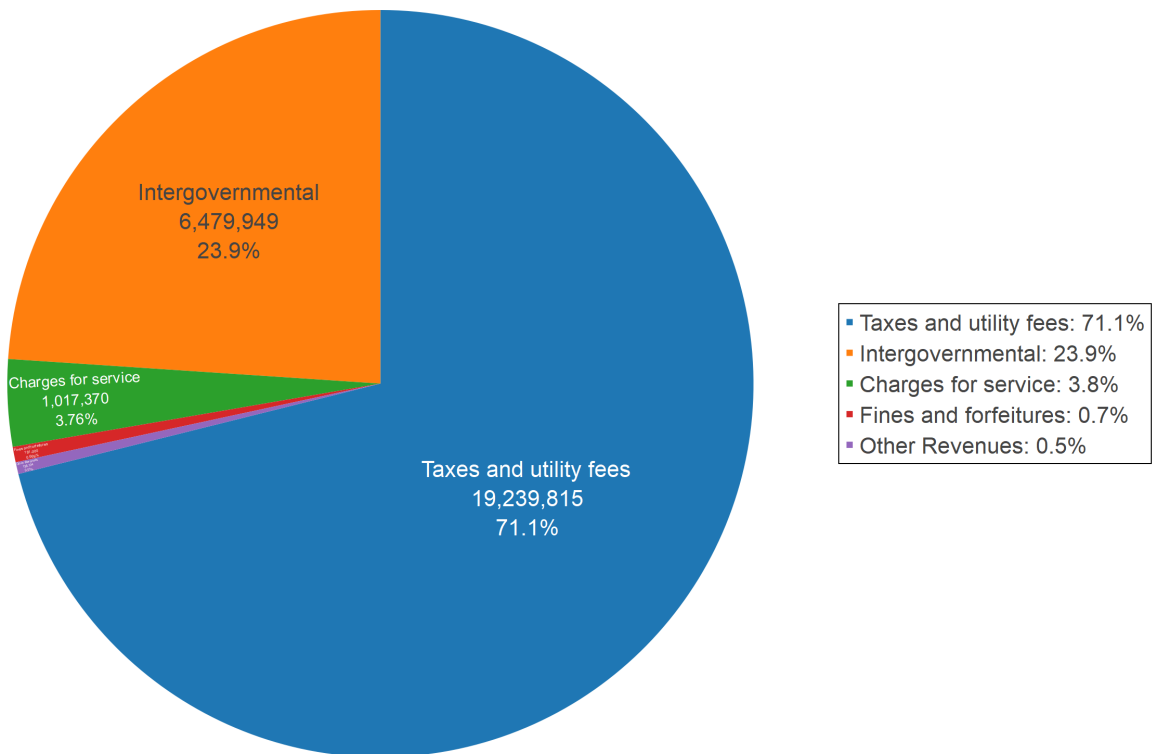
	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22- FY23
Taxes and Utility Fees								
Real Property	12,621,745	13,132,607	13,525,670	13,917,270	13,799,000	14,425,815	626,815	4.5%
Personal Property	445,677.6	353,659	101,689.4	150,000	160,000	160,000	-	-
RR and Public Utilities	242,116.1	202,230.1	204,183.4	200,000	204,000	204,000	-	-
Penalties and Interest	46,162.29	49,438.44	51,312	40,000	45,000	45,000	-	-
Admission and Amusement	138,279.7	98,162	22,983.8	60,000	65,000	75,000	10,000	15.4%
Additions and Abatements	(15,832.79)	(14,360)	(6,664)	(14,000)	(15,000)	(30,000)	(15,000)	100%
Highway	395,435.3	447,113	497,613.1	470,000	497,000	510,000	13,000	2.6%
Income Tax	3,611,927	3,565,831	3,923,515	3,650,000	3,678,675	3,850,000	171,325	4.7%
Total--Taxes and Utility Fees	17,485,510	17,834,681	18,320,304	18,473,270	18,433,675	19,239,815	806,140	4.4%
Licenses and Permits	84,908.14	66,941.6	88,799.46	104,500	78,104	86,104	8,000	10.2%
Fines and Forfeitures	195,802.3	174,189	170,636	176,000	178,000	181,000	3,000	1.7%
Use of Money and Property	330,939.8	345,337.5	25,274	5,240	(38,500)	(29,000)	9,500	(24.7%)
Charges for Services								
Inspection Fees	314,765	321,593	311,300.4	321,000	328,000	341,420	13,420	4.1%
Public Parking Facilities	103,159.6	92,324	40,123.6	50,000	50,000	58,000	8,000	16%
Waste Collection & Disposal Charges	62,643.16	47,235	56,014.22	62,000	61,400	65,640	4,240	6.9%
Recreation Programs and Services	615,539.4	425,478	13,117.47	311,671	331,411	479,500	148,089	44.7%
Library Fines and Fees	15,781.26	9,550	478.13	-	1,300	2,010	710	54.6%
Passport Services	64,855	41,380	595	30,000	30,000	35,000	5,000	16.7%
EV Charger	9,504.75	4,025	2,693.61	1,260	1,780	1,800	20	1.1%
Telephone Commissions	6.85	-	-	-	-	-	-	-
Special Trash Pickup	12,005.45	9,727	11,405	9,800	9,800	10,000	200	2%
Recyclable Sales	342	292	868	300	1,000	1,000	-	-
Mulch Sales	22,416	25,324	22,528	22,000	22,000	23,000	1,000	4.5%
Advertising--Bus Shelters	1,992	293	2,100	300	-	-	-	-
Farmer's Market	5,824	3,069	-	-	-	-	-	-
Total--Charges for Services	1,228,834	980,290	461,223	808,331	836,691	1,017,370	180,679	21.6%

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22- FY23
Intergovernmental Revenues								
Police Protection (State)	453,058	461,499	425,637	452,000	425,000	450,000	25,000	5.9%
Federal Emergency/Homeland Grant	-	50,157.5	32,515.3	-	15,000	-	(15,000)	(100%)
CARES Act	-	124,151	279,499	-	-	-	-	-
Revenue -ARPA	-	-	-	1,191,900	1,191,900	-	(1,191,900)	(100%)
State & County Projects	93,540.24	19,177	-	-	-	-	-	-
Bank Share Tax	5,643.24	5,643.24	5,643.24	5,643.24	5,643.24	5,643	(0.24)	-
Library Aid	186,058	182,499	166,626.4	176,742	176,742	176,000	(742)	(0.4%)
Police Rebate	1,104,672	1,172,721	1,187,769	1,263,255	1,731,370	-	(1,731,370)	(100%)
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,575,799	2,575,799	4,020,521	1,444,722	56.1%
In Lieu of Roads Maintenance	743,199	743,199	743,199	761,121	761,122	804,806	43,684	5.7%
In Lieu of Parks Maintenance	72,913	72,913	72,913	74,671	74,671	93,942	19,271	25.8%
In Lieu of Crossing Guard	182,384	182,384	182,384	186,782	186,782	214,017	27,235	14.6%
Takoma/Langley Rec. Agreement	85,020	85,020	85,020	85,020	85,020	85,020	-	-
Hotel Motel Tax	117,251.1	92,027	76,678.81	90,000	85,000	90,000	5,000	5.9%
Cable Franchise Fees	231,297.9	215,745	205,611.9	212,000	200,000	186,000	(14,000)	(7%)
Cable--Operating	422,957.2	400,051	387,529.7	390,000	380,000	354,000	(26,000)	(6.8%)
Total--Intergovernmental Revenues	6,213,141	6,322,334	6,366,173	7,464,933	7,894,049	6,479,949	(1,414,100)	(17.9%)
Miscellaneous								
Tree Fund	25,000	25,000	25,000	25,000	25,000	45,000	20,000	80%
Sales of Impounded Property	-	-	212	-	1,000	1,000	-	-
Other Miscellaneous	23,441.4	60,745	22,019.99	15,000	20,000	20,000	-	-
Insurance Claims	7,917.97	21,004	1,000	3,000	-	-	-	-
Administrative Fees--Parking	2,305	75	2,000	-	-	-	-	-
Federal Grant	7,907.45	7,675	5,675	-	-	-	-	-
Sale of City Property	21,438.72	44,788	4,802.79	20,000	17,000	15,000	(2,000)	(11.8%)
Donations	106,187.4	3,900	613	-	-	-	-	-
Total--Miscellaneous	194,198	163,187	61,323	63,000	63,000	81,000	18,000	28.6%
Total General Fund Revenues	25,733,334	25,886,959	25,493,733	27,095,274	27,445,019	27,056,238	(388,781.2)	(1.4%)

General Fund Revenues by Type

Type	FY23 Adopted Revenues	Percent
Taxes and utility fees	19,239,815	71.1%
Intergovernmental	6,479,949	23.9%
Charges for service	1,017,370	3.8%
Fines and forfeitures	181,000	0.7%
Other Revenues	138,104	0.5%
Total	27,056,238	100.0%



General Fund Revenue - Supplemental Information

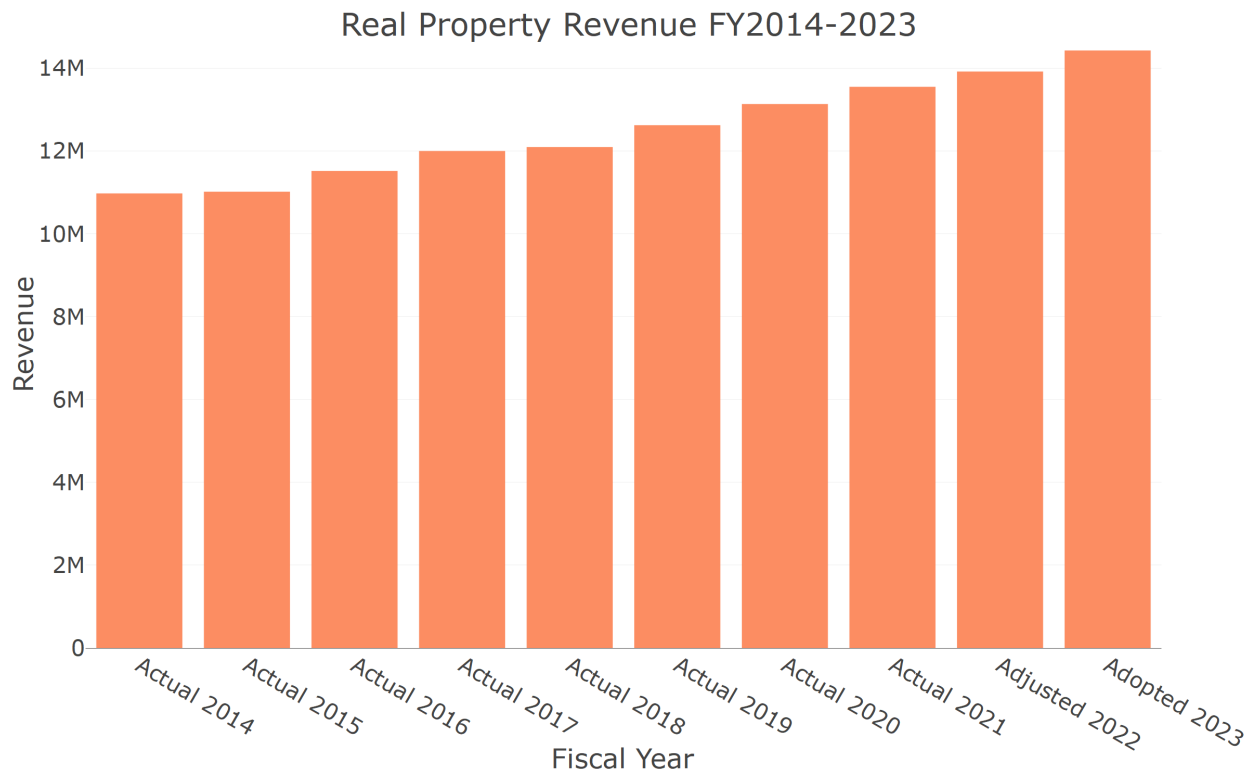
Real Property Tax

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

Pursuant to Maryland law, the constant yield tax (CYT) rate is calculated by the SDAT for each taxing authority. It represents the property tax rate that will generate the same amount of revenue generated during the previous year. As assessments increase, the CYT rate decreases. When a taxing authority plans to impose a tax rate that is higher than the CYT rate, it must advertise the increase and hold a public hearing. The City Council sets the tax rate. The tax rate for FY23 is \$0.5397 per \$100 of assessed valuation.

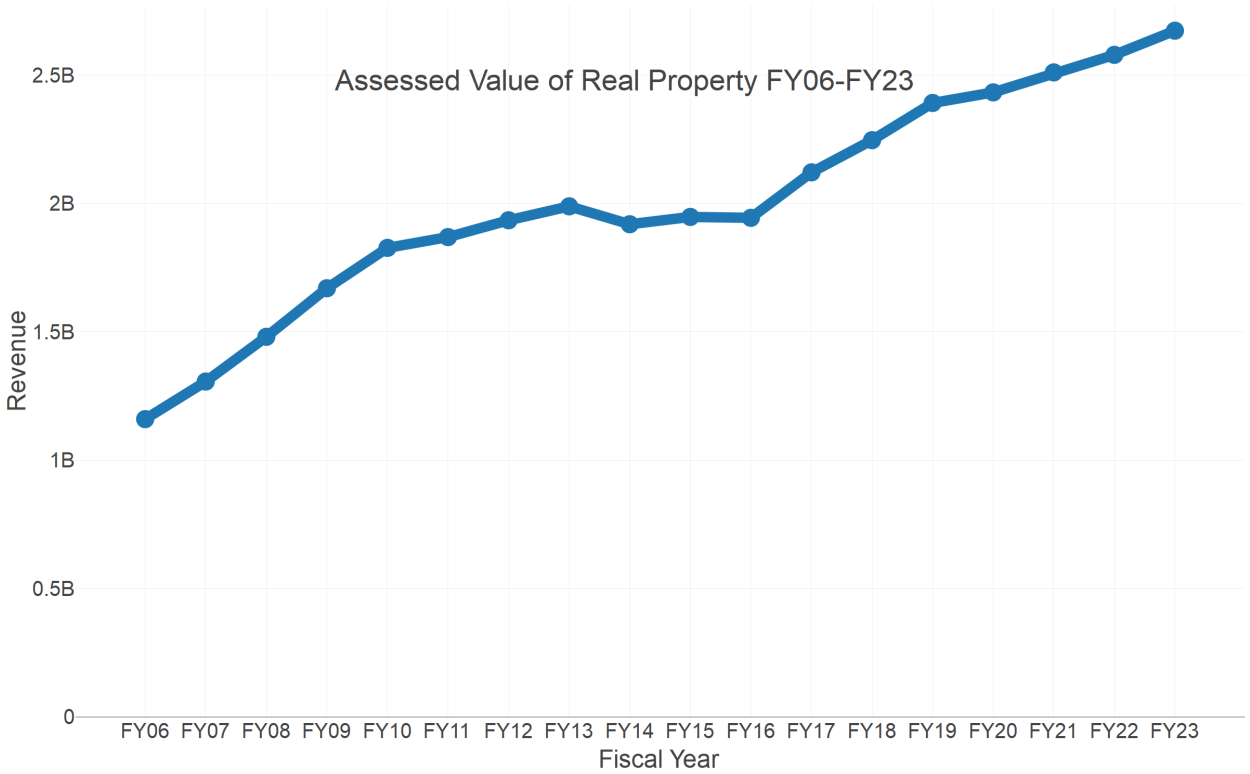
Real Property Tax Ten Year Revenue Graph

Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Real Property (\$)	10,974,639	11,016,039	11,516,876	11,998,604	12,094,212	12,621,745	13,132,607	13,548,565	13,917,270	14,425,815



Assessed Value of Real Property

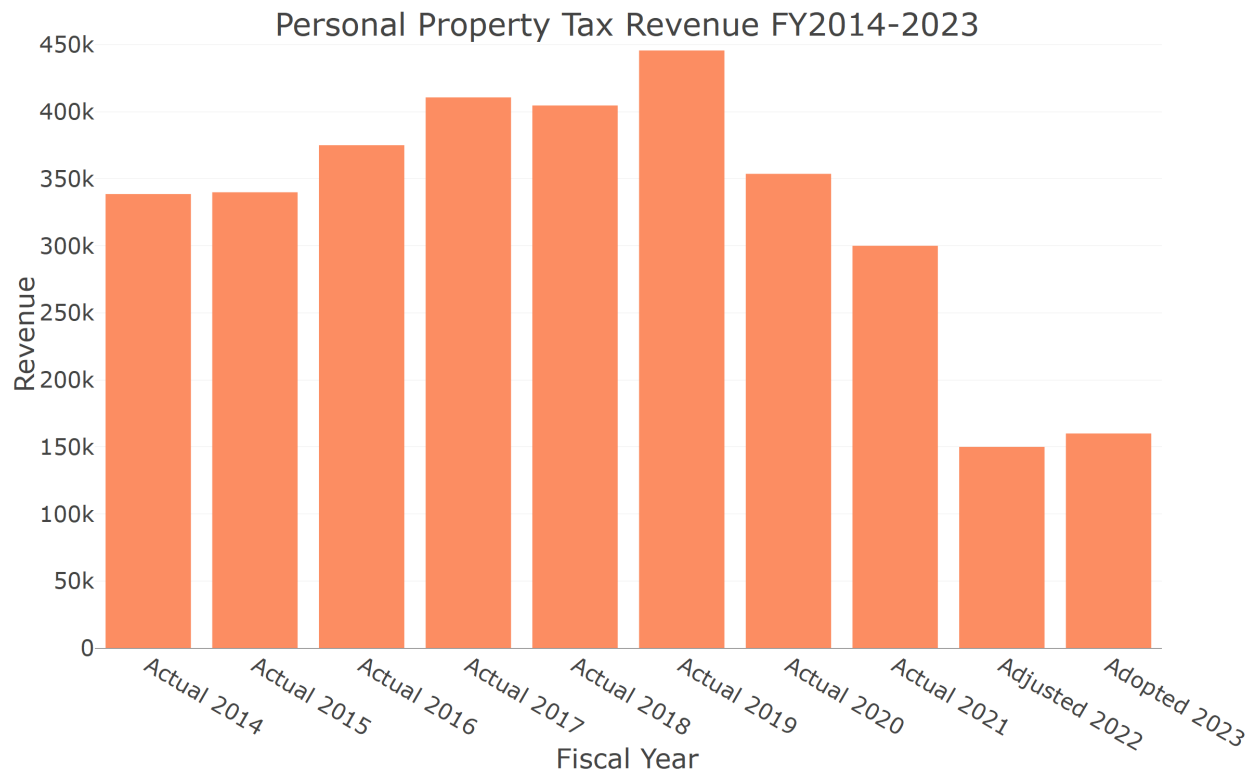
The chart below tracks the total value of real estate property that the city levies real property tax on from FY06 to FY23.



Personal Property Tax

The City of Takoma Park's personal property tax rate for FY23 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.

Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Personal Property	338,582	339,906	375,018	410,678	404,640	445,678	353,659	300,000	150,000	160,000

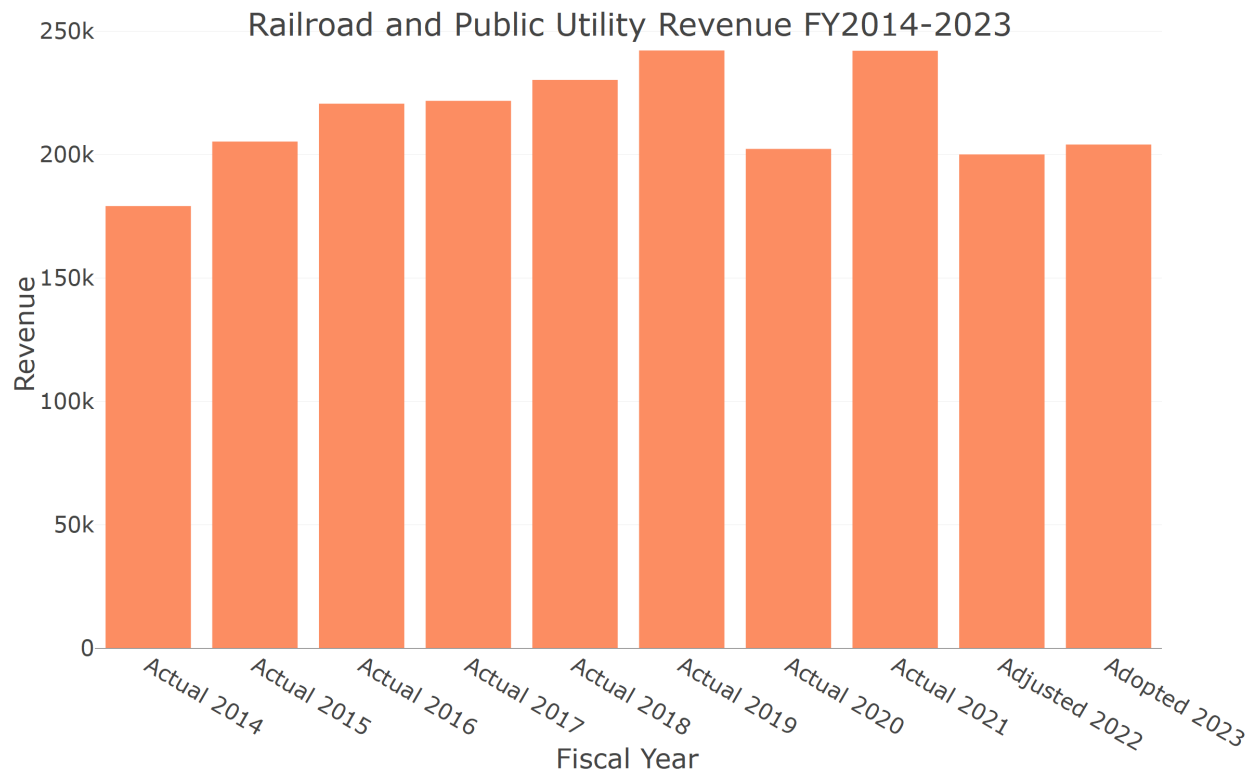


* Note: The annual revenue reduction since FY20 is due to the removal of Inventory Tax.

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 FY23 is \$1.57 per \$100 of assessed value. The City Council sets the tax rate.

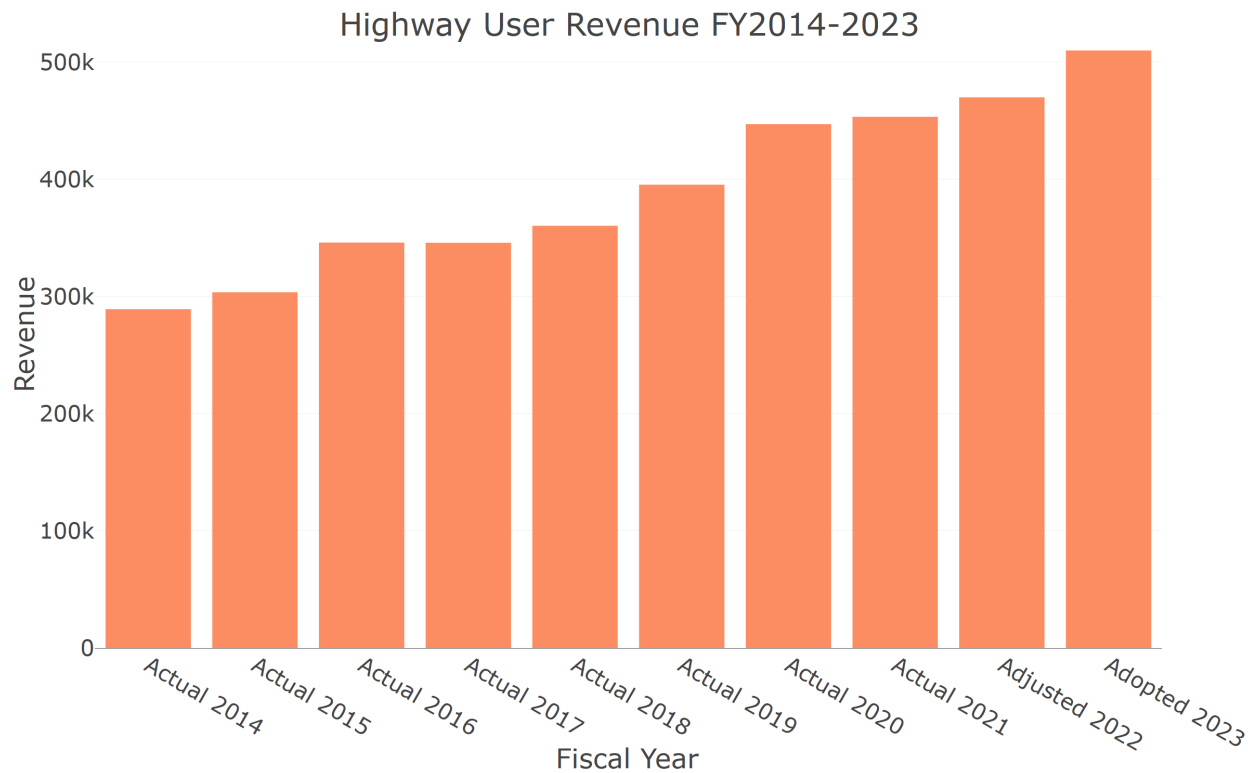
Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Rail Road and Public Utilities	179,065	205,203	220,552	221,706	230,185	242,116	202,230	242,000	200,000	204,000



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.

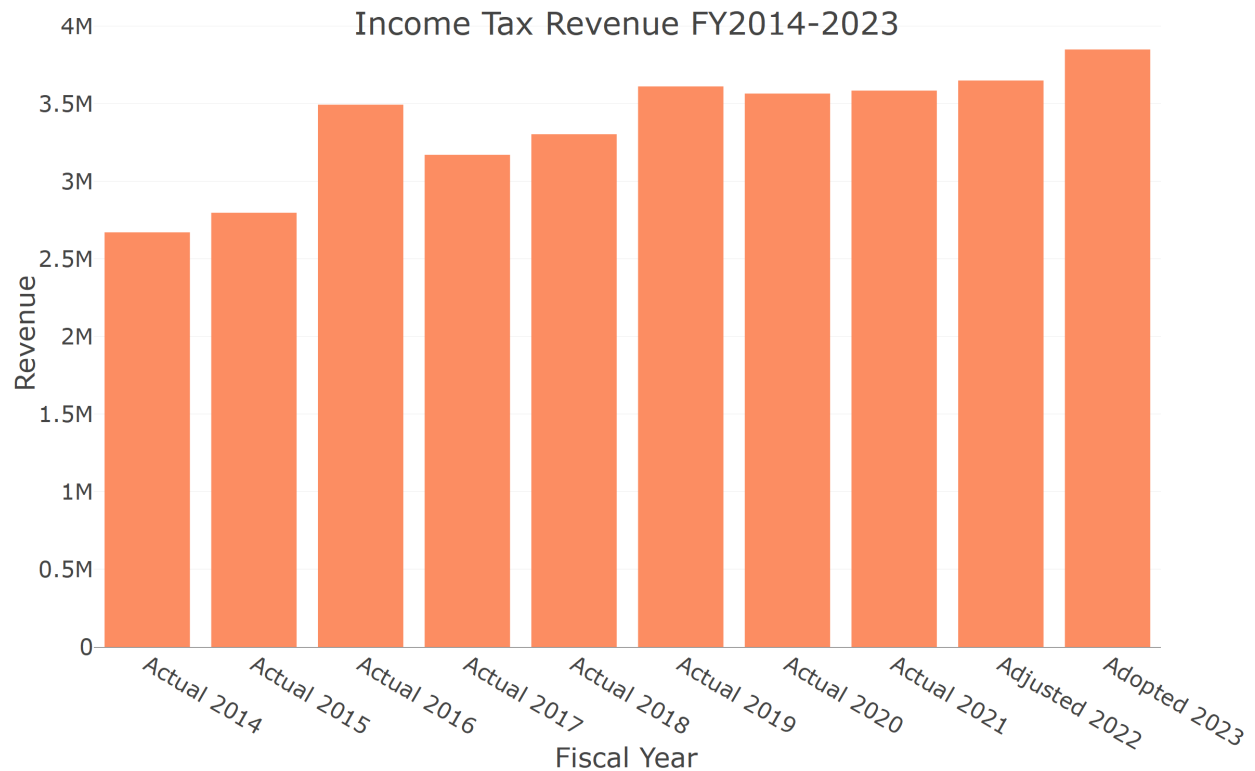
Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Highway User	289,165	303,608	346,015	345,873	360,336	395,435	447,113	453,379	470,000	510,000



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.

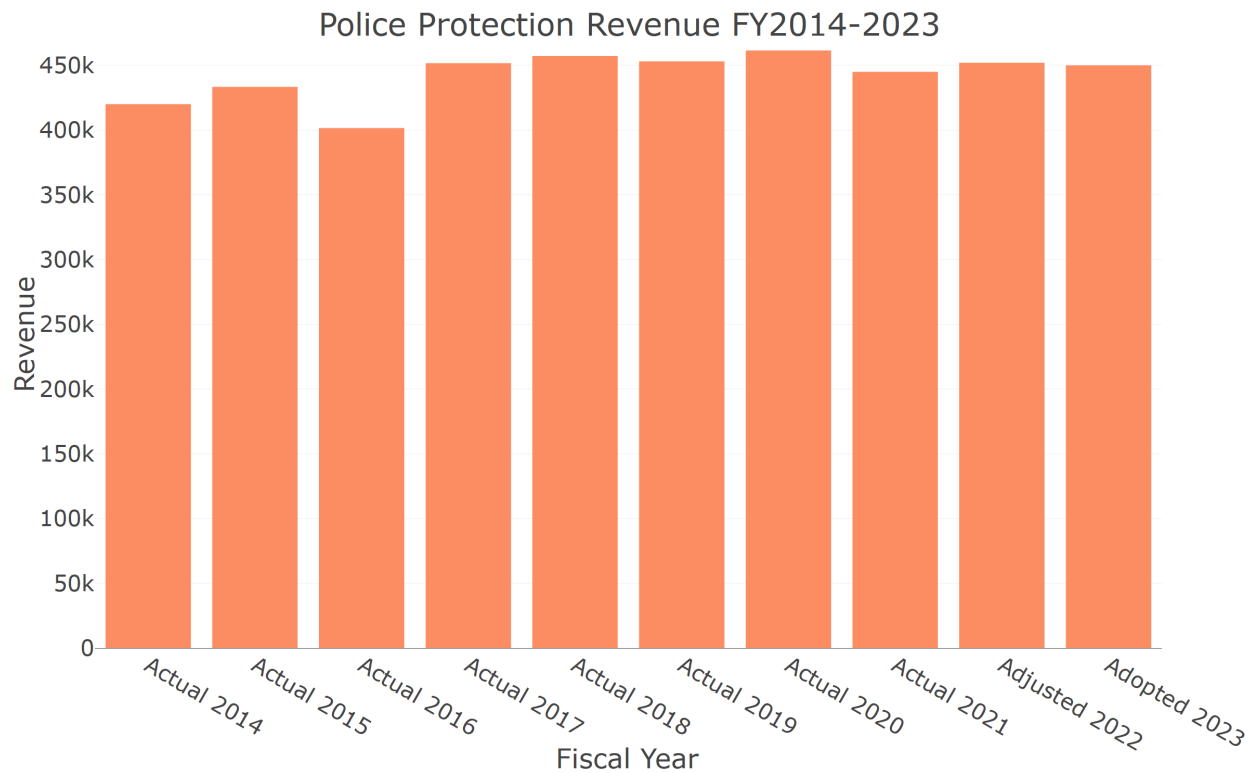
Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Income Tax	2,671,765	2,797,878	3,494,273	3,171,194	3,303,938	3,611,927	3,565,831	3,585,000	3,650,000	3,850,000



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.

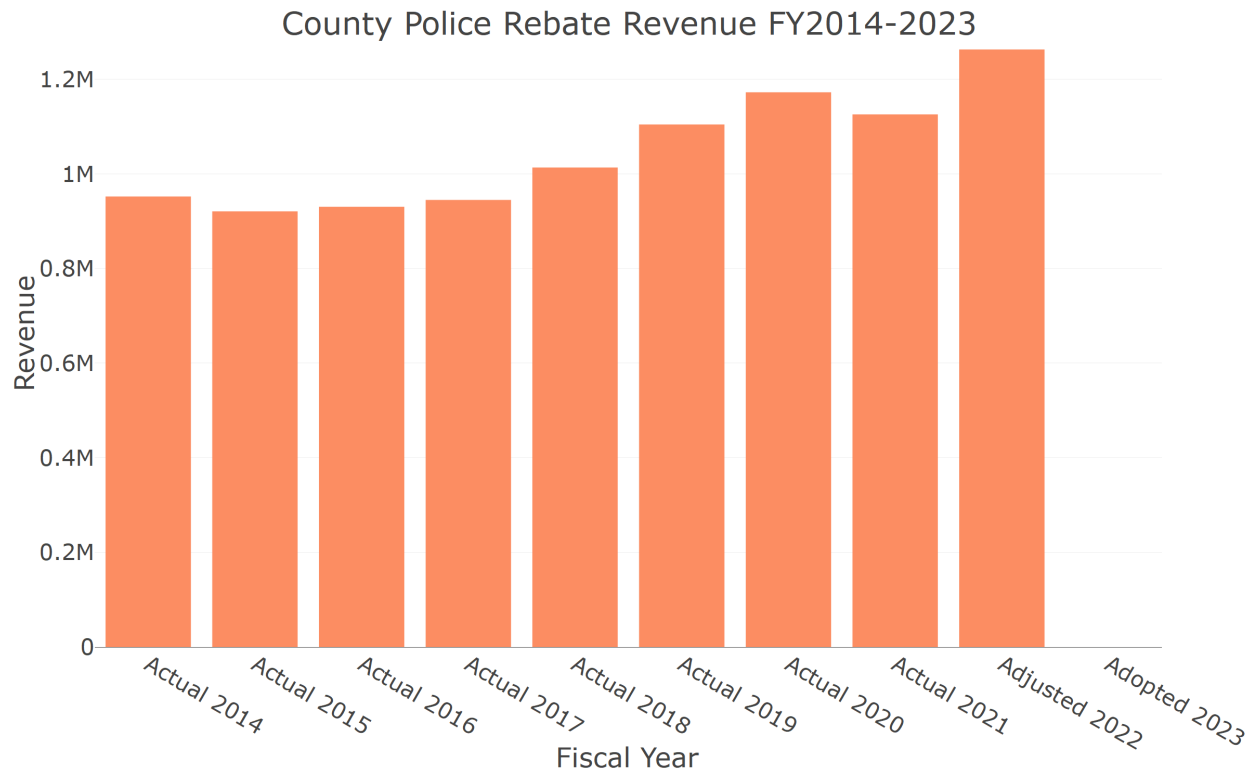
Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Police Protection (State)	420,029	433,382	401,570	451,694	457,251	453,058	461,499	445,000	452,000	450,000



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).

Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Police Rebate	952,413	920,996	930,658	945,118	1,013,685	1,104,672	1,172,721	1,126,000	1,263,255	0

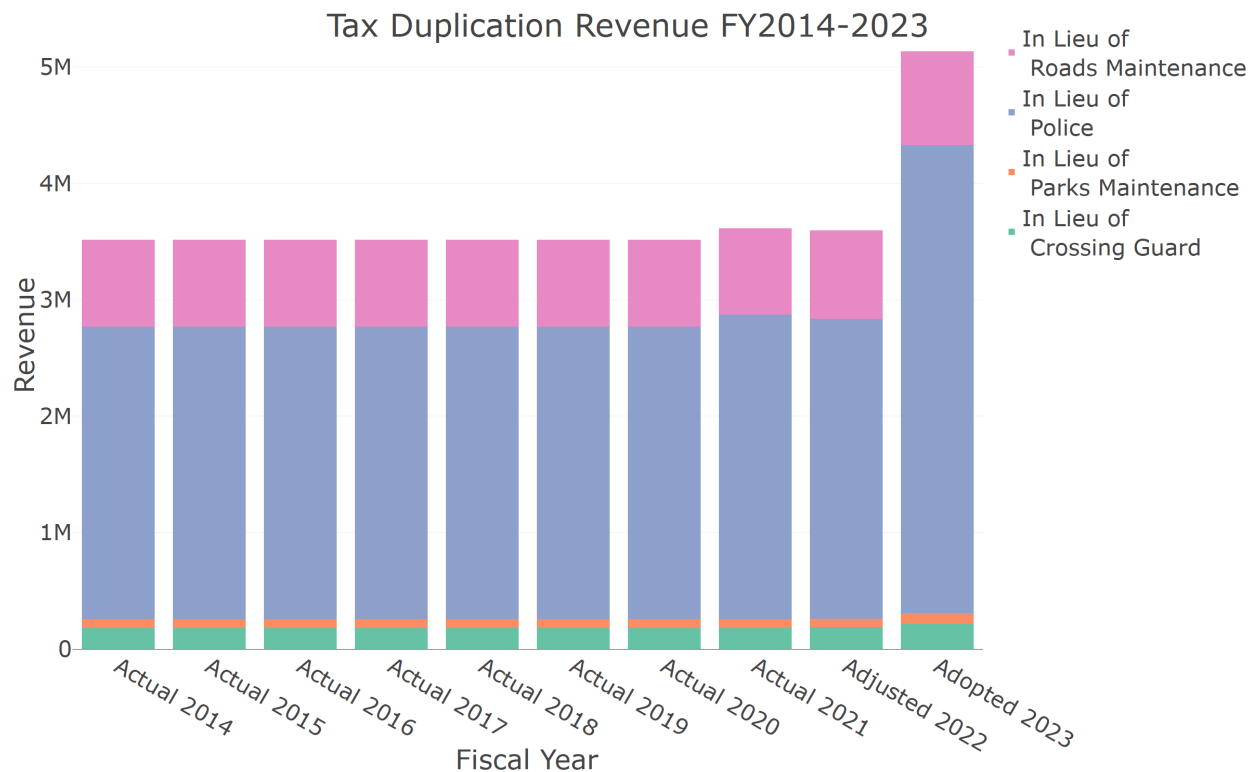


**Note: For the Adopted Fiscal Year 2023, due to a revised tax duplication agreement with the County, County Police Rebate amounts are included in the “Lieu of Police” account, shown in the next section*

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.

Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
In Lieu of Police	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,515,147	2,615,740	2,575,799	4,020,521
In Lieu of Roads Maintenance	743,199	743,199	743,199	743,199	743,199	743,199	743,199	743,199	761,121	804,808
In Lieu of Parks Maintenance	72,913	72,913	72,913	72,913	72,913	72,913	72,913	72,913	74,671	93,942
In Lieu of Crossing Guard	182,384	182,384	182,384	182,384	182,384	182,384	182,384	182,384	186,782	214,017

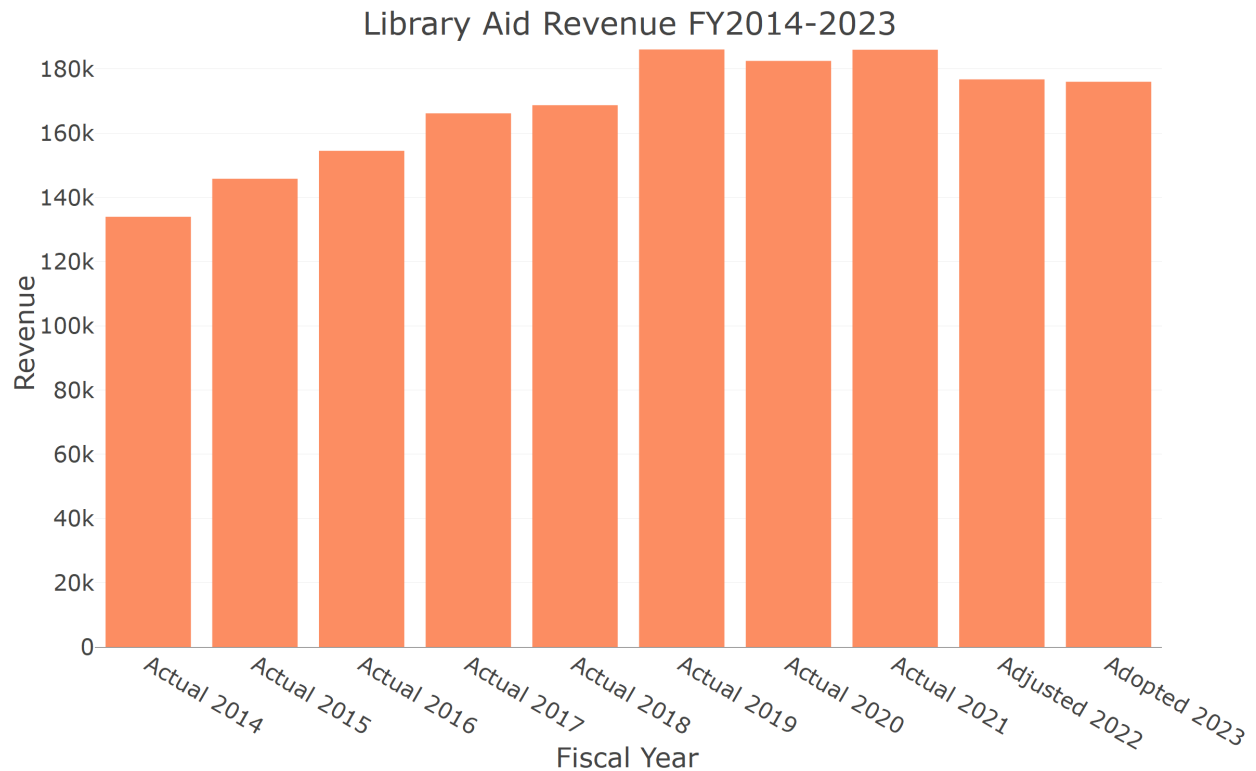


**Note: For the Adopted Fiscal Year 2023, due to a revised tax duplication agreement with the County, County Police Rebate amounts are included in the "Lieu of Police" account*

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.

Revenue Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Adjusted 2022	Adopted 2023
Library Aid	133,959	145,801	154,498	166,169	168,704	186,058	182,499	185,973	176,742	176,000



Top 10 Principal Property Taxpayers FY21

Taxpayer	Taxable Assessed Value	Percentage of Total Taxable Assessed Value
JBG Takoma Retail Center LLC	42,044,100	1.6%
Saul Subsidiary I LTD Partnership	32,700,000	1.3%
OMHP Parkview Towers LLP	23,410,494	0.9%
Park Ritchie LLC	21,300,000	0.8%
Orlo Takoma LLC	17,000,000	0.7%
Takoma Business Center LLC	14,762,200	0.6%
Takoma Tower LP	13,909,500	0.5%
PS Atlantic Coast 2021 B LLC	13,062,200	0.5%
Maple View Apartments LLC	10,122,500	0.4%
Franklin Associates	9,000,000	0.4%
Total	197,310,994	7.7%

Top 10 Principal Employers FY21

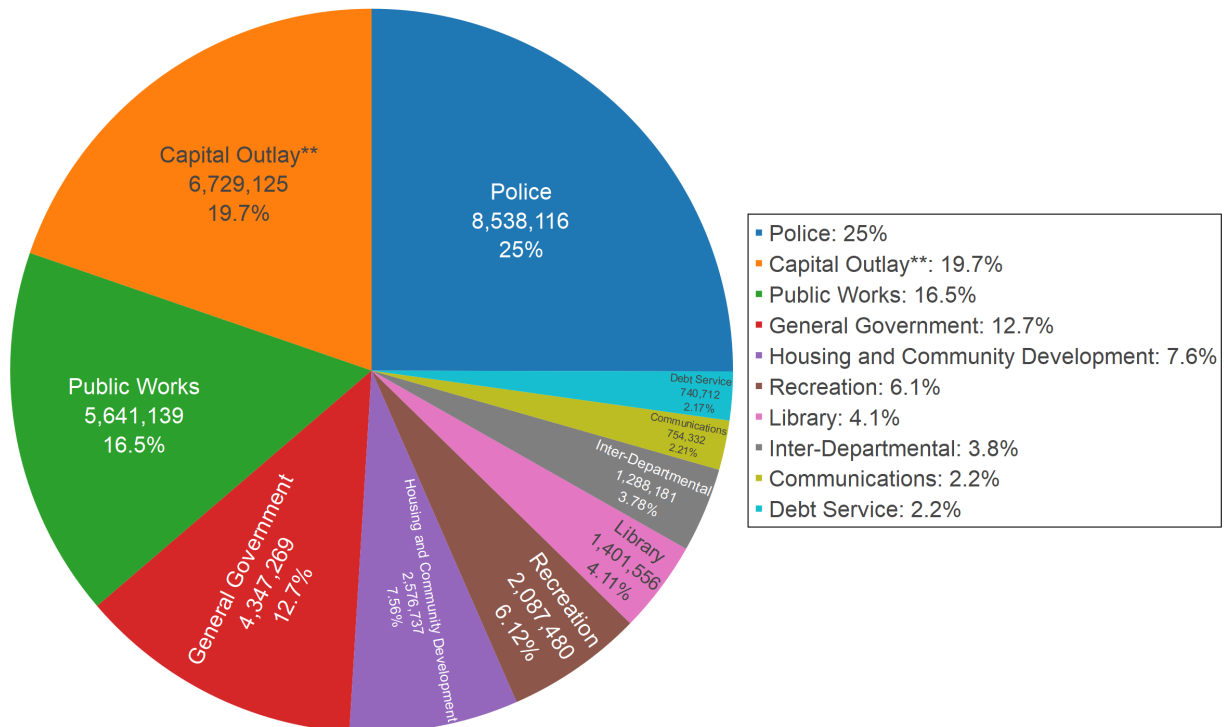
Employer	Total Employees	Percentage of Total City Employment
Montgomery College	476	8.2%
Adventist Healthcare (TP Campus)	300	5.1%
Montgomery County Public Schools	242	4.2%
Washington Adventist University	231	4.0%
City of Takoma Park	190	3.3%
Don Bosco Cristo Rey High School	55	0.9%
Takoma Park / Silver Spring Co-Op	50	0.9%
IHOP	39	0.7%
Republic	15	0.3%
Mid Atlantic Seafood	14	0.2%
Total	1,612	27.7%

*FY21 is the most current data available.

General Fund Expenditures

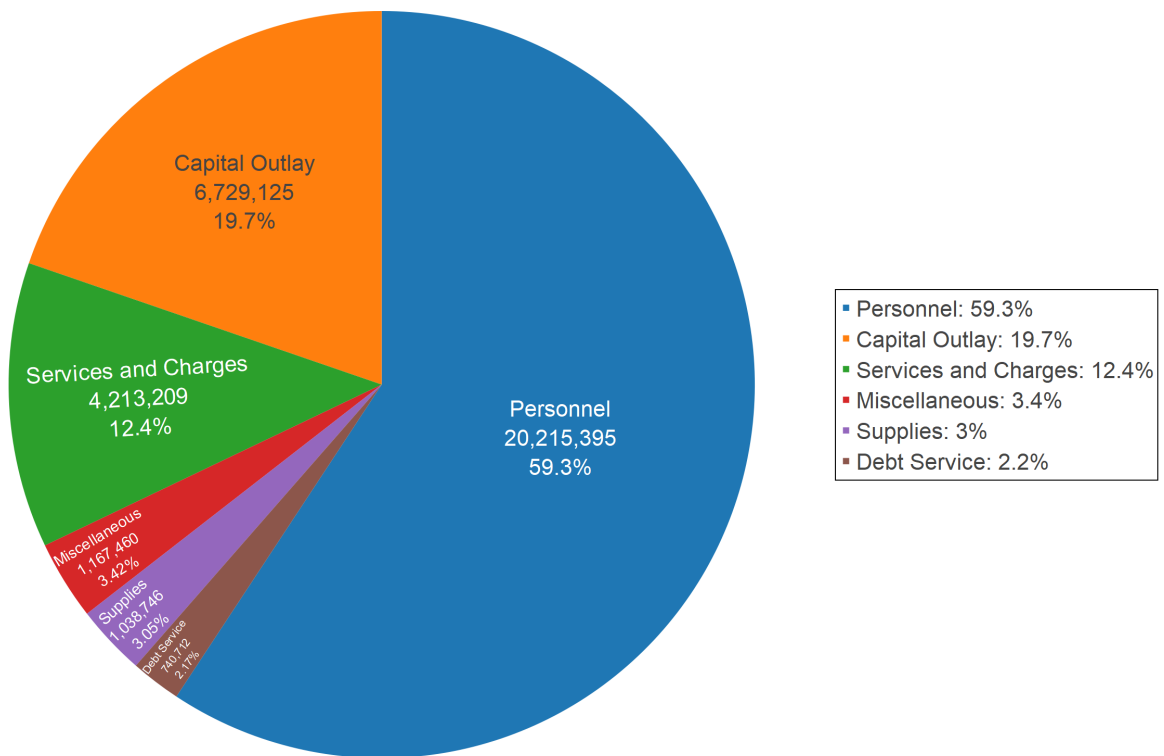
General Fund Expenditures by Activity

Department	FY23 Adopted Expenditures	Percent
General Government	4,347,269	12.7%
Police	8,538,116	25.0%
Public Works	5,641,139	16.5%
Recreation	2,087,480	6.1%
Housing and Community Development	2,576,737	7.6%
Communications	754,332	2.2%
Library	1,401,556	4.1%
Inter-Departmental	1,288,181	3.8%
Capital Outlay**	6,729,125	19.7%
Debt Service	740,712	2.2%
Total Expenditures	34,104,647	100.0%



General Fund Expenditures by Type

Type	FY23 Adopted Expenditures	Percent
Personnel	20,215,395	59.3%
Capital Outlay	6,729,125	19.7%
Services and Charges	4,213,209	12.4%
Miscellaneous	1,167,460	3.4%
Supplies	1,038,746	3.0%
Debt Service	740,712	2.2%
Total	34,104,647	100.0%



General Fund Expenditures

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
General Government								
1110 Legislative								
Personnel Expenses	112,316	115,144	119,536	114,523	131,721	190,499	58,778	44.6%
Other Operating Expenses	100,266	62,146	110,921	82,541	72,931	186,967	114,036	156.4%
Total	212,582	177,290	230,457	197,064	204,652	377,466	172,814	84.4%
1120 City Administration								
Personnel Expenses	547,948	517,368	542,247	637,896	656,624	651,289	(5,335)	(0.8%)
Other Operating Expenses	142,626	118,037	154,149	245,906	169,154	140,957	(28,197)	(16.7%)
Total	690,574	635,405	696,396	883,802	825,778	792,246	(33,532)	(4.1%)
1130 Finance								
Personnel Expenses	544,839	542,149	536,050	653,047	605,072	574,726	(30,346)	(5%)
Other Operating Expenses	85,280	77,844	96,322	163,165	137,350	174,164	36,814	26.8%
Total	630,119	619,993	632,372	816,212	742,422	748,890	6,468	0.9%
1140 Legal								
Personnel Expenses	-	-	-	-	-	-	-	-
Other Operating Expenses	235,046	248,106	406,617	501,000	462,000	460,000	(2,000)	(0.4%)

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Total	235,046	248,106	406,617	501,000	462,000	460,000	(2,000)	(0.4%)
1150 Information System								
Personnel Expenses	406,041	442,439	470,468	526,160	518,850	526,868	8,018	1.5%
Other Operating Expenses	191,743	212,278	253,966	478,379	482,899	491,080	8,181	1.7%
Total	597,784	654,717	724,434	1,004,539	1,001,749	1,017,948	16,199	1.6%
1160 Human Resources								
Personnel Expenses	355,441	315,635	332,582	484,955	471,374	448,554	(22,820)	(4.8%)
Other Operating Expenses	76,583	97,481	135,945	191,458	116,349	133,536	17,187	14.8%
Total	432,024	413,116	468,527	676,413	587,723	582,090	(5,633)	(1%)
1170 City Clerk								
Personnel Expenses	235,666	242,762	263,038	325,035	335,226	344,853	9,627	2.9%
Other Operating Expenses	22,203	18,383	18,406	75,014	66,014	23,777	(42,237)	(64%)
Total	257,869	261,145	281,444	400,049	401,240	368,630	(32,610)	(8.1%)
Total General Government	3,055,998	3,009,772	3,440,247	4,479,079	4,225,564	4,347,269	121,706	2.9%
Police								
2100 Office of Chief								

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Personnel Expenses	524,889	669,914	661,446	699,158	815,143	708,089	(107,054)	(13.1%)
Other Operating Expenses	296,423	264,589	334,072	428,060	382,348	94,223	(288,125)	(75.4%)
Total	821,312	934,503	995,518	1,127,218	1,197,491	802,312	(395,179)	(33%)
2200 Communications								
Personnel Expenses	515,982	587,071	508,669	639,382	542,282	652,857	110,575	20.4%
Other Operating Expenses	23,485	23,233	30,966	34,735	34,735	9,495	(25,240)	(72.7%)
Total	539,467	610,304	539,635	674,117	577,017	662,352	85,335	14.8%
2300 Operations/Patrol								
Personnel Expenses	3,637,521	3,922,174	3,768,231	3,991,471	3,816,662	4,256,557	439,895	11.5%
Other Operating Expenses	128,824	112,510	122,496	119,410	158,835	172,611	13,776	8.7%
Total	3,766,345	4,034,684	3,890,727	4,110,881	3,975,497	4,429,168	453,671	11.4%
2400 CID Investigations								
Personnel Expenses	1,392,511	1,491,678	1,616,319	1,978,394	1,410,875	1,555,370	144,495	10.2%
Other Operating Expenses	49,413	47,414	58,245	75,552	75,830	73,387	(2,443)	(3.2%)
Total	1,441,924	1,539,092	1,674,564	2,053,946	1,486,705	1,628,757	142,052	9.6%
2500 Administration								

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Personnel Expenses	837,594	754,345	676,072	815,639	734,239	752,283	18,044	2.5%
Other Operating Expenses	113,240	99,415	111,532	123,542	126,564	81,548	(45,016)	(35.6%)
Total	950,834	853,760	787,604	939,181	860,803	833,831	(26,972)	(3.1%)
2600 Neighborhood Services								
Personnel Expenses	364,032	378,795	461,462	484,983	506,164	176,196	(329,968)	(65.2%)
Other Operating Expenses	55,869	33,997	58,393	99,290	72,000	5,500	(66,500)	(92.4%)
Total	419,901	412,792	519,855	584,273	578,164	181,696	(396,468)	(68.6%)
Total Police	7,939,783	8,385,135	8,407,906	9,489,616	8,675,677	8,538,115	(137,561)	(1.6%)
Public Works								
3100 Administration								
Personnel Expenses	412,459	254,642	289,030	436,678	441,331	449,694	8,363	1.9%
Other Operating Expenses	199,411	58,029	42,592	48,382	54,167	52,393	(1,774)	(3.3%)
Total	611,870	312,671	331,622	485,060	495,498	502,087	6,589	1.3%
3200 Building Maintenance								
Personnel Expenses	467,972	424,912	419,940	497,956	367,837	511,384	143,547	39%
Other Operating Expenses	420,067	432,547	448,960	462,400	439,686	470,325	30,639	7%

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Total	888,039	857,459	868,900	960,356	807,523	981,709	174,186	21.6%
3300 Equipment Maintenance								
Personnel Expenses	307,736	247,506	304,910	278,789	322,156	313,326	(8,830)	(2.7%)
Other Operating Expenses	223,068	186,179	204,182	206,630	230,354	220,480	(9,874)	(4.3%)
Total	530,804	433,685	509,092	485,419	552,510	533,806	(18,704)	(3.4%)
3400 Right of Way								
Personnel Expenses	724,561	654,728	607,021	696,675	776,083	729,792	(46,291)	(6%)
Other Operating Expenses	411,183	372,856	232,854	279,145	222,565	269,370	46,805	21%
Total	1,135,744	1,027,584	839,875	975,820	998,648	999,162	514	0.1%
3500 Solid Waste								
Personnel Expenses	746,586	833,096	870,471	951,613	891,057	818,907	(72,150)	(8.1%)
Other Operating Expenses	345,372	420,191	437,455	440,715	452,500	426,559	(25,941)	(5.7%)
Total	1,091,958	1,253,287	1,307,926	1,392,328	1,343,557	1,245,466	(98,091)	(7.3%)
3600 Sustainability								
Personnel Expenses	-	151,087	149,724	199,855	188,242	200,865	12,623	6.7%
Other Operating Expenses	3,374	57,072	70,909	534,850	524,850	78,474	(446,376)	(85%)

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Total	3,374	208,159	220,633	734,705	713,092	279,339	(433,753)	(60.8%)
3700 Vegetation Management								
Personnel Expenses	194,594	244,686	212,965	403,973	412,601	405,340	(7,261)	(1.8%)
Other Operating Expenses	24,723	29,108	24,452	29,600	32,500	74,980	42,480	130.7%
Total	219,317	273,794	237,417	433,573	445,101	480,320	35,219	7.9%
3800 Urban Forest								
Personnel Expenses	120,469	96,802	74,471	128,197	125,697	122,813	(2,884)	(2.3%)
Other Operating Expenses	144,383	191,047	117,276	204,850	188,569	199,281	10,712	5.7%
Total	264,852	287,849	191,747	333,047	314,266	322,094	7,828	2.5%
3900 City Engineer								
Personnel Expenses	214,740	203,955	150,455	177,755	176,380	179,156	2,776	1.6%
Other Operating Expenses	111,976	83,183	18,308	273,850	273,849	118,001	(155,848)	(56.9%)
Total	326,716	287,138	168,763	451,605	450,229	297,157	(153,072)	(34%)
Total Public Works	5,072,674	4,941,626	4,675,978	6,251,913	6,120,424	5,641,139	(479,284)	(8.5%)
Recreation								
4100 Administration								

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Personnel Expenses	460,317	481,063	463,033	457,292	536,959	500,937	(36,022)	(6.7%)
Other Operating Expenses	81,015	78,298	102,748	90,551	80,744	99,176	18,432	22.8%
Total	541,332	559,361	565,781	547,843	617,703	600,113	(17,590)	(2.8%)
4200 Outreach								
Personnel Expenses	201,556	209,997	170,469	205,675	178,451	171,691	(6,760)	(3.8%)
Other Operating Expenses	52,419	20,423	11,004	41,550	29,324	60,550	31,226	106.5%
Total	253,975	230,420	181,473	247,225	207,775	232,241	24,466	11.8%
4300 Recreation Center								
Personnel Expenses	150,289	151,151	88,780	190,628	209,370	197,823	(11,547)	(5.5%)
Other Operating Expenses	33,216	26,053	9,942	37,650	35,821	45,700	9,879	27.6%
Total	183,505	177,204	98,722	228,278	245,191	243,523	(1,668)	(0.7%)
4400 Community Programs								
Personnel Expenses	154,737	158,617	140,894	194,749	144,911	204,921	60,010	41.4%
Other Operating Expenses	60,299	45,180	12,337	61,000	53,834	66,275	12,441	23.1%
Total	215,036	203,797	153,231	255,749	198,745	271,196	72,451	36.5%
4500 Facilities and Athletic Fields								

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Personnel Expenses	-	-	-	-	-	-	-	-
Other Operating Expenses	82,180	58,615	32,108	77,500	71,100	91,700	20,600	29%
Total	82,180	58,615	32,108	77,500	71,100	91,700	20,600	29%
4600 Camps								
Personnel Expenses	67,290	46,124	2,444	94,658	97,765	80,022	(17,743)	(18.1%)
Other Operating Expenses	58,018	45,620	7,025	16,100	17,600	52,490	34,890	198.2%
Total	125,308	91,744	9,469	110,758	115,365	132,512	17,147	14.9%
4700 After School Programs								
Personnel Expenses	106,204	69,506	8,084	143,698	130,100	116,730	(13,370)	(10.3%)
Other Operating Expenses	7,807	7,075	6,181	17,550	17,450	8,350	(9,100)	(52.1%)
Total	114,011	76,581	14,265	161,248	147,550	125,080	(22,470)	(15.2%)
4800 Community Center								
Personnel Expenses	282,861	288,647	204,258	308,930	329,338	258,715	(70,623)	(21.4%)
Other Operating Expenses	109,134	82,582	35,700	112,230	90,644	132,400	41,756	46.1%
Total	391,995	371,229	239,958	421,160	419,982	391,115	(28,867)	(6.9%)
Total Recreation	1,907,342	1,768,951	1,295,007	2,049,761	2,023,411	2,087,479	64,069	3.2%

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Housing and Community Development								
5400 Planning								
Personnel Expenses	274,595	327,649	326,395	371,324	332,180	367,780	35,600	10.7%
Other Operating Expenses	59,438	9,082	52,403	157,000	166,250	207,750	41,500	25%
Total	334,033	336,731	378,798	528,324	498,430	575,530	77,100	15.5%
5500 HCD Administration								
Personnel Expenses	257,572	149,466	81,435	281,795	187,175	276,108	88,933	47.5%
Other Operating Expenses	41,551	32,184	18,780	47,884	30,911	39,466	8,555	27.7%
Total	299,123	181,650	100,215	329,679	218,086	315,574	97,488	44.7%
5600 Economic Development								
Personnel Expenses	58,857	161,920	152,554	172,566	122,058	185,048	62,990	51.6%
Other Operating Expenses	82,962	196,133	151,771	116,872	89,559	130,150	40,591	45.3%
Total	141,819	358,053	304,325	289,438	211,617	315,198	103,581	48.9%
5700 Arts & Humanities								
Personnel Expenses	1,254	72,894	54,528	79,355	69,106	79,173	10,067	14.6%
Other Operating Expenses	41	11,417	16,088	18,450	11,980	26,310	14,330	119.6%

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Total	1,295	84,311	70,616	97,805	81,086	105,483	24,397	30.1%
5800 Housing & Community Services								
Personnel Expenses	374,779	407,472	419,858	435,674	325,062	477,929	152,867	47%
Other Operating Expenses	304,360	314,995	300,091	414,478	404,078	431,428	27,350	6.8%
Total	679,139	722,467	719,949	850,152	729,140	909,357	180,217	24.7%
5900 Code Enforcement								
Personnel Expenses	374,779	407,472	-	-	-	326,498	326,498	100%
Other Operating Expenses	304,360	314,995	-	-	-	29,098	29,098	100%
Total	679,139	722,467	-	-	-	355,596	355,596	100%
Total Housing & Community	1,455,409	1,683,212	1,573,904	2,095,398	1,738,359	2,576,738	838,379	48.2%
Communications								
6000 Communications								
Personnel Expenses	381,297	408,603	430,168	575,830	531,866	549,839	17,973	3.4%
Other Operating Expenses	126,572	120,727	128,987	195,666	226,755	204,493	(22,262)	(9.8%)
Total	507,869	529,330	559,155	771,496	758,621	754,332	(4,289)	(0.6%)
Total Communications	507,869	529,330	559,155	771,496	758,621	754,332	(4,289)	(0.6%)

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Library								
7000 Library								
Personnel Expenses	1,045,143	1,073,370	1,071,828	1,150,753	1,170,328	1,124,737	(45,591)	(3.9%)
Other Operating Expenses	171,247	148,981	103,949	128,930	128,796	150,280	21,484	16.7%
Total	1,216,390	1,222,351	1,175,777	1,279,683	1,299,124	1,275,017	(24,107)	(1.9%)
7200 Computer Center								
Personnel Expenses	98,450	94,677	98,367	109,881	121,846	122,224	378	0.3%
Other Operating Expenses	4,273	634	53	7,500	3,262	4,316	1,054	32.3%
Total	102,723	95,311	98,420	117,381	125,108	126,540	1,432	1.1%
Total Library	1,319,113	1,317,662	1,274,197	1,397,064	1,424,232	1,401,556	(22,675)	(1.6%)
Personnel Total	16,579,098	17,192,044	16,748,202	19,894,942	18,732,131	19,609,593	877,462	4.7%
Operating Exp Total	4,679,090	4,443,644	4,478,192	6,639,385	6,234,157	5,737,035	(497,117)	(8%)
Departmental Total	21,258,188	21,635,688	21,226,394	26,534,327	24,966,288	25,346,628	380,345	1.5%
Non-departmental								
Workers Compensation	593,435	510,870	407,884	500,800	422,000	564,800	142,800	33.8%

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Other Fringe Benefits	51,795	43,341	35,684	23,820	54,883	41,000	(13,883)	(25.3%)
Recognition Non-Cash	19,758	1,093	17,003	15,000	5,000	10,000	5,000	100%
Training	5,703	958	-	6,000	3,000	6,000	3,000	100%
Tuition Reimbursement	10,461	7,578	5,724	7,000	4,000	7,000	3,000	75%
Litigation Hearing	1,200	152.5	2,500	2,500	-	2,500	2,500	-
Emergency Supplies	615	8,170	1,144	1,000	1,000	1,000	-	-
General Insurance	131,273	143,153.9	145,945	188,600	168,000	185,600	17,600	10.5%
General Contingency	-	-	-	135,697	-	135,281	135,281	100%
Community Festivals	19,340	17,500	-	7,000	7,000	20,000	13,000	185.7%
Fourth of July Exp	-	18,745	-	-	-	20,000	20,000	-
Provision for Allowance	17,270	(5,670)	10,233	10,000	10,000	10,000	-	-
Fees, Penalty & Bad Debt Expense	227,523	-	533.86	-	-	-	-	-
Covid Emergency Assistant Expense	-	55,000	435,763	-	200	-	(200)	(100%)
Grants	69,306	140,449	139,366	232,500	130,000	35,000	(95,000)	(73.1%)
Partnership Program	103,114	87,484	65,000	120,000	120,000	100,000	(20,000)	(16.7%)
Housing Fund Expenditures	10,000	10,000	442,970	210,000	185,000	-	(185,000)	(100%)

Fund Summaries

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22-FY23
Supplemental Tax Rebate Program	-	-	-	-	-	-	-	-
Tax Rebate Program	126,953	117,358	132,590	200,000	140,000	150,000	10,000	7.1%
Total Non- Departmental	1,387,746	1,156,182	1,842,340	1,659,917	1,250,083	1,288,181	38,098	3%
Capital Outlay	3,441,173	2,555,998	2,633,828	3,360,905	3,241,826	6,729,126	3,487,300	107.6%
Debt Service	919,868	916,402	742,990	871,460	871,460	740,712	(130,748)	(15%)
Transfer to Other Fund	-	-	-	65,000	65,000	-	(65,000)	(100%)
General Fund Total Expenditures	27,006,975	26,264,270	26,445,552	32,491,609	30,394,657	34,104,647	3,709,995	12.2%

Stormwater Management Fund Summary

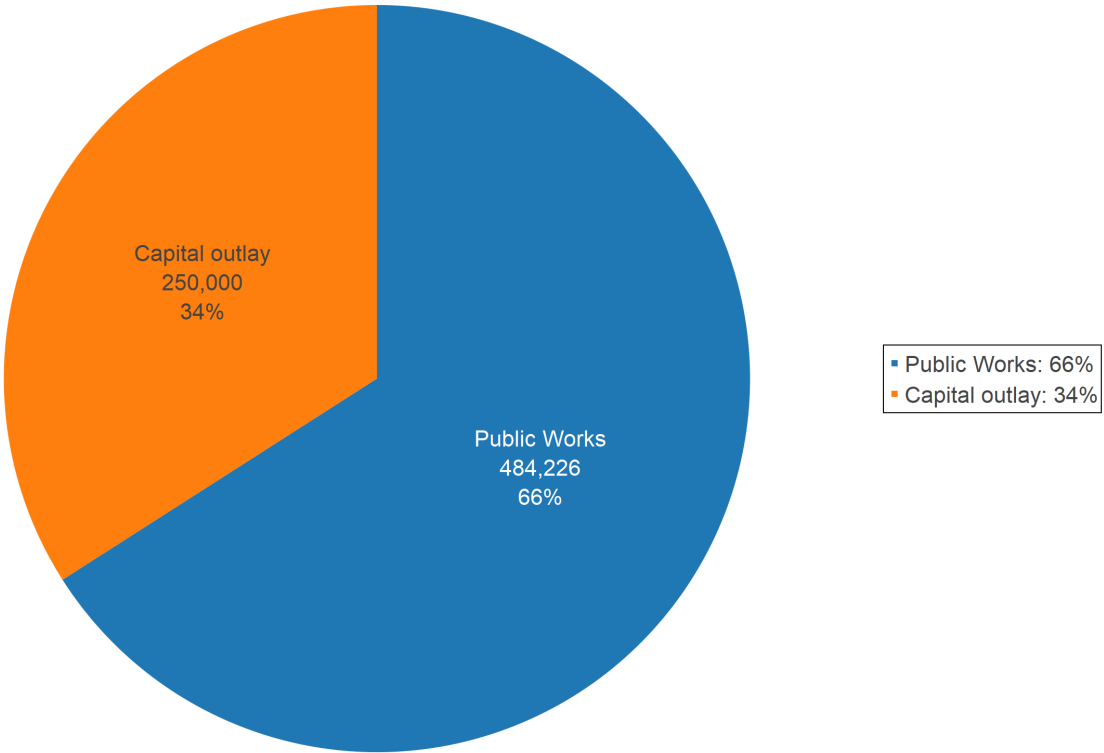
Stormwater Management Fund Summary

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22- FY23
REVENUES								
Taxes and utility fees	-	-	-	-	-	-	-	NaN%
Licenses and permits	1,000	5,791	15,290	4,500	6,600	6,500	(100)	(1.5%)
Fines and forfeitures	-	-	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-	-	-
Charges for service	707,484	701,718	580,508	700,000	751,725	754,875	3,150	0.4%
Intergovernmental	168,750	-	-	-	-	-	-	NaN%
Miscellaneous	3,053	2,350	2,350	-	-	-	-	NaN%
Total Revenues	880,287	709,859	598,148	704,500	758,325	761,375	3,050	0.4%
EXPENDITURES								
Public Works	434,500	377,946	392,447	637,801	623,829	484,226	(139,603)	(22.4%)
Capital outlay	362,688	219,878	5,997	668,000	644,985	250,000	(394,985)	(61.2%)
Total Expenditures	797,188	597,824	398,444	1,305,801	1,268,814	734,226	(534,588)	(42.1%)
Excess (deficiency) of revenues over expenditures	83,099	112,035	199,704	(601,301)	(510,489)	27,149	537,638	105.3%
OTHER FINANCING SOURCES (USES)								
Loan proceeds	-	-	-	-	-	-	-	NaN%
Operating transfers in (out)	-	-	-	65,000	65,000	-	(65,000)	(100%)
Total Other Financing Sources (Uses)	-	-	-	65,000	65,000	-	(65,000)	(100%)
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	83,099	112,035	199,704	(536,301)	(445,489)	27,149	472,638	106.1%
FUND BALANCE								
Beginning of year	198,760	281,859	393,893	593,597	593,597	148,108	(445,489)	(75%)
End of year	281,859	393,893	593,597	57,296	148,108	175,257	27,149	18.3%

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

Stormwater Management Fund Expenditure by Activity

Type	FY23 Adopted Expenditures	Percent
Public Works	484,226	66%
Capital outlay	250,000	34%
Total Expenditures	734,226	100%



Special Revenue Fund Summary

Special Revenue Fund Summary

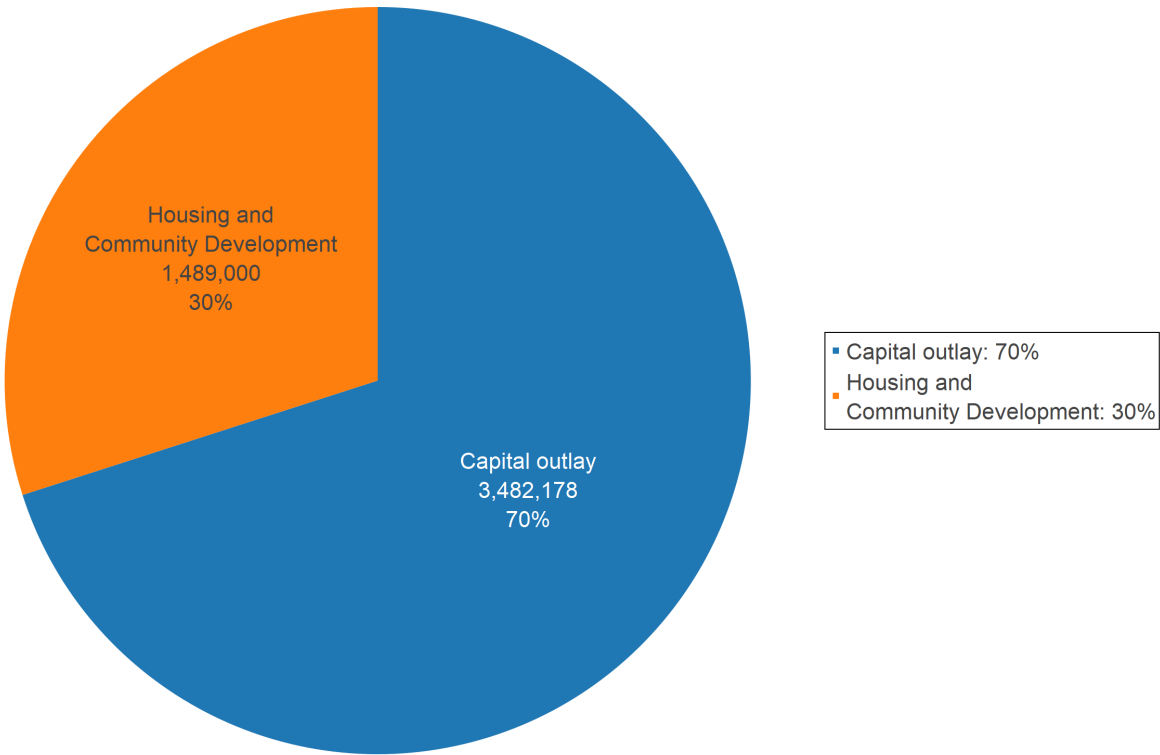
	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22- FY23
REVENUES								
Taxes and utility fees	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-	-	-
Intergovernmental	1,858,000	4,208,991	760,905	1,922,264	1,024,634	2,342,145	1,317,511	128.6%
Miscellaneous	38,633	9,266	7,839	45,000	9,000	45,000	36,000	400%
Total Revenues	1,896,633	4,218,257	768,744	1,967,264	1,033,634	2,387,145	1,353,511	130.9%
EXPENDITURES								
General Government	75,664	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-
Public Works	-	-	-	-	-	-	-	-
Housing and Community Development	503,618	16,454	22,709	873,122.1	142,148	1,489,000	1,346,852	947.5%
Recreation	-	-	-	-	-	-	-	-
Library	-	-	-	22,993	22,993	-	(22,993)	(100%)
Capital outlay	1,013,561	4,165,857	603,348	1,152,005	912,943.9	3,482,178	2,569,234	281.4%
Total Expenditures	1,592,843	4,182,311	626,057	2,048,120	1,078,085	4,971,178	3,893,093	361.1%
Excess (deficiency) of revenues over expenditures	303,790	35,946	142,687	(80,855.64)	(44,450.86)	(2,584,033)	(2,539,582)	5,713.2%
OTHER FINANCING SOURCES (USES)								
Operating transfers in (out)	41,718	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	41,718	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	345,508	35,946	142,687	(80,855.64)	(44,450.86)	(2,584,033)	(2,539,582)	5,713.2%
FUND BALANCE								
Beginning of year	3,079,369	3,424,877	3,460,823	3,603,510	3,603,510	3,559,059	(44,450.86)	(1.2%)
End of year	3,424,877	3,460,823	3,603,510	3,522,654	3,559,059	975,026.1	(2,584,033)	(72.6%)

*Note: As of June 30, 2023, the ending fund reserve restricted for cable equipment purchases will be \$947,333, and Justice Forfeiture will be \$27,693. The cable grant

reduction is due to the use of \$2.5 million in cable grants for the Library Construction Project.

Special Revenue Fund Expenditures by Activity

Type	FY23 Adopted Expenditures	Percent
Housing and Community Development	1,489,000	30%
Capital outlay	3,482,178	70%
Total Expenditures	4,971,178	100%



Speed Camera Fund Summary

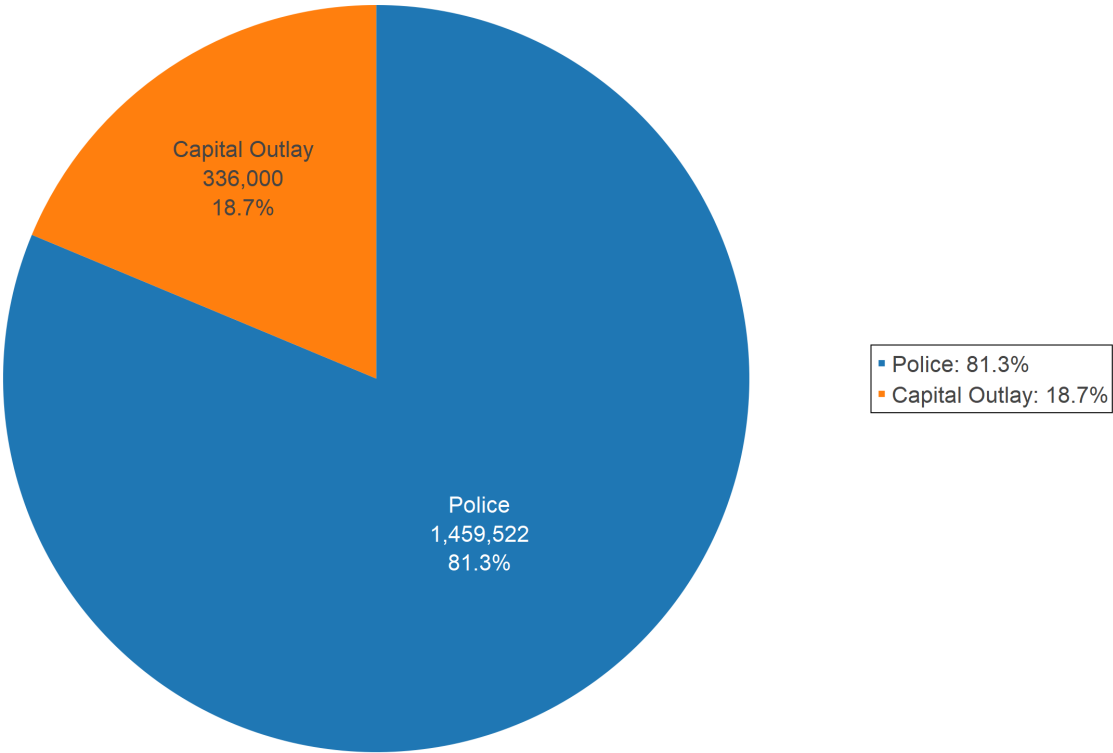
Speed Camera Fund Summary

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22- FY23
REVENUES								
Taxes and utility fees	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-
Fines and forfeitures	991,915	886,614	817,201	800,000	1,000,000	1,940,000	940,000	94%
Use of money and property	34,344	35,408	878	1,000	650	650	-	-
Charges for service	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	1,026,259	922,022	818,079	801,000	1,000,650	1,940,650	940,000	93.9%
EXPENDITURES								
Police	1,025,598	850,163	796,863	833,462	808,786	1,459,522	650,736	80.5%
Capital Outlay	267,278	42,837	26,946	51,000	51,000	336,000	285,000	558.8%
Total Expenditures	1,292,876	893,000	823,809	884,462	859,786	1,795,522	935,736	108.8%
Excess (deficiency) of revenues over expenditures	(266,617)	29,022	(5,730)	(83,462)	140,864	145,128	4,264	3%
OTHER FINANCING SOURCES (USES)								
Bond proceeds	-	-	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(266,617)	29,022	(5,730)	(83,462)	140,864	145,128	4,264	3%
FUND BALANCE								
Beginning of year	810,781	544,164	573,186	567,456	567,456	708,320	140,864	24.8%
End of year	544,164	573,186	567,456	483,994	708,320	853,448	145,128	20.5%

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

Speed Camera Fund Expenditures

Type	FY23 Adopted Expenditures	Percent
Police	1,459,522	81.3%
Capital Outlay	336,000	18.7%
Total Expenditures	1,795,522	100.0%



ARPA Fund Summary

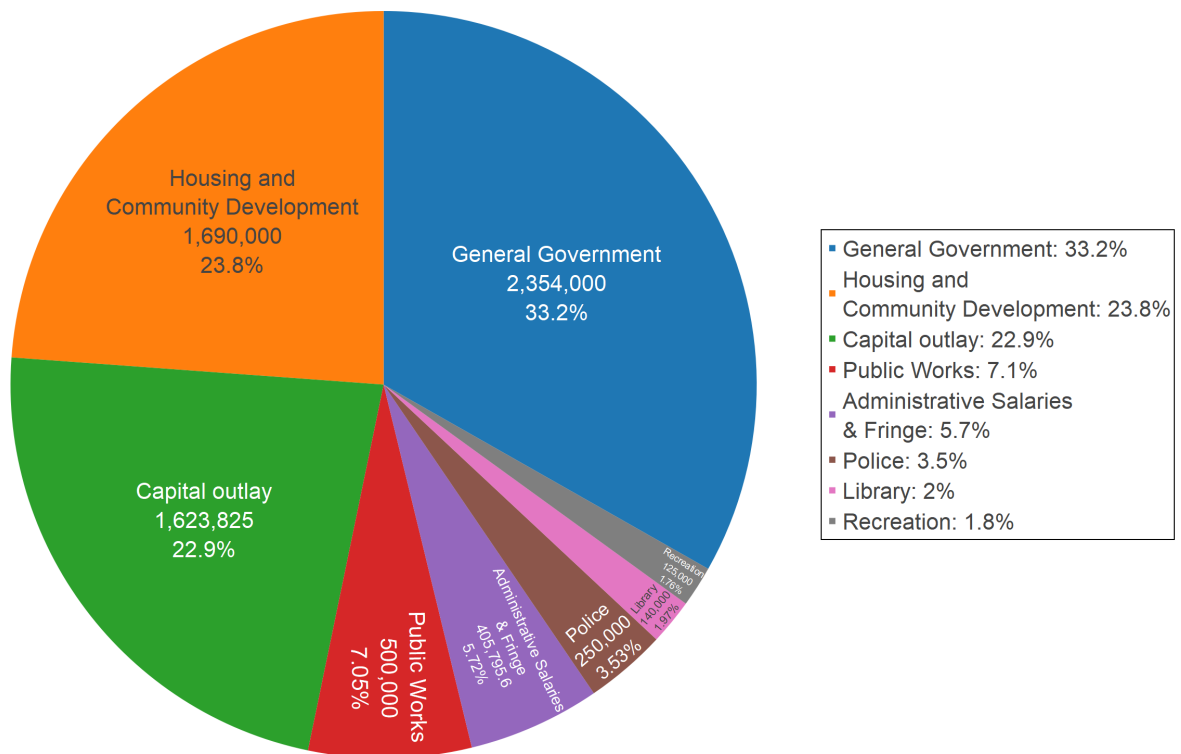
ARPA Fund Summary

	Audited FY19	Audited FY20	Audited FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22- FY23	Change (%) Proj FY22- FY23
REVENUES								
Intergovernmental (Treasury)	-	-	-	7,539,962	7,539,962	8,731,862	1,191,900	15.8%
Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	7,539,962	7,539,962	8,731,862	1,191,900	15.8%
EXPENDITURES								
Administrative Salaries & Fringe	-	-	-	587,000	586,999.8	405,795.6	(181,204.2)	(30.9%)
General Government	-	-	-	200,000	558,000	2,354,000	1,796,000	321.9%
Police	-	-	-	-	100,000	250,000	150,000	150%
Public Works	-	-	-	-	-	500,000	500,000	-
Housing and Community Development	-	-	-	508,000	508,000	1,690,000	1,182,000	232.7%
Recreation	-	-	-	-	-	125,000	125,000	-
Library	-	-	-	-	49,000	140,000	91,000	185.7%
Capital outlay	-	-	-	-	-	1,623,825	1,623,825	-
Total Expenditures	-	-	-	1,295,000	1,802,000	7,088,621	5,286,621	293.4%
Excess (deficiency) of revenues over expenditures	-	-	-	6,244,962	5,737,962	1,643,241	(4,094,722)	(71.4%)
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	-	-	-	6,244,962	5,737,962	1,643,241	(4,094,722)	(71.4%)
FUND BALANCE								
Beginning of year	-	-	-	-	-	5,737,962	5,737,962	-
End of year	-	-	-	6,244,962	5,737,962	7,381,203	1,643,241	28.6%

**Note: In Fiscal Year 2022, the City received the first tranche of the ARPA Fund totaling \$8,731,862, of which \$1,191,900 was transferred to the General Fund. The second tranche is expected to be received in Fiscal Year 2023. To view the full Five-Year ARPA Spending Plan, please go to the ARPA Fund Summary chapter.*

ARPA Fund Expenditures by Type

Type	FY23 Adopted Expenditures	Percent
Administrative Salaries & Fringe	405,795.6	5.7%
General Government	2,354,000.0	33.2%
Police	250,000.0	3.5%
Public Works	500,000.0	7.1%
Housing and Community Development	1,690,000.0	23.8%
Recreation	125,000.0	1.8%
Library	140,000.0	2.0%
Capital outlay	1,623,825.0	22.9%
Total Expenditures	7,088,620.6	100.0%



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General Government



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Department Summary

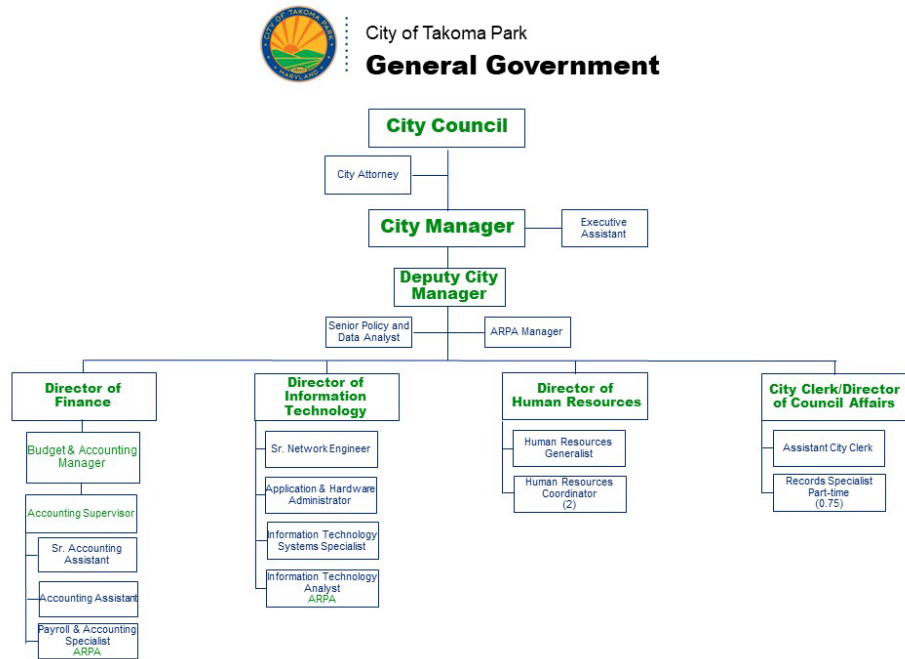
Department Overview

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

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



Department Organizational Chart



Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22- FY23
City Council 1110					
Mayor	26,292	1	1	1	-
Councilmember	19,831	1	1	1	-
Councilmember	19,831	1	1	1	-
Councilmember	19,831	1	1	1	-
Councilmember	19,831	1	1	1	-
Councilmember	19,831	1	1	1	-
Councilmember	19,831	1	1	1	-
Total City Council FTE	145,278	7	7	7	-
City Manager's Office 1120					
City Manager	204,750	1	1	1	-
Deputy City Manager	154,709	1	1	1	-
Public Admin Specialist/Snr Policy & Data Analyst	87,080	-	1	1	-
Assist to the CM/Exec Assistant	57,066	1	-	1	1
Total City Manager's Office FTE	503,606	3	3	4	1
FTEs with benefits	503,606	3	3	4	1
FTEs without benefits	-	-	-	-	-
Total City Manager's Office FTE	503,606	3	3	4	1
Finance 1130					
Director of Finance	143,972	1	1	1	-
Budget & Accounting Manager	96,006	1	1	1	-
Accounting Supervisor	74,111	1	1	1	-
Payroll & Accounting Specialist	-	1	1	-	(-1)
Sr Accounting Assistant	55,761	1	-	1	1
Accounting Assistant-Part time	-	0.5	0.5	-	(-0.5)
Accounting Assistant - Finance	48,891	-	1	1	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Total Finance FTE	418,742	5.5	5.5	5	(-0.5)
FTEs with benefits	418,742	5.5	5.5	5	(-0.5)
FTEs without benefits	-	-	-	-	-
Total Finance FTE	418,742	5.5	5.5	5	(-0.5)
Information Systems 1150					
Information Technology Director	133,644	1	1	1	-
Network/System Engineer Technician	98,908	1	1	1	-
Application & Hardware Administrator	80,833	1	1	1	-
IT Systems Specialist	72,833	1	1	1	-
Total Information Systems FTE	386,217	4	4	4	-
FTEs with benefits	386,217	4	4	4	-
FTEs without benefits	-	-	-	-	-
Total Information Systems FTE	386,217	4	4	4	-
Human Resources 1160					
Human Resources Director	133,644	1	1	1	-
Human Resources Generalist	65,790	1	1	1	-
Human Resources Coordinator	62,657	1	1	1	-
Human Resources Coordinator	61,477	-	-	1	1
Total Human Resources FTE	323,567	3	3	4	1
FTEs with benefits	323,567	3	3	4	1
FTEs without benefits	-	-	-	-	-
Total Human Resources FTE	323,567	3	3	4	1
City Clerk 1170					
City Clerk/Director of Council Affairs	125,917	1	1	1	-
Assistant City Clerk	73,123	1	1	1	-
Records Specialist	44,613	0.75	0.75	0.75	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Total City Clerk FTE	243,653	2.75	2.75	2.75	-
FTEs with benefits	243,653	2.75	2.75	2.75	-
FTEs without benefits	-	-	-	-	-
Total City Clerk FTE	243,653	2.75	2.75	2.75	-
ARPA 0070					
ARPA Manager - City Manager's Office	131,250	-	-	1	1
IT Analyst - Information Technology	76,725	-	-	1	1
Accounting Assistant - Finance	63,000	-	-	1	1
Total ARPA FTE	270,975	-	-	3	3
FTEs with benefits	270,975	-	-	3	3
FTEs without benefits	-	-	-	-	-
Total ARPA FTE	270,975	-	-	3	3
Total General Government Department FTE	2,146,759	18.25	18.25	22.75	4.5

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

Department Summaries

Source of Funds and Expenditure Tables

General Government Department Source of Funds (\$)

			Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
General Government	Revenue Category	Investment Earnings	26,153	6,140	(37,850)	(28,350)	9,500	(25%)
		Passport Services	595	30,000	30,000	35,000	5,000	17%
		Total	26,748	36,140	(7,850)	6,650	14,500	(185%)
	Transfers	General Fund	3,413,696	4,442,940	4,233,414	4,340,619	107,206	3%
		Total	3,413,696	4,442,940	4,233,414	4,340,619	107,206	3%
	Total		3,440,444	4,479,080	4,225,564	4,347,269	121,706	3%
Total			3,440,444	4,479,080	4,225,564	4,347,269	121,706	3%

General Government Department Expenditures Overall (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
General Government	3,440,444	4,479,080	4,225,564	4,347,269	121,706	3%
Total	3,440,444	4,479,080	4,225,564	4,347,269	121,706	3%

Department Summaries

General Government Department Expenditures by Division (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Legislative Division	230,457	197,064	204,652	377,465	172,813	84%
City Manager's Office	696,593	883,802	825,778	792,246	(33,532)	(4%)
Finance Division	632,372	816,212	742,422	748,890	6,468	1%
Legal Division	406,617	501,000	462,000	460,000	(2,000)	(0%)
Information Technology	724,434	1,004,539	1,001,749	1,017,947	16,199	2%
Human Resources	468,527	676,413	587,723	582,090	(5,633)	(1%)
City Clerk	281,444	400,050	401,240	368,630	(32,610)	(8%)
Total	3,440,444	4,479,080	4,225,564	4,347,269	121,706	3%

Department Summaries

General Government Department Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	23,309	15,000	21,362	5,000	(16,362)	(77%)
	Wages	1,616,155	2,030,661	1,810,119	2,037,782	227,663	13%
	Fringe Benefits	562,909	681,455	806,756	666,008	(140,748)	(17%)
	Overtime	22,047	14,000	16,181	20,500	4,319	27%
	Employee Recognition	39,500	500	58,450	1,500	(56,950)	(97%)
	Car & Clothing Allowance	0	0	6,000	6,000	0	0%
	Total	2,263,921	2,741,616	2,718,868	2,736,791	17,922	1%
Other Operating Expenses	Supplies	6,081	11,100	10,567	15,190	4,623	44%
	Computer Expenditures	25,807	18,500	19,120	12,350	(6,770)	(35%)
	Services and Charges	917,054	1,428,345	1,279,786	1,250,195	(29,591)	(2%)
	Communications	33,828	29,374	24,927	30,867	5,940	24%
	Office Expenditures	3,952	26,050	11,149	6,200	(4,949)	(44%)
	Conferences, Training, & Dues	47,283	125,145	86,759	178,277	91,518	105%
	Recruitment	75,748	74,800	50,978	32,500	(18,478)	(36%)
	Special Events & Programs	66,770	24,150	23,410	84,900	61,490	263%
	Total	1,176,523	1,737,464	1,506,696	1,610,479	103,783	7%
Total		3,440,444	4,479,080	4,225,564	4,347,269	121,706	3%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Departmental expenditures are projected to be 6 percent lower than the adjusted budget. This is primarily due to reductions in contractual costs in the City Manager's Office, as well as delayed hiring in the Finance Division and lower software expenses in the Human Resources Division.
- Investment earnings are projected to reduce significantly, due in part to the deposit rate reduction from 1 percent to 0.02 percent by Truist Bank and the market rate adjustment in the Certificate of Deposit Portfolio.

Fiscal Year 2023 Budget Highlights:

- Departmental expenditures are \$121,706, or 3 percent higher, compared to projected expenditures for Fiscal Year 2022.
- 63 percent of departmental expenditures are personnel related. FTEs increased with the addition of three ARPA administrative positions that will be full-time positions funded by ARPA only for the duration of the ARPA funding period through March 2026, as well as the upgrade of the Human Resources intern to a full-time HR Coordinator position (1 FTE).

Department Summaries

- Of the 37 percent of General Government non-personnel expenditures, services and charges make up the largest portion at 78 percent of non-personnel expenditures and 29 percent of total Department expenditures. The services and charges category includes the City's costs for the City Attorney and other contractual expenditures including the annual financial audit, payments to the County for billing services, legislative advocacy services, and Citywide technology licenses and financial software.
- Supplies, computer expenditures, communications, office expenditures, recruitment, and special events and programs together account for 4 percent of department expenditures. Association dues, conferences, and training make up 4 percent of department expenditures.
- Passport service revenues are predicted to increase due to the return of post-pandemic in-person demand, while investment earnings show continued revenue reductions due to market risk.

Legislative

Division Purpose:

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

Legislative Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Legislative Division	230,457	197,064	204,652	377,465	172,813	84%
Total	230,457	197,064	204,652	377,465	172,813	84%

Legislative Division Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	85,255	86,550	86,721	145,278	58,557	68%
	Fringe Benefits	34,281	27,973	45,000	45,222	222	0%
	Total	119,536	114,523	131,721	190,500	58,779	45%
Other Operating Expenses	Supplies	(32)	0	0	750	750	-
	Services and Charges	35,900	37,177	36,877	38,300	1,423	4%
	Communications	3,728	3,514	3,314	3,866	552	17%
	Office Expenditures	0	2,350	100	0	(100)	(100%)
	Conferences, Training, & Dues	4,554	15,350	9,230	59,150	49,920	541%
	Special Events & Programs	66,770	24,150	23,410	84,900	61,490	263%
	Total	110,921	82,541	72,931	186,966	114,035	156%
Total		230,457	197,064	204,652	377,465	172,813	84%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are projected to be four percent (\$7,588) more than budgeted.
- The increase is the result of an error in calculating State-mandated retirement costs for the Mayor and Councilmembers, projected to be \$17,027 more than originally budgeted. This increase is partly offset by a reduction in expenditures for conference attendance, association dues, and meeting expenses.

Fiscal Year 2023 Budget Highlights:

- Expenditures for wages and fringe benefits comprise 51 percent of the Division budget. The salaries of the Mayor and Councilmembers will increase in Fiscal Year 2023. Currently, the Mayor receives an annual salary of \$15,413 and each City Councilmember receives \$11,856. The Mayor elected in November 2022 will receive

Department Summaries

an annual salary of \$32,000. The annual salary for each Councilmember will be \$24,000. The Mayor and Councilmembers are not included in the FTE count.

- Services and charges are projected to increase by 4 percent. Expenditures include \$33,000 for contractual services for legislative advocacy and \$5,000 in scholarships for eligible Takoma Park students attending Montgomery College.
- Communications expenditures in the Legislative Division account for cell phones and service for members of the City Council. The Fiscal Year 2023 cost is anticipated to be \$3,866.
- In Fiscal Year 2022, the City Council established a stipend program for members of Council-appointed boards and committees. Members are eligible to receive \$40 for each meeting attended. The estimated cost of the program for Fiscal Year 2023 is \$35,000.
- For Fiscal Year 2023, \$24,150 is budgeted for Conferences, Training, and Dues. This includes Council attendance at the National League of Cities (NLC) City Summit (\$7,200), the NLC Congressional Cities Conference (\$1,600), the Maryland Municipal League Summer and Fall Conferences (\$11,500), and the Maryland Mayor's Association Conference (\$500). Not all members of Council attend each conference.
- Expenses related to City Council meetings, events, receptions, awards, and recognitions (\$5,100) is included in the Special Events and Programs category. Also included is non-stipend board and committee support (\$2,500). The next regular City Council Election will take place on November 8, 2022. The proposed budget includes \$78,000 for the election.

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.

Department Summaries

City Manager's Office Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
City Manager's Office	696,593	883,802	825,778	792,246	(33,532)	(4%)
Total	696,593	883,802	825,778	792,246	(33,532)	(4%)

City Manager's Office Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	393,598	499,524	458,104	503,606	45,502	10%
	Fringe Benefits	113,172	135,872	174,515	141,183	(33,332)	(19%)
	Overtime	476	2,500	506	500	(6)	(1%)
	Employee Recognition	35,000	0	17,500	0	(17,500)	(100%)
	Car & Clothing Allowance	0	0	6,000	6,000	0	0%
	Total	542,247	637,896	656,625	651,289	(5,336)	(1%)
Other Operating Expenses	Supplies	1,043	4,000	1,990	6,190	4,200	211%
	Computer Expenditures	1,113	2,400	1,550	500	(1,050)	(68%)
	Services and Charges	115,052	147,806	90,341	52,270	(38,071)	(42%)
	Communications	3,621	11,140	3,301	4,300	999	30%
	Office Expenditures	2,738	10,000	7,000	0	(7,000)	(100%)
	Conferences, Training, & Dues	30,779	70,560	64,971	77,697	12,726	20%
	Total	154,346	245,906	169,153	140,957	(28,196)	(17%)
Total		696,593	883,802	825,778	792,246	(33,532)	(4%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Fiscal Year 2022 projected expenditures in the City Manager's Office are expected to be \$58,024, or 7 percent, lower than the adjusted Fiscal Year 2022 budget. This is primarily due to the Community Ambassadors program (\$50,000) funding source switching from General Fund to the ARPA Fund, and unspent funding for racial equity and community engagement initiatives (\$125,000) that will not be spent in Fiscal Year 2022.

Fiscal Year 2023 Budget Highlights:

- Fiscal Year 2023 projected expenditures in the City Manager's Office are expected to be \$33,532, or 4 percent, lower than Fiscal Year 2022 projected spending. This is primarily due to the retirement costs budgeted in Fiscal Year 2022 for the former City Manager that are not repeated for Fiscal Year 2023 and lower expected spending on contract services.
- Non-personnel expenditures decrease by 17 percent, reflecting lower expected spending on contract services.

Department Summaries

- Communications expenditures, which cover office phones and cell phones, increased by 30 percent due to the City's planned switch to a replacement phone system.
- The supplies line increase reflects the addition of break room supplies, offset by the reduction in the office expenditures line.
- Division FTEs under the General Fund remain unchanged; the ARPA manager is a member of the City Manager's Office staff but salaries and fringe benefits are budgeted in the ARPA Fund.
- Fiscal Year 2023 services and charges include contractual costs (\$30,000) for a financial forecast consultant to assist in the development of a long-term financial plan for the City.

Fiscal Year 2022 Accomplishments:

- Executed a staff-wide wage study to assess the market competitiveness of the City's base pay program and identified changes to improve its market alignment.
- Conducted an organizational assessment that analyzed the operations, organizational structure, and staffing levels of the City.
- Guided staff and Council through the creation and successful approval of the multi-year ARPA budget and workplan.
- Managed the development of a new budget process for Council's work in approving the FY23 budget.
- Facilitated successful labor negotiations with the unions that represent City staff.

Fiscal Year 2023 Goals:

- Oversee the successful migration to a new City website to better serve residents and staff.
- Implement and maintain a comprehensive Human Resources Information System to cover all key areas of full-cycle Human Resources services.
- Provide effective project management of the Library and Community Center Redevelopment projects, including the necessary relocation and continued operations of City services.
- Achieve a partnership with the Montgomery County Health and Human Services crisis teams to address pressing mental health and related needs in the community and to move toward a non-policing approach to mental health crisis intervention.

Department Summaries

- Establish and roll-out the new programs using ARPA funds, including the Direct Cash Assistance program.

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 to the City's financial systems with the Enterprise Resource Planning (ERP) system implementation to align with the American Rescue Plan Act (ARPA) funded Development Plan while continuing to maintain daily operations.
- Work with Information Technology and Finance staff to complete the Interactive Online Budget Platform which is integrated into 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 budgetary decisions. The platform implementation will align with the American Rescue Plan Act (ARPA) funded Development Plan while continuing to maintain daily operations.
- Work with the Sustainable Banking and Investment Task Force to develop a Banking and Socially Responsible Investment Policy. The Task Force will make

Department Summaries

recommendations about the viability to divest from Suntrust (Truist) Bank to other banking facilities.

Finance Performance/Workload Measures

Measurement	Actual FY21	Estimated FY22	Projected FY23
<i>Unmodified audit opinion</i>	Yes	Yes	Yes
<i>Number of Audit Findings</i>	None	None	None
<i>Certificate of Achievement for Excellence in Financial Reporting</i>	Yes	Yes	Yes
<i>Distinguished Budget Presentation Award</i>	Yes	Yes	Yes
<i>Percentage of Unassigned Reserve Balance to General Fund Revenue*</i>	28%	27%	27%
<i>Number of payroll checks and direct deposits</i>	5,647	5,300	5,100
<i>Number of accounts payable checks issued</i>	3,350	3,400	3,100
<i>Number of rental license & Refuse bills issued</i>	660	650	630

*Actual Fiscal Year 2021 Unassigned Reserve Balance is based on Comprehensive Annual Financial Report

Finance Division Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Finance Division	632,372	816,212	742,422	748,890	6,468	1%
Total	632,372	816,212	742,422	748,890	6,468	1%

Finance Division Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	21,267	15,000	15,420	5,000	(10,420)	(68%)
	Wages	367,816	453,302	393,436	418,742	25,306	6%
	Fringe Benefits	143,897	183,245	182,104	149,484	(32,620)	(18%)
	Overtime	570	1,500	1,612	1,500	(112)	(7%)
	Employee Recognition	2,500	0	12,500	0	(12,500)	(100%)
	Total	536,050	653,047	605,072	574,726	(30,346)	(5%)
Other Operating Expenses	Supplies	2,925	2,000	2,600	3,500	900	35%
	Computer Expenditures	3,031	0	400	500	100	25%
	Services and Charges	83,458	128,777	123,450	146,200	22,750	18%
	Communications	2,144	2,988	2,400	3,114	714	30%
	Office Expenditures	845	13,000	1,000	6,200	5,200	520%
	Conferences, Training, & Dues	3,920	16,400	7,500	14,650	7,150	95%
	Total	96,322	163,165	137,350	174,164	36,814	27%
Total		632,372	816,212	742,422	748,890	6,468	1%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

Division expenditures are expected to be \$73,789, or 9 percent, less than the adjusted Fiscal Year 2022 budget. The variance is primarily due to the staff turnover resulting in the decrease in wages of \$59,865, a decrease in fringe benefits, and a small increase in contractual labor. In Services and Charges, the reduction is due to the delay of the Socially Responsible Investment project.

Fiscal Year 2023 Budget Highlights:

- Overall division expenditures are \$6,468 higher – an increase of 1 percent - compared to the projected expenditures for Fiscal Year 2022. The overall increase is due to the higher operating expenditures of \$36,814 offset by decreases in personnel costs of \$30,346.
- Division FTEs are reduced by 0.5 to five full time employees.
- The division personnel costs include \$25,306 (or 6.4 percent) increases in wages and \$32,620 or (18 percent) decreases in fringe benefits.

Department Summaries

- Services and Charges account for 20 percent of Division expenditures - an increase of \$22,750, or 18 percent, compared to the projected expenditure for Fiscal Year 2022. The increase is mainly due to the transfer of financial system software costs from Information Technology to the Finance Division.
- There is an increase of \$7,150, or 95 percent, for Conferences and Training compared to the Fiscal Year 2022 projected amount, as staff start to attend more conferences and training that were canceled in the prior Fiscal Year due to the pandemic.

Fiscal Year 2022 Accomplishments:

- Received Certificate of Achievement for Excellence in Budget Document Award for the Adopted Budget for four years in a row. Continue to follow the GFOA guidelines, to implement additional qualitative and quantitative budget information in the Adopted FY2023 Budget and strive for the Certification of Achievement for Excellence for Budget Document.
- Finance staff coordinated and worked with the Senior Policy and Data Analyst on the employees' leave audit. Finance staff has been working tirelessly to reconcile the annual leave discrepancies, between two software systems, in vacation, comp time and sick leave of every city employee. As a result, the leave audit was completed successfully and almost all the city staff who have had leave discrepancies had their leave time adjusted.
- Successfully hired the Sr. Accounting Assistant who started working with the City in September 2021.
- Provide guidance and training to cross-departmental staff regarding financial system functions including Budget Management, and Accounts Payable.

Fiscal Year 2023 Goals:

- Facilitate progress toward the Council's Priorities in fiscal prudence by improving the required reserve balance. Since the implementation of the Reserve Policy in FY18, the City'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 and laddering short-term investment.
- Hire an ARPA funded Payroll Specialist to ensure careful attention is given to balancing finance staff workload and training.

Department Summaries

- Complete requirements gathering and submit RFP for an ARPA funded Interactive On-line Budget Tool to provide transparent and real-time financial information on the City's website.
- Complete research requirements and submit RFP for a financial consulting firm to create a ten-year financial forecast to facilitate the City's annual budget process.

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.

Legal Services Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Legal Division	406,617	501,000	462,000	460,000	(2,000)	(0%)
Total	406,617	501,000	462,000	460,000	(2,000)	(0%)

Legal Services Division Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Other Operating Expenses	Services and Charges	406,617	501,000	462,000	460,000	(2,000)	(0%)
	Total	406,617	501,000	462,000	460,000	(2,000)	(0%)
Total		406,617	501,000	462,000	460,000	(2,000)	(0%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Halfway through Fiscal Year 2022, the City Council passed a budget amendment for an additional \$170,000 for the City Attorney due to high demand for legal counsel for City Council and City staff. The total adjusted Fiscal Year 2022 budget for the City Attorney is \$370,000.
- Division expenditures are projected to be \$39,000, or 8 percent, lower than the adjusted budget, due to lower than anticipated City Attorney fees and contract charges, offset by higher labor and employment services charges.

Fiscal Year 2023 Budget Highlights:

- In December 2019, the City entered into a five-year contract for general legal services (City Attorney) with the firm of Karpinski, Cornbrooks, & Karp P.A. The Fiscal Year 2023 budget for the City Attorney is \$400,000. The firm of Kollman & Saucier, P.A., continues to serve as specialized counsel for labor and employment matters with a Fiscal Year 2023 budget of \$55,000.
- Division expenditures for Fiscal Year 2023 are expected to be \$2,000, or less than 1 percent, lower than the Fiscal Year 2022 projected spending.
- The City Attorney is not reflected in the City's FTE count.
- The Legal Services budget includes \$5,000 for any contingency needs for specialized legal services. For example, the City expects legal costs in Fiscal Year 2023 for cable franchise negotiations.

Information Systems

Division Purpose:

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

Management Objectives:

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

Information Systems Performance/Workload Measures

Measurement	Actual FY21	Estimated FY22	Projected FY23
Network uptime	99.990%	99.990%	99.990%
E-mail services uptime	99.999%	99.999%	99.999%
Financial Services uptime	99.990%	99.990%	99.990%
Servers (Physical & Virtual)	33	37	48
Applications in the Cloud	24	26	28
Number of Help Desk requests	1,750	2,000	2,400

Department Summaries

Information Technology Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Information Technology	724,434	1,004,539	1,001,749	1,017,947	16,199	2%
Total	724,434	1,004,539	1,001,749	1,017,947	16,199	2%

Information Technology Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	334,904	379,242	336,034	386,217	50,184	15%
	Fringe Benefits	126,052	142,918	166,308	131,651	(34,657)	(21%)
	Overtime	9,512	4,000	6,509	7,500	991	15%
	Employee Recognition	0	0	10,000	1,500	(8,500)	(85%)
	Total	470,468	526,160	518,851	526,868	8,018	2%
Other Operating Expenses	Supplies	1,198	3,000	3,000	3,150	150	5%
	Computer Expenditures	18,967	12,000	11,365	11,100	(265)	(2%)
	Services and Charges	214,317	455,585	455,584	455,525	(59)	(0%)
	Communications	19,008	5,144	10,299	12,954	2,655	26%
	Office Expenditures	177	0	0	0	0	-
	Conferences, Training, & Dues	299	2,650	2,650	8,350	5,700	215%
	Total	253,966	478,379	482,898	491,079	8,181	2%
Total		724,434	1,004,539	1,001,749	1,017,947	16,199	2%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Overall division expenditures are expected to be \$2,790 less than the adjusted Fiscal Year 2022 budget (a 0.3 percent decrease).
- Personnel expenditures are expected to be \$7,310, or 1.4 percent, lower than budgeted due to staff vacancies. An expected decrease in wages is partially offset by expected increases in fringe benefits, overtime and employee recognition awards.
- Operating expenses are expected to be \$4,519, or less than 1 percent, higher than the adjusted Fiscal Year 2022 budget due to an increase in communications costs.

Fiscal Year 2023 Budget Highlights:

- Division expenditures for Fiscal Year 2023 are \$16,199 higher - an increase of 2 percent - compared to projected expenditures for Fiscal Year 2022.
- Personnel expenses are 52 percent of the division expenditures. Personnel costs increase \$8,018, or 2 percent, due to anticipated wage increases for full-time staff.
- There is no change in the number of FTEs.

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- Other operating expenses represent approximately 48 percent of the division budget. Operating costs increase by \$8,181, or 2 percent, compared to projected expenditures for Fiscal Year 2022 primarily due to an increase in Communications costs, Conferences, Training, and Association Dues.
- Communications expenses, which consist of Internet Access, Cell Phone and Telephone costs, will increase by \$2,655, or 26 percent, as a result of replacing the City's phone system.
- Conferences, Training, and Association Dues increases are primarily attributed to Fiscal Year 2022 reduced-conference spending for the staff due to public health restrictions around travel and in-person meetings to stop the spread of COVID-19. COVID-19 restrictions along with management vacancy impacted the division's ability to attend training and key vendor conferences. Being fully staffed, and with the COVID-19 restrictions lifting, training courses and conferences are going back to onsite/in-person formats which will allow the IT team to attend needed and required key vendor training and conferences.

Fiscal Year 2022 Accomplishments:

IT / City Infrastructure:

- Upgrade Internet Connectivity at the City's Recreation facility on New Hampshire Ave.
- Retired all end of support Windows 7 devices
- Established City's initial cloud infrastructure
- Implemented IT asset inventory system
- Replaced EOL/EOS datacenter UPS units
- Developed employee On/Offboarding workflow automation

Security Enhancement:

- Replace the City's access control system with a modern system that's integrated with the City's security camera system
- Significant increase in system and software patching due to an increase in Cyber threats
- Completed enhanced off site backup and disaster recovery capabilities
- Completed mobile device encryption solution for all City laptops
- Implemented next-gen antivirus AI solution on all desktops and laptops

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- Installed new Public Works external security cameras
- Completed implementation of new door access control system
- Completed annual PCI certification

Departmental Upgrades and Enhancements:

- Installed and configured new 911 call system
- New Website vendor selected. Kicked off Website replacement project.
- Implemented ticketing capabilities for Human Resources
- Retrofitted PD dispatch stations
- Integrated Police Axon and CAD systems for auto-tagging
- ARPA - Kicked off Enterprise Content Management / eDiscovery requirements gathering
- ARPA - Collaborated with Library to secure loaner hotspots.
- Upgraded eJustice and Meters applications to current versions using Edge browser, retiring Internet Explorer

Fiscal Year 2023 Goals:

IT / City Infrastructure:

- Complete cloud infrastructure implementation and full DR capabilities & testing
- Replace the City's legacy PBX phone system with Voice over IP (VoIP) system
- Replace/refresh end of life server & network equipment
- Replace 2 Community Center end of life/end of support smartboards
- Develop IT Strategic Plan

Security Enhancements:

- Implement enhanced premise and cloud security infrastructure

Departmental Upgrades and Enhancements:

- Complete Tyler upgrade / migration from premise to hosted services (SaaS)
- Upgrade the City's public-facing website

Department Summaries

- ARPA - Complete requirements gathering and RFP for Enterprise Content Management / eDiscovery capabilities (Document Management)
- Implement a human resources information system (HRIS) to ensure the safe and effective management of human resources, business processes and data

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:

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

Human Resources Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of Workers' Comp Injuries	25	9	10	20
Number of Days Off Due to Injuries	250	402	290	150
Average Days to Hire	90	164	120	90
Total New Hires	46	31	43	60

Department Summaries

Human Resources Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Human Resources	468,527	676,413	587,723	582,090	(5,633)	(1%)
Total	468,527	676,413	587,723	582,090	(5,633)	(1%)

Human Resources Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	243,687	375,056	310,715	323,567	12,852	4%
	Fringe Benefits	82,727	104,399	143,875	118,988	(24,887)	(17%)
	Overtime	6,167	5,000	5,884	6,000	116	2%
	Employee Recognition	0	500	10,900	0	(10,900)	(100%)
	Total	332,582	484,955	471,374	448,554	(22,819)	(5%)
Other Operating Expenses	Supplies	664	1,500	1,798	1,000	(798)	(44%)
	Computer Expenditures	140	1,700	4,385	0	(4,385)	(100%)
	Services and Charges	55,746	96,050	52,338	83,500	31,162	60%
	Communications	2,490	3,408	2,848	3,936	1,088	38%
	Office Expenditures	192	500	2,865	0	(2,865)	(100%)
	Conferences, Training, & Dues	965	13,500	1,138	12,600	11,462	1007%
	Recruitment	75,748	74,800	50,978	32,500	(18,478)	(36%)
	Total	135,945	191,458	116,350	133,536	17,186	15%
Total		468,527	676,413	587,723	582,090	(5,633)	(1%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$88,690, or 13 percent, less than budgeted.
- Human Resources had a change in positions, as the Intern position was discontinued and a full time Coordinator position was added, thus causing a decrease in projected wage costs compared to the Adjusted budget for Fiscal Year 2022 due to the related cost savings from the elimination of the Intern position.
- This position change caused an increase in fringe benefits, as the Coordinator position is benefit eligible, whereas the Intern position was not.
- Employee recognition awards are expected to be higher than budget, due to year-end bonuses that were not anticipated, being granted.
- Services and Charges are expected to be \$43,712, or 45.5 percent, less than budgeted due to lower spending on Contract charges for SuccessFactors software which the division expects to replace with a new HRIS system in Fiscal Year 2023.

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- Office expenditures are expected to be \$2,365 more than budget due to the City purchasing KN95 masks, and replacing two laptops for the division.
- Due to COVID-19 restraints, conferences or trainings were not attended as anticipated.

Fiscal Year 2023 Budget Highlights

- Division expenditures decrease by \$5,633, or 1 percent, compared to the projected expenditure for Fiscal Year 2022.
- Fringe benefits decrease in Fiscal Year 2023, as the fringe amounts previously included in the discontinued position are now not included.
- Employee recognition awards for the division decrease by 100 percent, as there are no bonus awards expected for Fiscal Year 2023.
- We anticipate that the new HRIS system will cause an increase from the projected contracts and software lines, with the expectation that the HRIS system will entirely replace Kronos and SuccessFactors software.
- Communications costs increase by \$1,088, or 38 percent, due to a new phone system and additional cell phone with the full-time position added.
- Conferences, association dues, and training expenditures increase to pre-pandemic levels, with the expectation that in person conferences and certifications will be beneficial to the department.

Fiscal Year 2022 Accomplishments:

- Continued cooperative partnership with AFSCME and Local 400 unions, including annual collective bargaining.
- Successfully recruited and onboarded for over forty vacancies, including a City Manager.
- Implemented electronic and fillable forms for policies, employee forms, and Open Enrollment.

Fiscal Year 2023 Goals:

- Implementation of fully electronic HRIS system.
- Development of City-wide Human Capital Management and training programs.
- Complete review and update of City policies for best practices.
- Continue development of departmental standard operating procedures.

City Clerk

Division Purpose:

The City Clerk's Office manages the preparation of Council meeting agendas, records Council 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. 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, commission and committee activities, meetings, and membership.
- Provide a high level of customer service to the City Council, residents, and staff.
- Conduct the November 8, 2022 City Election as a vote by mail election. Non-personnel expenditures for the election are accounted for in the Legislative Division budget.

City Clerk Performance/Workload Measures

Measurement	Actual FY21	Estimated FY22	Projected FY23
Number of City Council meeting supported	51	46	50
Number of other meetings supported	37	30	35
Number of Public Information Act requests	36	68	65
Number of board and committee applicants processed	9*	202	120

***Note: The City Council extended terms and suspended appointments while undertaking an evaluation and reimagining of Council-appointed boards and committees.**

Department Summaries

City Clerk Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
City Clerk	281,444	400,050	401,240	368,630	(32,610)	(8%)
Total	281,444	400,050	401,240	368,630	(32,610)	(8%)

City Clerk Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	2,042	0	5,942	0	(5,942)	(100%)
	Wages	190,894	236,986	225,110	260,373	35,263	16%
	Fringe Benefits	62,780	87,048	94,954	79,480	(15,474)	(16%)
	Overtime	5,322	1,000	1,670	5,000	3,330	199%
	Employee Recognition	2,000	0	7,550	0	(7,550)	(100%)
	Total	263,038	325,035	335,226	344,853	9,627	3%
Other Operating Expenses	Supplies	282	600	1,180	600	(580)	(49%)
	Computer Expenditures	2,556	2,400	1,420	250	(1,170)	(82%)
	Services and Charges	5,964	61,950	59,196	14,400	(44,796)	(76%)
	Communications	2,838	3,180	2,764	2,697	(67)	(2%)
	Office Expenditures	0	200	184	0	(184)	(100%)
	Conferences, Training, & Dues	6,766	6,685	1,270	5,830	4,560	359%
	Total	18,406	75,015	66,014	23,777	(42,237)	(64%)
Total		281,444	400,050	401,240	368,630	(32,610)	(8%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be less than one percent (\$1,190) more than budgeted.

Fiscal Year 2023 Budget Highlights:

- Personnel costs comprise 94 percent of the City Clerk Division budget.
- The FTE count remains unchanged at 2.75. The budget does include \$16,720 for an Intern to assist with the election for four months between August and December. Interns are not included in the FTE count.
- Services and Charges account for 4 percent of the Division budget. The category includes \$3,700 for codification of ordinances and web hosting of the City Code, \$6,300 for online form submission software and service, \$3,500 for publication of required legal notices, and postage, transportation, and printing.
- Conferences, Training, and Dues comprise 2 percent of the Division budget (\$5,830).
- Communications (cell phones and desk phones), Supplies, and Computer Expenditures account for less than one percent of the budget.

Fiscal Year 2022 Accomplishments:

- Conducted ward redistricting process. Council adopted a new ward map that became effective on March 16, 2022.
- Recruited and oversaw appointments of members for reorganized boards and committees.
- Implemented board and committee stipend system.

Fiscal Year 2023 Goals:

- Conduct November 8, 2022 City Election.
- Arrange for swearing-in of new City Council and assist with Council orientation.
- Work with IT staff on procurement and implementation of Enterprise Content Management System.
- Develop and publish a handbook for boards and committees.

Department Summaries

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Police



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Department Summary

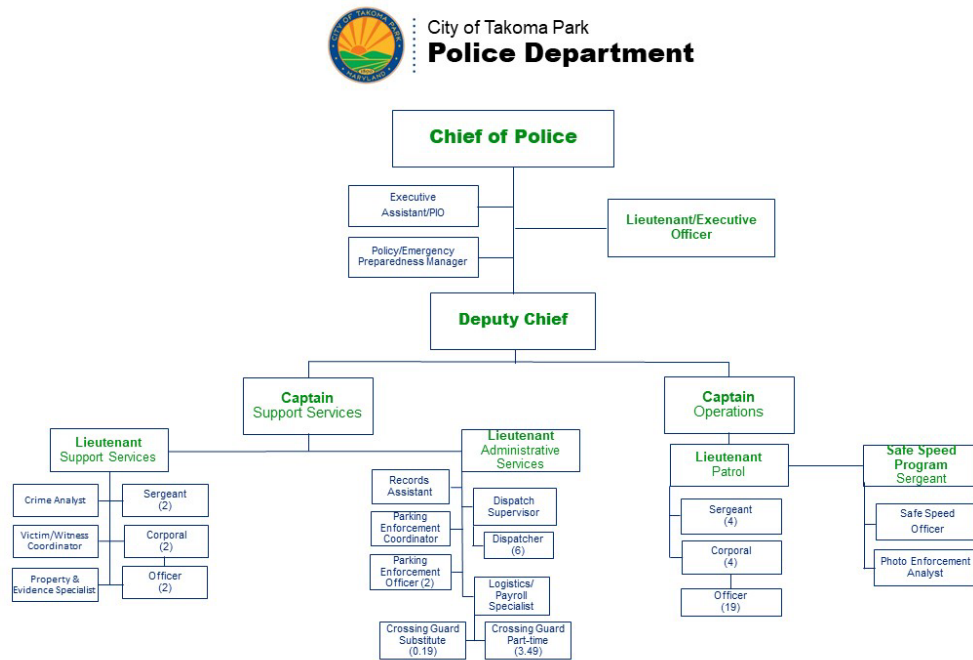
Department Overview

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

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



Department Organizational Chart



Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Office of the Chief 2100					
Chief of Police	175,440	1	1	1	-
Deputy Chief of Police	138,600	1	1	1	-
Emergency Manager	78,139	1	1	1	-
PIO/ Executive Assistant	78,013	1	1	1	-
Total Office of the Chief FTE	470,192	4	4	4	-
FTEs with benefits	470,192	4	4	4	-
FTEs without benefits	-	-	-	-	-
Total Office of the Chief FTE	470,192	4	4	4	-
Communications 2200					
Dispatch Supervisor	80,480	1	1	1	-
Police Dispatcher II	61,477	1	1	1	-
Police Dispatcher	56,223	1	1	1	-
Police Dispatcher	57,066	1	1	1	-
Police Dispatcher	56,223	1	1	1	-
Police Dispatcher	56,223	1	1	1	-
Police Dispatcher	56,223	1	1	1	-
Total Communications FTE	423,916	7	7	7	-
FTEs with benefits	423,916	7	7	7	-
FTEs without benefits	-	-	-	-	-
Total Communications FTE	423,916	7	7	7	-
Operations 2300					
Police Captain	120,223	1	1	1	-
Police Lieutenant	98,253	1	1	1	-
Police Sergeant	90,455	1	1	1	-
Police Sergeant	90,921	1	1	1	-
Police Sergeant	81,503	1	1	1	-
Police Sergeant	91,812	1	1	1	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Police Corporal	81,708	1	1	1	-
Police Corporal	81,708	1	1	1	-
Police Corporal	84,828	1	1	1	-
Police Corporal	72,533	1	1	1	-
Police Corporal	76,984	1	1	1	-
Police Corporal	-	1	-	-	-
Police Corporal	-	1	-	-	-
Police Corporal	-	1	-	-	-
Private First Class	66,776	1	1	1	-
Private First Class	69,896	1	1	1	-
Private First Class	69,896	1	1	1	-
Private First Class	75,223	1	1	1	-
Private First Class	75,057	1	1	1	-
Private First Class	71,937	1	1	1	-
Private First Class	69,896	-	1	1	-
Private First Class	66,776	1	1	1	-
Private	69,896	1	1	1	-
Private	69,896	1	1	1	-
Private	69,896	1	1	1	-
Private	61,986	1	1	1	-
Private	63,859	1	1	1	-
Private	64,817	1	1	1	-
Private	67,937	1	1	1	-
Private	62,916	1	1	1	-
Private	65,790	1	1	1	-
Private	65,790	1	1	1	-
Private	65,790	1	1	1	-
Total Operations FTE	2,264,962	32	30	30	-
FTEs with benefits	2,264,962	32	30	30	-
FTEs without benefits	-	-	-	-	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Total Operations FTE	2,264,962	32	30	30	-
Criminal Investigations 2400					
Police Captain	131,457	1	1	1	-
Police Lieutenant	96,801	1	1	1	-
Police Sergeant	90,455	1	1	1	-
Police Sergeant	90,455	-	1	1	-
Police Corporal	74,725	1	1	1	-
Police Corporal	74,725	1	1	1	-
Police Corporal	79,328	-	1	1	-
Private First Class	71,937	-	1	1	-
Victim/Witness Coordinator	71,915	1	1	1	-
Crime Analyst	64,285	1	1	1	-
Evidence Specialist	62,815	1	1	1	-
Total Criminal Investigations FTE	908,899	8	11	11	-
FTEs with benefits	908,899	8	11	11	-
FTEs without benefits	-	-	-	-	-
Total Criminal Investigations FTE	908,899	8	11	11	-
Administrative Services 2500					
Police Lieutenant	101,223	1	1	1	-
Police Sergeant	-	1	-	-	-
Logistics/Payroll Specialist	75,724	1	1	1	-
Records Assistant	59,718	1	1	1	-
Office Assistant II	58,939	1	1	1	-
Crossing Guard	15,407	0.38	0.38	0.38	-
Crossing Guard	16,597	0.38	0.38	0.38	-
Crossing Guard	16,597	0.38	0.38	0.38	-
Crossing Guard	17,552	0.38	0.38	0.38	-
Crossing Guard	20,444	0.38	0.38	0.38	-
Crossing Guard	16,166	0.41	0.41	0.41	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Crossing Guard	16,352	0.38	0.38	0.38	-
Crossing Guard	13,882	0.38	0.38	0.38	-
Crossing Guard	13,275	0.38	0.38	0.38	-
Crossing Guard Substitute	6,638	0.19	0.19	0.19	-
Total Administrative Services FTE	448,514	8.68	7.68	7.68	-
FTEs with benefits	441,876	8.48	7.49	7.49	-
FTEs without benefits	6,638	0.19	0.19	0.19	-
Total Administrative Services FTE	448,514	8.68	7.68	7.68	-
Neighborhood Services 2600					
Neighborhood Services Supervisor	-	1	1	-	(-1)
Senior Code Enforcement Inspector	-	1	1	-	(-1)
Code Enforcement Inspector	-	1	1	-	(-1)
Parking Enforcement Officer	56,365	1	1	1	-
Parking Enforcement Officer	63,841	1	1	1	-
Total Neighborhood Services FTE	120,205	5	5	2	(-3)
FTEs with benefits	120,205	5	5	2	(-3)
FTEs without benefits	-	-	-	-	-
Total Neighborhood Services FTE	120,205	5	5	2	(-3)
Speed Camera 0060					
Police Sergeant	89,118	1	1	1	-
Police Corporal	86,504	1	1	1	-
Photo Enforcement Analyst	53,106	1	1	1	-
Total Speed Camera FTE	228,728	3	3	3	-
FTEs with benefits	228,728	3	3	3	-
FTEs without benefits	-	-	-	-	-
Total Speed Camera FTE	228,728	3	3	3	-
Total Police Department FTE	4,865,415	67.67	67.68	64.68	(-3)

Department Summaries

Source of Funds and Expenditure Tables

Police Department Source of Funds (\$)

			Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Police	Revenue Category	In Lieu of Crossing Guard	182,384	186,782	186,782	214,017	27,235	15%
		In Lieu of Police	2,515,147	2,575,799	2,575,799	4,020,521	1,444,722	56%
		Municipal Infractions	5,000	6,000	13,000	13,000	0	0%
		Parking Permits	13,322	13,000	12,000	13,000	1,000	8%
		Police Protection (state)	425,637	452,000	425,000	450,000	25,000	6%
		Police Rebate	1,187,769	1,263,255	1,731,370	0	(1,731,370)	(100%)
		Public Parking Facilities	40,124	50,000	50,000	58,000	8,000	16%
		Summons & Forfeitures	165,636	170,000	165,000	168,000	3,000	2%
		Total	4,535,018	4,716,836	5,158,951	4,936,538	(222,413)	(4%)
	Transfers	General Fund	3,872,886	4,772,780	3,516,726	3,601,578	84,852	2%
		Total	3,872,886	4,772,780	3,516,726	3,601,578	84,852	2%
	Total		8,407,904	9,489,616	8,675,677	8,538,116	(137,561)	(2%)
Total			8,407,904	9,489,616	8,675,677	8,538,116	(137,561)	(2%)

Police Department Expenditures Overall (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Police	8,407,904	9,489,616	8,675,677	8,538,116	(137,561)	(2%)
Total	8,407,904	9,489,616	8,675,677	8,538,116	(137,561)	(2%)

Department Summaries

Police Department Expenditures by Division (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Office of Chief	995,518	1,127,218	1,197,491	802,312	(395,179)	(33%)
Communications	539,636	674,117	577,017	662,352	85,335	15%
Patrol Operations	3,890,727	4,110,881	3,975,497	4,429,168	453,670	11%
Investigations	1,674,564	2,053,946	1,486,705	1,628,757	142,051	10%
Administration	787,604	939,181	860,803	833,831	(26,972)	(3%)
Neighborhood Services	519,855	584,273	578,164	181,696	(396,467)	(69%)
Total	8,407,904	9,489,616	8,675,677	8,538,116	(137,561)	(2%)

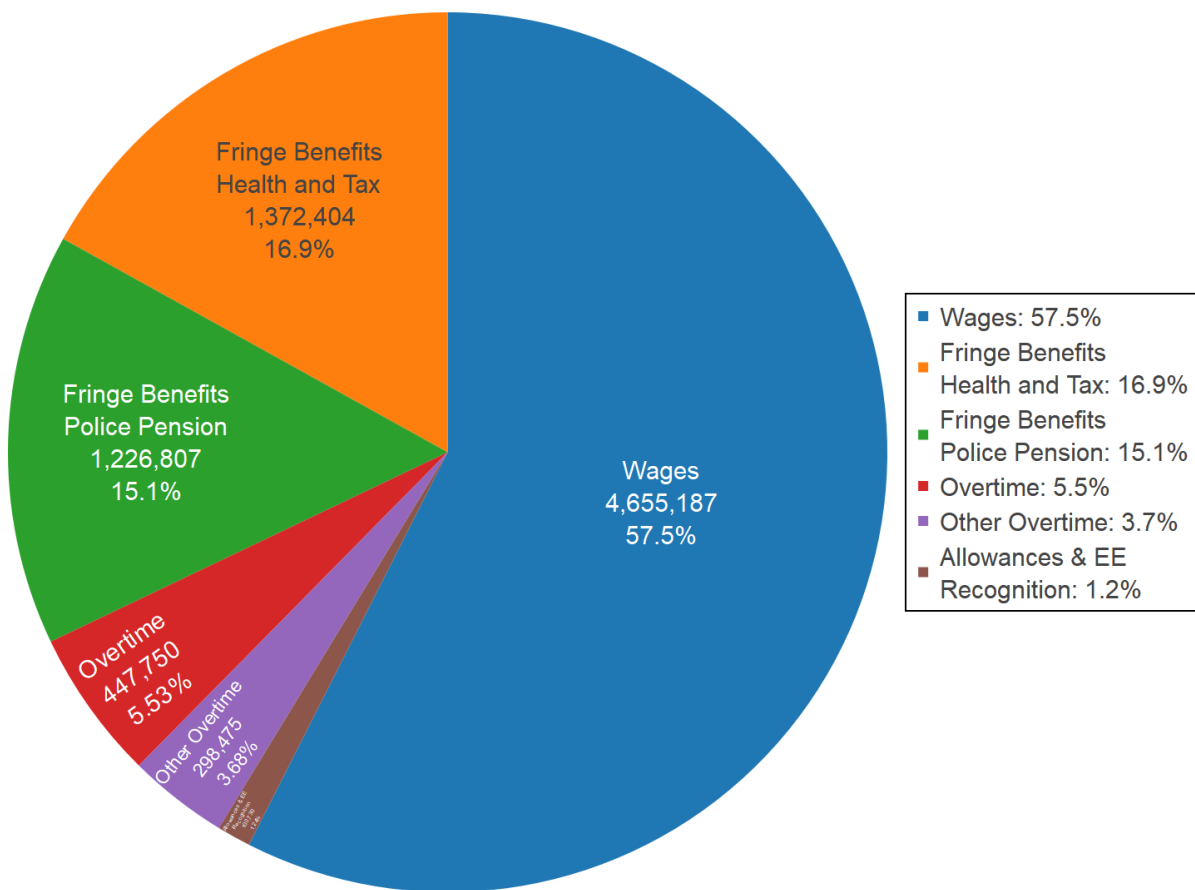
Police Department Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	4,506,783	4,867,995	4,523,688	4,655,187	131,499	3%
	Fringe Benefits	2,594,779	2,936,342	2,536,770	2,599,211	62,442	2%
	Overtime	278,924	418,500	290,472	447,750	157,278	54%
	Employee Recognition	24,577	20,000	175,341	19,000	(156,341)	(89%)
	Car & Clothing Allowance	71,122	90,170	66,707	81,730	15,023	23%
	K-9 Allowance	5,500	5,720	1,100	0	(1,100)	(100%)
	Night Differential	58,247	86,500	55,276	86,675	31,399	57%
	Overtime--Court	5,744	55,300	21,671	65,300	43,629	201%
	Overtime--Holiday	59,064	17,000	71,607	17,500	(54,107)	(76%)
	Overtime--Staff Shortage	35,866	53,500	20,859	64,000	43,141	207%
	Overtime--Training	51,593	62,000	61,876	65,000	3,124	5%
	Total	7,692,200	8,613,027	7,825,366	8,101,353	275,987	4%
Other Operating Expenses	Supplies	50,605	61,900	55,825	54,100	(1,725)	(3%)
	Uniforms	44,887	38,975	44,900	47,915	3,015	7%
	Computer Expenditures	9,053	25,528	23,928	8,400	(15,528)	(65%)
	Vehicle Fuel	77,002	73,000	104,000	113,100	9,100	9%
	Repairs & Maintenance	60,173	69,600	74,000	75,000	1,000	1%
	Services and Charges	263,658	377,983	309,913	83,761	(226,153)	(73%)
	Communications	78,682	82,168	86,009	13,512	(72,497)	(84%)
	Office Expenditures	26,874	32,700	34,736	15,500	(19,236)	(55%)
	Conferences, Training, & Dues	68,947	74,717	76,982	15,475	(61,507)	(80%)
	Recruitment	16,103	20,010	20,010	0	(20,010)	(100%)
	Special Events & Programs	19,718	20,008	20,008	10,000	(10,008)	(50%)
	Total	715,703	876,589	850,311	436,763	(413,548)	(49%)
Total		8,407,904	9,489,616	8,675,677	8,538,116	(137,561)	(2%)

Department Summaries

Police Personnel Expenditures by Type

Type	FY23 Adopted Expenditures	Percent
Wages	4,655,187	57.5%
Allowances & EE Recognition	100,730	1.2%
Fringe Benefits - Police Pension	1,226,807	15.1%
Fringe Benefits - Health and Tax	1,372,404	16.9%
Overtime	447,750	5.5%
Other Overtime	298,475	3.7%
Total	8,101,353	100.0%



Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Departmental expenditures are expected to be \$813,940 or 8.6 percent less than budgeted.

- The variance is mainly attributable to a reduction in personnel costs due to position vacancies.

Fiscal Year 2023 Budget Highlights:

- Departmental expenditures are down \$137,561 – a 2 percent decrease – compared to projected expenditures for Fiscal Year 2022.
- 95 percent, or \$8.1 million, of departmental expenditures are personnel related.
- Supplies account for about 1.2 percent of the departmental expenditures, which include items such as uniforms and body armor for new hires and replacement body armor for current employees (\$39,600), detective supplies (\$10,000), expendable supplies (\$18,850), K9 supplies (\$2,500) and office supplies (\$7,750).
- Vehicle-related expenditures account for about 2.2 percent of proposed departmental expenditures. This includes the cost of gasoline for departmental vehicles (\$113,100) and vehicle repair materials (\$75,000).
- Services and charges account for about 1 percent of departmental expenditures. These include the contractual costs for training, testing and record keeping software, as well as software packages required for internal investigations and crime analysis.

Fiscal Year 2022 Accomplishments:

- The Department continues its efforts to reduce its carbon footprint, purchasing hybrid pursuit-rated SUVs for their patrol vehicles. In addition, the Department purchased a hybrid truck for their Special Assignment Team, replacing a conventional gas-powered vehicle.
- The Department held a successful Coat Drive, Towel/Blanket Drive for pets, as well as their Annual Toy Drive event.
- Department members took part in the in-person Polar Bear Plunge to benefit Maryland Special Olympics, the first in-person plunge since the pandemic, raising over \$650.
- All sworn personnel took part in Active Bystander for Law Enforcement (ABLE) training this past fiscal year.
- The Police Department teamed up with J. Stewart Gray and Associates to host a Basic Investigators Course.
- National Night Out returned in August, and was a successful event, with a good turnout.

Department Summaries

- The Mobile Surveillance solution purchase (mobile camera trailer), which was earlier postponed due to COVID-19, was purchased and allows the department the flexibility to provide a mobile solution for special events and to address crime trends.
- In an effort to attract qualified candidates in Dispatch, as well as to retain staff, additional tiers were added to the Dispatcher position, to allow for upward mobility based on tenure, experience and successful completion of training courses.
- A new position of Dispatch Supervisor was added, which was filled after a successful application process.
- All Dispatchers attended various continuing education courses, to include Civilian Supervisor Training, Public Safety Telecommunicator, Crisis Communications Training, Advanced Police Dispatching, the Art of Communication and Center Training Officer (CTO) Program.
- In all, sworn and civilian Department personnel took part in almost 8,000 hours of training.

Fiscal Year 2023 Goals:

- The Department plans to continue to partner with the Local Government Insurance Trust, to host more training sessions within the City. The Department will continue to enroll personnel in various training courses to enhance their skills, to include de-escalation, crisis intervention and implicit bias.
- The Department will continue its commitment to reducing its carbon footprint with the purchase of hybrid vehicles for their fleet, replacing conventional gasoline engine vehicles.
- The expansion of the Department's Automated Enforcement Program is expected to take place this fiscal year, once all approvals are received from the State for the addition of red light cameras in the City.
- Continue to provide continuing education courses for all Dispatch staff, in order to improve customer service, allow the opportunity for advancement and ensure the smooth operation of the Dispatch Center.
- As a cost saving measure, and with the anticipated increase of revenue from the addition of red light cameras, several law enforcement expenditure lines were moved to the Automated Enforcement Line.

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.

Office of the Chief Performance/Workload Measures

Measurement	Actual FY21	Estimated FY22	Projected FY23
Number of officers hired	5	4	3
Number of civilians hired	0	9	3
Emergency Management activities	234	56	60
Emergency Management training	21	28	30
Community events	8	34	35
Community advisories	45	53	55
Council of Governments meetings	28	28	28

Department Summaries

Office of Chief Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Office of Chief	995,518	1,127,218	1,197,491	802,312	(395,179)	(33%)
Total	995,518	1,127,218	1,197,491	802,312	(395,179)	(33%)

Office of Chief Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	432,209	457,854	504,214	470,192	(34,023)	(7%)
	Fringe Benefits	217,252	225,824	271,988	222,918	(49,070)	(18%)
	Overtime	8,986	10,000	10,006	10,500	494	5%
	Employee Recognition	7	1,500	22,898	500	(22,398)	(98%)
	Car & Clothing Allowance	3,240	3,980	5,659	3,980	(1,679)	(30%)
	Night Differential	0	0	378	0	(378)	(100%)
	Overtime--Staff Shortage	(249)	0	0	0	0	-
	Total	661,446	699,158	815,143	708,089	(107,054)	(13%)
Other Operating Expenses	Uniforms	40,188	35,475	41,400	42,915	1,515	4%
	Computer Expenditures	0	4,600	4,600	0	(4,600)	(100%)
	Services and Charges	185,178	261,750	207,592	18,333	(189,259)	(91%)
	Office Expenditures	12,349	18,500	20,536	15,500	(5,036)	(25%)
	Conferences, Training, & Dues	60,535	67,717	68,202	7,475	(60,727)	(89%)
	Recruitment	16,103	20,010	20,010	0	(20,010)	(100%)
	Special Events & Programs	19,718	20,008	20,008	10,000	(10,008)	(50%)
	Total	334,072	428,060	382,348	94,223	(288,125)	(75%)
Total		995,518	1,127,218	1,197,491	802,312	(395,179)	(33%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$70,273, or 6 percent, more than budgeted.
- The variance is attributable to higher personnel costs due to Citywide increases in Fiscal Year 2022 personnel expenses, including an increase in base salaries, bonuses, and hazard pay.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$395,179, or 33 percent, lower than projected expenditures for Fiscal Year 2022.
- The variance is mainly due to the transfer of several contract charges to the Speed Camera Fund.

Department Summaries

- Division FTEs remain the same.
- Approximately 88 percent of division expenditures are personnel related.
- Supplies account for about 5.3 percent of division expenditures, which include purchases related to body armor and uniforms for new hires (\$22,465), replacement of aging body armor for existing staff (\$6,220), and uniforms for civilian staff (\$4,000).
- Services and charges account for 2.3 percent of division expenditures and include software costs, which have an associated combined cost of \$17,582. This includes programs for testing and training, as well as State required reporting of mandated training.
- Conferences, training, and dues account for just under 1 percent, or \$7,475, of division expenditures, which include professional organization publications, and professional dues.
- Special Events and Programs account for 1.2 percent of division expenditures, and consist of Emergency Response Team supplies (\$10,000).
- Office Expenditures account for 1.9 percent of division expenditures which include the employee recognition and awards event (\$9,000).

Communications

Division Purpose

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

Management Objectives

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

Communications Performance/Workload Measures

<i>Measurement</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Estimated 2022</i>
<i>Number of calls for service dispatched</i>	<i>12,081</i>	<i>10,346</i>	<i>14,000</i>
<i>Phone Calls received</i>	<i>18,000</i>	<i>16,000</i>	<i>18,000</i>
<i>Training classes</i>	<i>7</i>	<i>40</i>	<i>80</i>
<i>Warrants Processed</i>	<i>112</i>	<i>89</i>	<i>100</i>

Department Summaries

Communications Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Communications	539,636	674,117	577,017	662,352	85,335	15%
Total	539,636	674,117	577,017	662,352	85,335	15%

Communications Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	324,336	409,040	332,339	423,916	91,577	28%
	Fringe Benefits	129,984	163,492	134,342	160,156	25,814	19%
	Overtime	43,554	45,000	44,872	47,250	2,378	5%
	Employee Recognition	1,164	500	12,500	0	(12,500)	(100%)
	Car & Clothing Allowance	2,160	3,850	2,120	3,360	1,240	58%
	Night Differential	3,880	13,500	7,527	14,175	6,648	88%
	Overtime--Holiday	3,592	3,000	8,582	3,000	(5,582)	(65%)
	Overtime--Training	0	1,000	0	1,000	1,000	-
	Total	508,670	639,382	542,282	652,857	110,575	20%
Other Operating Expenses	Uniforms	3,500	3,500	3,500	5,000	1,500	43%
	Computer Expenditures	1,903	5,300	5,300	1,200	(4,100)	(77%)
	Services and Charges	0	1,595	1,595	3,295	1,700	107%
	Communications	25,518	24,140	24,140	0	(24,140)	(100%)
	Office Expenditures	46	200	200	0	(200)	(100%)
	Total	30,966	34,735	34,735	9,495	(25,240)	(73%)
Total		539,636	674,117	577,017	662,352	85,335	15%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$97,100, or \$14 percent, less than budgeted.
- The variance is attributable to lower than expected personnel costs due to staff vacancies.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$85,335 higher – an increase of 15 percent – compared to projected expenditures for Fiscal Year 2022.
- The increase is attributable to the division becoming fully staffed.
- Division FTEs remain the same.
- The total operating expenditures represent about 1.4 percent of division expenditures. This includes costs for dispatcher training software (\$3,295).

Department Summaries

- Supplies account for approximately 0.75 percent of division expenditures, and consist of uniforms and supplies for Dispatch staff.
- Computer Expenditures account for 0.2 percent of division expenditures, and consist of supplies and replacement chairs relating to the operation of the dispatch consoles.

Patrol Operations

Division Purpose:

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

Management Objectives:

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

Patrol Operations Performance/Workload Measures

<i>Measurement</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Estimated 2022</i>
<i>Number of Security Surveys</i>	0	2	20
<i>Foot and Bike Patrol Hours</i>	2,259	2,848	3,000
<i>Number of Vacant Home Checks</i>	64	118	120
<i>Number of traffic stops</i>	2,839	2,746	2,800

Department Summaries

Patrol Operations Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Patrol Operations	3,890,727	4,110,881	3,975,497	4,429,168	453,670	11%
Total	3,890,727	4,110,881	3,975,497	4,429,168	453,670	11%

Patrol Operations Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	2,091,880	2,051,904	2,116,184	2,267,461	151,278	7%
	Fringe Benefits	1,317,005	1,378,597	1,236,903	1,400,096	163,193	13%
	Overtime	99,488	270,000	158,005	285,000	126,995	80%
	Employee Recognition	17,244	7,000	65,203	4,000	(61,203)	(94%)
	Car & Clothing Allowance	49,054	54,250	41,568	52,500	10,932	26%
	K-9 Allowance	5,500	5,720	1,100	0	(1,100)	(100%)
	Night Differential	47,274	60,000	43,000	60,000	17,000	40%
	Overtime--Court	5,485	50,000	17,000	60,000	43,000	253%
	Overtime--Holiday	55,309	9,000	63,025	9,500	(53,525)	(85%)
	Overtime--Staff Shortage	30,780	50,000	17,120	60,000	42,880	250%
	Overtime--Training	49,213	55,000	57,555	58,000	445	1%
	Total	3,768,231	3,991,471	3,816,662	4,256,558	439,895	12%
Other Operating Expenses	Supplies	16,929	16,900	14,325	21,350	7,025	49%
	Uniforms	287	0	0	0	0	-
	Computer Expenditures	1,972	2,400	2,400	4,800	2,400	100%
	Vehicle Fuel	59,321	50,000	80,000	87,100	7,100	9%
	Repairs & Maintenance	38,470	42,500	51,500	46,500	(5,000)	(10%)
	Services and Charges	4,072	6,110	9,110	12,860	3,750	41%
	Office Expenditures	1,445	1,500	1,500	0	(1,500)	(100%)
	Total	122,496	119,410	158,835	172,610	13,775	9%
Total		3,890,727	4,110,881	3,975,497	4,429,168	453,670	11%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$135,384, or 3 percent, less than budgeted.
- The variance is mainly attributed to lower than expected overtime and fringe benefit costs.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$453,670 higher — an increase of 11 percent — compared to projected expenditures for Fiscal Year 2022.
- The variance is primarily attributable to higher personnel costs.

Department Summaries

- 96 percent of division expenditures are personnel related.
- Supplies account for 1 percent of division expenditures. This category includes expendable supplies such as e-ticket paper (\$1,000), patrol shields (\$1,500), road flares (\$2,500), Taser supplies (\$2,000), and Honor Guard supplies (\$2,000) and K9 supplies (\$2,500).
- Vehicle fuel accounts for the largest spending in the division operating expenditures, approximately 2 percent (\$87,100), which is solely comprised of gasoline for all the police vehicles.
- Repairs and maintenance accounts for the second largest spending in the division operating expenditures, approximately one percent (\$46,500). This category includes repair and maintenance for all of the police vehicles.
- Conferences, dues, and training for Operations staff are included in the Office of the Chief division, as it may cover staff from other divisions in the Police Department.

Criminal Investigations

Division Purpose:

Conduct investigations regarding serious crimes, such as homicide, rape, robbery, burglary, aggravated assault, theft, auto theft, and 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.

Criminal Investigations Performance/Workload Measures

Measurement	Actual 2020	Actual 2021	Estimated 2022
Number of cases assigned	148	136	150
Number of cases closed	84	76	82
Number of cases exceptionally cleared	5	1	4
Closure/clearance percentage	57	57	57
Number of search warrants obtained	34	18	20
Number of arrest warrants obtained	13	24	25

Department Summaries

Investigations Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Investigations	1,674,564	2,053,946	1,486,705	1,628,757	142,051	10%
Total	1,674,564	2,053,946	1,486,705	1,628,757	142,051	10%

Investigations Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	927,349	1,148,326	830,367	922,398	92,031	11%
	Fringe Benefits	540,225	706,878	461,131	495,031	33,900	7%
	Overtime	118,350	78,500	62,831	90,000	27,169	43%
	Employee Recognition	3,422	3,500	27,000	4,000	(23,000)	(85%)
	Car & Clothing Allowance	11,878	17,190	12,730	15,440	2,710	21%
	Night Differential	6,957	12,500	4,085	12,500	8,415	206%
	Overtime--Court	259	5,000	4,671	5,000	329	7%
	Overtime--Holiday	163	4,000	0	4,000	4,000	-
	Overtime--Staff Shortage	5,335	2,000	3,739	2,500	(1,239)	(33%)
	Overtime--Training	2,380	4,500	4,321	4,500	179	4%
	Total	1,616,319	1,982,394	1,410,875	1,555,370	144,495	10%
Other Operating Expenses	Supplies	10,332	5,000	7,500	10,000	2,500	33%
	Uniforms	912	0	0	0	0	-
	Computer Expenditures	1,710	2,500	2,500	1,200	(1,300)	(52%)
	Vehicle Fuel	10,569	16,000	16,000	18,200	2,200	14%
	Repairs & Maintenance	19,890	20,000	19,000	20,000	1,000	5%
	Services and Charges	8,270	19,552	22,330	21,487	(843)	(4%)
	Office Expenditures	6,561	6,000	6,000	0	(6,000)	(100%)
	Conferences, Training, & Dues	0	2,500	2,500	2,500	0	0%
	Total	58,245	71,552	75,830	73,387	(2,443)	(3%)
Total		1,674,564	2,053,946	1,486,705	1,628,757	142,051	10%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$567,241, or 28 percent, less than budgeted.
- The variance is attributable to lower than expected wage and fringe benefit costs due to staff vacancies.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$142,051 higher — an increase of 10 percent — compared to projected expenditures for Fiscal Year 2022.
- The increase can be attributed to personnel costs.

Department Summaries

- Division FTEs remain the same.
- 95.5 percent of division expenditures are personnel related.
- The largest spending under operating expenditures is for repairs and maintenance of vehicles, (\$20,000), which is 1.2 percent of the budgeted amount; and vehicle fuel which is 1.1 percent (\$18,200) of the budgeted division expenditure.
- The largest spending under operating expenditures is for services and charges which make up 1.3 percent of division expenditures. This includes charges for Blue Team and IA Pro Internal Affairs (\$2,166), Lexus Nexus (\$6,809), Case Closed (\$2,250) and Hawk Analytics (\$3,990).
- Supplies make up just over 0.6 percent of division expenditures (\$10,000), and are made up of detective supplies such as CD-R, DVD, paper, 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.

Administrative Services Performance/Workload Measures

<i>Measurement</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Estimated 2022</i>
<i>Total Parking Permits Issued</i>	882	606	800
<i>Total Parking citations processed</i>	3,094	2,746	3,000
<i>Number of reports processed</i>	2,175	2,320	2,400

Department Summaries

Administration Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Administration	787,604	939,181	860,803	833,831	(26,972)	(3%)
Total	787,604	939,181	860,803	833,831	(26,972)	(3%)

Administration Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	415,878	461,608	442,937	451,014	8,077	2%
	Fringe Benefits	252,978	323,581	251,150	271,979	20,829	8%
	Overtime	1,096	10,000	1,723	10,000	8,277	480%
	Employee Recognition	2,740	7,500	35,240	9,500	(25,740)	(73%)
	Car & Clothing Allowance	3,350	8,150	3,190	5,490	2,300	72%
	Night Differential	30	500	0	0	0	-
	Overtime--Court	0	300	0	300	300	-
	Overtime--Holiday	0	1,000	0	1,000	1,000	-
	Overtime--Staff Shortage	0	1,500	0	1,500	1,500	-
	Overtime--Training	0	1,500	0	1,500	1,500	-
	Total	676,072	815,639	734,240	752,283	18,043	2%
Other Operating Expenses	Supplies	22,399	22,500	22,500	22,750	250	1%
	Computer Expenditures	3,468	9,128	9,128	1,200	(7,928)	(87%)
	Vehicle Fuel	7,111	7,000	8,000	7,800	(200)	(2%)
	Repairs & Maintenance	1,690	3,100	1,500	3,000	1,500	100%
	Services and Charges	13,862	17,786	15,786	27,786	12,000	76%
	Communications	53,164	58,028	61,869	13,512	(48,357)	(78%)
	Office Expenditures	1,426	1,500	1,500	0	(1,500)	(100%)
	Conferences, Training, & Dues	8,412	4,500	6,280	5,500	(780)	(12%)
	Total	111,532	123,542	126,563	81,548	(45,015)	(36%)
Total		787,604	939,181	860,803	833,831	(26,972)	(3%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$78,378, or 8 percent, less than budgeted.
- The decrease is due to lower than anticipated personnel costs.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$26,972 lower – a decrease of 3 percent - compared to projected expenditures for Fiscal Year 2022.
- Division FTEs remain the same.
- 90 percent of division expenditures are personnel related.

Department Summaries

- 2.7 percent of division expenditures are categorized as supplies, which consist of office supplies (\$7,750) and expendable supplies (\$15,000). Office supplies include toner cartridges, bulk paper, envelopes, tape, file folders and boxes, as well as supplies for the Crossing Guards. Expendable supplies include supplies needed for various community events, such as Coffee with a Cop.
- Services and charges represent 3.3 percent of division expenditures which include computer fees (\$3,108), postage/delivery (\$3,500), copying (\$5,928), and printing (\$13,000).
- Communication accounts for 1.6 percent of division expenditures and consists of charges for telephone (\$13,512).
- Computer expenditures make up 0.1 percent (\$1,200) of division expenditures. These funds are used to replace aging computer equipment.

Neighborhood 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.

Neighborhood Services Performance/Workload Measures

Measurement	Actual 2020	Actual 2021	Estimated 2022
<i>Parking citations Issued</i>	3,094	2,453	3,000
<i>Property Maintenance Code Complaints</i>	953	88	80
<i>Property Maintenance Code Cases Closed</i>	98	41	40
<i>Anti- Litter Events</i>	3	0	2
<i>Education Events</i>	3	0	2

Neighborhood Services Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Neighborhood Services	519,855	584,273	578,164	181,696	(396,467)	(69%)
Total	519,855	584,273	578,164	181,696	(396,467)	(69%)

Neighborhood Services Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	315,131	339,262	297,646	120,205	(177,441)	(60%)
	Fringe Benefits	137,336	137,971	181,256	49,031	(132,225)	(73%)
	Overtime	7,449	5,000	13,035	5,000	(8,035)	(62%)
	Employee Recognition	0	0	12,500	1,000	(11,500)	(92%)
	Car & Clothing Allowance	1,440	2,750	1,440	960	(480)	(33%)
	Night Differential	106	0	286	0	(286)	(100%)
	Total	461,462	484,983	506,164	176,196	(329,967)	(65%)
Other Operating Expenses	Supplies	945	17,500	11,500	0	(11,500)	(100%)
	Computer Expenditures	0	1,600	0	0	0	-
	Repairs & Maintenance	123	4,000	2,000	5,500	3,500	175%
	Services and Charges	52,277	71,190	53,500	0	(53,500)	(100%)
	Office Expenditures	5,048	5,000	5,000	0	(5,000)	(100%)
	Total	58,393	99,290	72,000	5,500	(66,500)	(92%)
Total		519,855	584,273	578,164	181,696	(396,467)	(69%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$6,110 or 1 percent less than budget.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$396,467 lower – a 69% percent decrease – compared to projected expenditures for Fiscal year 2022.
- The decrease is due to cost savings from moving Code Enforcement to the Housing and Community Development department.
- Division FTEs are reduced to 2 from 5 due to the Code Enforcement re-organization.
- 97 percent of division expenditures are personnel related.
- Repairs and maintenance make up 3 percent of division expenditures, and consist of repair and replacement of parking meters, and the cost of batteries needed for their operation.

Department Summaries

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Public Works



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Department Summary

Department Overview

The Public Works Department is responsible for the maintenance of City-owned roads, buildings, stormwater management systems, gardens, parks, 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 Management, Urban Forest, and City Engineer.**

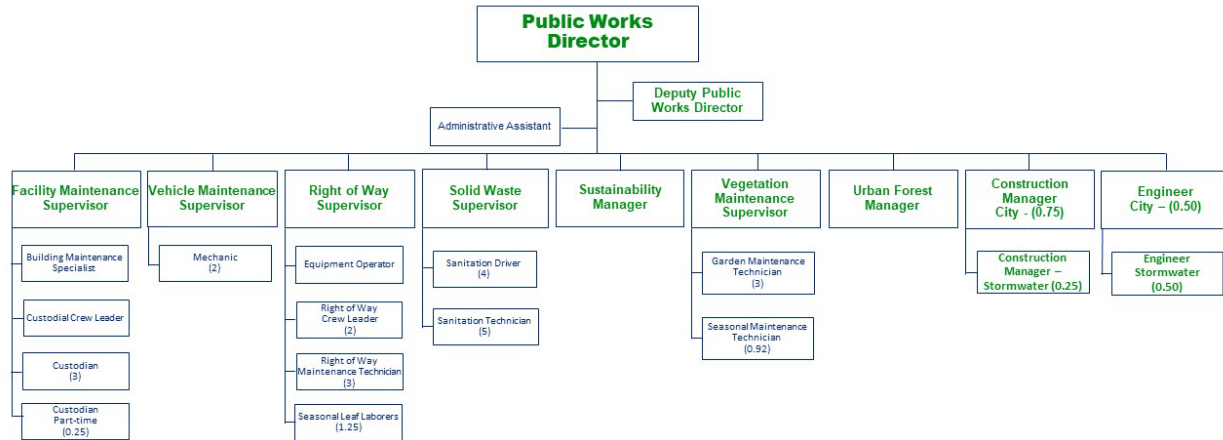


Department Organizational Chart



City of Takoma Park

Public Works Department



Department Summaries

Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Public Works Administration 3100					
Director of Public Works	146,132	1	1	1	-
Deputy Director of Public Works	128,657	1	1	1	-
Administrative Assistant	52,887	1	1	1	-
Total Public Works Administration FTE	327,676	3	3	3	-
FTEs with benefits	327,676	3	3	3	-
FTEs without benefits	-	-	-	-	-
Total Public Works Administration FTE	327,676	3	3	3	-
Building Maintenance 3200					
Facility Maintenance Supervisor	80,851	1	1	1	-
Building Maintenance Specialist	62,142	1	1	1	-
Custodial Crew Leader	52,670	1	1	1	-
Custodian	45,311	1	1	1	-
Custodian	42,700	1	1	1	-
Custodian	49,545	1	1	1	-
Custodian	12,386	0.25	0.25	0.25	-
Total Building Maintenance FTE	345,605	6.25	6.25	6.25	-
FTEs with benefits	333,218	6	6	6	-
FTEs without benefits	12,386	0.25	0.25	0.25	-
Total Building Maintenance FTE	345,605	6.25	6.25	6.25	-
Equipment Maintenance 3300					
Vehicle Maintenance Supervisor	87,080	1	1	1	-
Mechanic	73,200	1	1	1	-
Mechanic	59,183	1	1	1	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22- FY23
Total Equipment Maintenance FTE	219,463	3	3	3	-
FTEs with benefits	219,463	3	3	3	-
FTEs without benefits	-	-	-	-	-
Total Equipment Maintenance FTE	219,463	3	3	3	-
Right of way - 3400					
Right of Way Maintenance Supervisor	81,708	1	1	1	-
Right of Way Crew Leader	58,068	1	1	1	-
Right of Way Crew Leader	55,532	1	1	1	-
Equipment Operator	53,460	1	1	1	-
Right of Way Maintenance Technician	48,690	1	1	1	-
Right of Way Maintenance Technician	54,038	1	1	1	-
Right of Way Maintenance Technician	49,420	1	1	1	-
Seasonal Assistance	47,120	-	-	1.25	1.25
Total Right of way - FTE	448,036	7	7	8.25	1.25
FTEs with benefits	400,916	7	7	7	-
FTEs without benefits	47,120	-	-	1.25	1.25
Total Right of way - FTE	448,036	7	7	8.25	1.25
Solid Waste 3500					
Solid Waste Supervisor	86,722	1	1	1	-
Sanitation Driver	51,891	1	1	1	-
Sanitation Driver	54,262	1	1	1	-
Sanitation Driver	49,624	1	1	1	-
Solid Waste Driver	49,624	1	1	1	-
Sanitation Technician	52,802	1	1	1	-
Solid Waste Technician 1	46,873	1	1	1	-
Solid Waste Technician 1	50,496	1	1	1	-
Solid Waste Technician 1	50,496	1	1	1	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Solid Waste Technician 1	50,496	1	1	1	-
Total Solid Waste FTE	543,286	10	10	10	-
FTEs with benefits	543,286	10	10	10	-
FTEs without benefits	-	-	-	-	-
Total Solid Waste FTE	543,286	10	10	10	-
Sustainability 3600					
Sustainability Manager	108,150	1	1	1	-
Total Sustainability FTE	108,150	1	1	1	-
FTEs with benefits	108,150	1	1	1	-
FTEs without benefits	-	-	-	-	-
Total Sustainability FTE	108,150	1	1	1	-
Vegetation Management 3700					
Vegetation Management Supervisor	86,722	1	1	1	-
Garden Maintenance Technician	55,672	1	1	1	-
Garden Maintenance Technician	51,678	1	1	1	-
Garden Maintenance Technician	51,678	1	1	1	-
Seasonal Staff	36,480	-	-	0.92	0.92
Total Vegetation Management FTE	282,229	4	4	4.92	0.92
FTEs with benefits	245,749	4	4	4	-
FTEs without benefits	36,480	-	-	0.92	0.92
Total Vegetation Management FTE	282,229	4	4	4.92	0.92
Urban Forest 3800					
Urban Forest Manager	85,089	1	1	1	-
Total Urban Forest FTE	85,089	1	1	1	-
FTEs with benefits	85,089	1	1	1	-
FTEs without benefits	-	-	-	-	-
Total Urban Forest FTE	85,089	1	1	1	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
City Engineer 3900					
City Engineer	61,928	0.5	0.5	0.5	-
Field Construction Manager	66,017	0.75	0.75	0.75	-
Total City Engineer FTE	127,945	1.25	1.25	1.25	-
FTEs with benefits	127,945	1.25	1.25	1.25	-
FTEs without benefits	-	-	-	-	-
Total City Engineer FTE	127,945	1.25	1.25	1.25	-
Stormwater 0030					
City Engineer	61,928	0.5	0.5	0.5	-
Field Construction Manager	22,006	0.25	0.25	0.25	-
Total Stormwater FTE	83,934	0.75	0.75	0.75	-
FTEs with benefits	83,934	0.75	0.75	0.75	-
FTEs without benefits	-	-	-	-	-
Total Stormwater FTE	83,934	0.75	0.75	0.75	-
Total Public Works Department FTE	2,571,413	37.25	37.25	39.42	2.17

Department Summaries

Source of Funds and Expenditure Tables

Public Works Department Source of Funds (\$)

			Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Public Works	Revenue Category	Driveway Permits	4,530	3,500	3,500	4,500	1,000	29%
		Highway	497,613	470,000	497,000	510,000	13,000	3%
		In Lieu Of Roads Maint.	743,199	761,121	761,122	804,806	43,684	6%
		Mulch Sales	22,528	22,000	22,000	23,000	1,000	5%
		Recyclable Sales	869	300	1,000	1,000	0	0%
		Special Trash Pickup	11,405	9,800	9,800	10,000	200	2%
		Tree Fund	25,000	25,000	25,000	45,000	20,000	80%
		Tree Permits	26,905	23,000	23,000	23,000	0	0%
		Waste Coll. & Disp.charges	56,014	62,000	61,400	65,640	4,240	7%
		Total	1,388,063	1,376,721	1,403,822	1,486,946	83,124	6%
	Transfers	General Fund	3,287,912	4,875,193	4,716,602	4,154,193	(562,409)	(12%)
		Total	3,287,912	4,875,193	4,716,602	4,154,193	(562,409)	(12%)
	Total		4,675,976	6,251,914	6,120,424	5,641,139	(479,285)	(8%)
Total			4,675,976	6,251,914	6,120,424	5,641,139	(479,285)	(8%)

Public Works Department Expenditures Overall (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Public Works	4,675,976	6,251,914	6,120,424	5,641,139	(479,285)	(8%)
Total	4,675,976	6,251,914	6,120,424	5,641,139	(479,285)	(8%)

Department Summaries

Public Works Department Expenditures by Division (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Administration	331,623	485,060	495,498	502,087	6,589	1%
Building Maintenance	868,900	960,356	807,523	981,710	174,187	22%
Equipment Maintenance	509,092	485,420	552,510	533,806	(18,703)	(3%)
Right of Way	839,875	975,820	998,648	999,162	514	0%
Solid Waste	1,307,926	1,392,328	1,343,557	1,245,466	(98,091)	(7%)
Sustainability	220,633	734,705	713,092	279,340	(433,753)	(61%)
Vegetation Management	237,417	433,573	445,101	480,320	35,219	8%
Urban Forest	191,747	333,047	314,266	322,093	7,827	2%
City Engineer	168,763	451,606	450,230	297,156	(153,074)	(34%)
Total	4,675,976	6,251,914	6,120,424	5,641,139	(479,285)	(8%)

Public Works Department Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	123,788	187,880	207,470	50,760	(156,710)	(76%)
	Wages	1,935,092	2,450,833	2,152,133	2,537,719	385,586	18%
	Fringe Benefits	857,289	1,001,401	1,092,675	1,012,844	(79,831)	(7%)
	Overtime	143,094	108,441	116,091	109,385	(6,706)	(6%)
	Employee Recognition	7,165	5,500	119,175	3,500	(115,675)	(97%)
	Car & Clothing Allowance	12,369	14,318	10,719	13,950	3,231	30%
	Night Differential	192	3,120	3,120	3,120	0	0%
	Total	3,078,989	3,771,492	3,701,383	3,731,277	29,895	1%
Other Operating Expenses	Supplies	183,615	256,525	232,315	262,080	29,765	13%
	Computer Expenditures	3,660	0	3,100	0	(3,100)	(100%)
	Vehicle Fuel	55,652	70,550	82,550	77,900	(4,650)	(6%)
	Repairs & Maintenance	139,612	137,000	106,000	130,000	24,000	23%
	Services and Charges	885,656	1,636,933	1,625,626	1,062,765	(562,861)	(35%)
	Communications	24,871	26,764	28,600	33,680	5,080	18%
	Utilities	282,919	298,100	302,700	302,968	268	0%
	Office Expenditures	2,032	9,000	1,500	800	(700)	(47%)
	Conferences, Training, & Dues	5,021	16,850	13,650	19,169	5,519	40%
	Special Events & Programs	13,948	28,700	23,000	20,500	(2,500)	(11%)
	Total	1,596,987	2,480,422	2,419,041	1,909,862	(509,179)	(21%)
Total		4,675,976	6,251,914	6,120,424	5,641,139	(479,285)	(8%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Departmental expenditures are expected to be \$131,490 lower than budgeted, a decrease of 2 percent.

Department Summaries

- This decrease included personnel costs that are \$70,109 lower than the budgeted amount. Although the fringe benefit and employee recognition costs are projected to be \$91,274 and \$113,675, respectively, higher than the budgeted amounts, the wage costs are projected to be \$298,700 lower than the budgeted amount due to staff vacancies.
- Projected operating expenditures are \$61,381 lower than the budgeted amount due to reductions in expenditures for supplies, repairs and maintenance costs, and services and charges.

Fiscal Year 2023 Budget Highlights:

- Departmental expenditures are \$479,285 lower – a decrease of 8 percent - compared to the projected expenditures for Fiscal Year 2022.
- Department FTE's increased by 2.17 from Fiscal Year 2022. However, this is due to counting seasonal labor which was previously not included.
- 66 percent of departmental expenditures are personnel related.
- Personnel costs increased by 1 percent, or \$29,895, compared to projected expenditures for Fiscal Year 2022. For Fiscal Year 2023, wages increase by \$385,586 assuming all vacant positions will be filled. The contractual labor budget is reduced by \$156,710, for the same reason. Employee recognition costs are \$115,675 lower than the Fiscal Year 2022 projected amount as are fringe benefits which are budgeted \$79,831 lower.
- Department operating budget is \$509,179 lower than the Fiscal Year 2022 projected amount – a decrease of 21 percent. This reduction is due to lower services and charges projected expenditure including \$433,753 in the Sustainability budget as the grant programs normally included in that operating budget have been moved to the ARPA section of the budget. Also, the Fiscal Year 2022 budget included \$150,000 for a stormwater study related to assessing private property impacts of flooding and stormwater management that is not included in the Fiscal Year 2023 budget.
- Supplies account for \$262,080, or 4.6 percent, of departmental expenditures and include office supplies, custodial supplies, snow removal supplies, leaf collection supplies and sign and park supplies. These expenditures increased 13 percent compared to the projected expenditure for Fiscal Year 2022.
- Vehicle fuel expenditures are \$77,900, or 1.4 percent, of departmental expenditures and include the fuel used by Public Works and other departments, but not the Police Department.

Department Summaries

- Repairs and maintenance expenditures are \$130,000, or 2.3 percent, of departmental expenditures. These expenditures increased 23 percent compared to the projected expenditures for Fiscal Year 2022. The projected Fiscal Year 2022 costs were reduced due to the delay of some projects due to staffing. These associated costs have been included in the Fiscal Year 2023 budget.
- Services and charges account for \$1,062,765 or 19 percent of departmental expenditures and include contractual expenses such as engineering services, specialized building maintenance, contractual vehicle maintenance, street maintenance, disposal and recycling fees, tree maintenance and tree planting. These expenditures decreased 35 percent compared to the projected amount for Fiscal Year 2022 due to reductions in the sustainability grants and not continuing with the allocation for a stormwater study related to private property.
- Utility fees account for \$302,968 or 5 percent of departmental expenditures and are projected to remain fairly consistent.

Fiscal Year 2022 Accomplishments:

- Continued to maintain essential services during the pandemic; all Public Works employees are considered essential and continued to report to work on regular schedules; minimal disruption to City services.
- Replaced the roof on Heffner.
- Replaced a vehicle lift in the mechanics garage Park Community Center.
- Purchased several green fuel vehicles including an EV street sweeper, (still awaiting delivery), a hybrid pickup truck (still awaiting delivery), and an EV riding mower.
- Replaced the loader, two leaf vacuums, a pickup truck
- Completed sidewalk ADA retrofits on the following streets: Flower Ave - Hudson to Maplewood, even side Maple Ave - Tulip Ave to city line, both sides Carroll Avenue Lincoln Ave to Lee, even side Philadelphia Avenue - PineyBranch to Chicago, both sides
- Prepared online permit application process through MY TKPK for dumpster & storage pods, driveway apron, work in the right of way and fence in the right of way - will become active in FY23
- The Department received 88 electrification and energy efficiency grant applications (over \$677,000 in requests) and awarded 44 grants, providing \$285,000 for projects in 10 multifamily, 8 business and 26 single family properties of which 10 were low to moderate income.

Department Summaries

- Held an induction cooking demonstration at a local business to promote conversion from gas cooking; purchased 4 portable induction cooktops for check out by residents.

Fiscal Year 2023 Goals:

- Continue the ADA improvements along State roads and City streets.
- Implement approved new sidewalks and traffic calming measures.
- Fully implement no cost tree planting program for properties with attention to areas with fewer trees; will include onsite consultation provided by tree planting contractor.
- City to receive new triannual Tree Canopy Assessment.
- Begin the Community Center renovation of the lower level of the building.
- Purchase replacement equipment including roll-off trailer, aerial lift and fuel dispensing software.
- Permit application fees will increase by \$10; mulch delivery charges will increase by \$10.
- Establish a household battery drop-off at Public Works for certain types of batteries.

Administration

Division Purpose:

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

Management Objectives:

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



Department Summaries

Administration Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Administration	331,623	485,060	495,498	502,087	6,589	1%
Total	331,623	485,060	495,498	502,087	6,589	1%

Administration Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	206,682	316,767	314,744	327,676	12,932	4%
	Fringe Benefits	81,903	118,260	121,037	121,546	509	0%
	Overtime	445	650	450	472	22	5%
	Employee Recognition	0	1,000	5,100	0	(5,100)	(100%)
	Total	289,030	436,678	441,331	449,695	8,364	2%
Other Operating Expenses	Supplies	4,534	5,000	5,863	5,000	(863)	(15%)
	Computer Expenditures	1,356	0	3,100	0	(3,100)	(100%)
	Services and Charges	8,583	11,868	12,004	8,668	(3,336)	(28%)
	Communications	24,871	26,764	28,600	33,680	5,080	18%
	Office Expenditures	2,032	2,000	1,500	800	(700)	(47%)
	Conferences, Training, & Dues	1,217	2,750	3,100	3,544	444	14%
	Special Events & Programs	0	0	0	700	700	-
	Total	42,593	48,382	54,167	52,392	(1,775)	(3%)
Total		331,623	485,060	495,498	502,087	6,589	1%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$10,438 higher than budgeted – an increase of 2 percent.
- The variance is attributable to higher costs for fringe benefits, employee recognition, communication costs and unplanned computer replacements.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$6,589 higher than projected Fiscal Year 2022 – an increase of 1 percent.
- Division FTE's remain unchanged; 89.6 percent of division expenditures are personnel related.
- Wage and fringe costs have increased by \$13,441 and employee recognition costs have decreased by \$5,100. Personnel related costs increase by \$8,364, or 2 percent, compared to the projected amount for Fiscal Year 2022.

Department Summaries

- Operating expenditures for Fiscal Year 2023 decrease by \$1,775, or 3 percent, compared to the projected amount for Fiscal Year 2022.
- The Department proposed increases in the permit application fees from \$30 to \$40 for dumpster or storage pods, and from \$40 to \$50 for driveway apron permits, work in the Right of Way, and utility permits. The City will also establish a fee of \$20 for a request to place a fence in the Right of Way (that request currently has no fee associated). The permit application fee increase is projected to generate an additional \$1,000 annually.



Building Maintenance

Division Purpose:

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

Management Objectives:

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

Building Maintenance Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
<i>Expenditures for Facility Maintenance by Contractor</i>	\$169,900	\$182,779	\$183,500	\$173,808
<i>Expenditures for Facility Maintenance In-House (not personnel costs)</i>	\$61,095	\$56,591	\$28,000	\$65,000
<i>Electricity Use (buildings)</i>	1,622,525 kwh	902,972 kwh	900,000 kwh	900,000 kwh
<i>Gas Use (buildings)</i>	21,157 therms	24,884 therms	23,000 therms	24,000 therms
<i>Water Use (all)</i>	683,577 gals	531,507 gals	600,000 gals	650,000 gals

Projects for Fiscal Year 2023:

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

Projects funded through the Facility Maintenance Reserve (FMR) include continuation of installation of automated controls for the heating and cooling system for the third floor of the Community Center and the scheduled resurfacing of the lower level parking area with epoxy coating.

Building Maintenance Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Building Maintenance	868,900	960,356	807,523	981,710	174,187	22%
Total	868,900	960,356	807,523	981,710	174,187	22%

Building Maintenance Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	8,668	2,880	28,000	2,880	(25,120)	(90%)
	Wages	267,948	336,585	209,662	345,605	135,943	65%
	Fringe Benefits	127,699	144,671	107,541	147,807	40,266	37%
	Overtime	12,199	8,000	8,000	9,272	1,272	16%
	Employee Recognition	985	0	10,900	0	(10,900)	(100%)
	Car & Clothing Allowance	2,250	2,700	614	2,700	2,086	340%
	Night Differential	192	3,120	3,120	3,120	0	0%
	Total	419,940	497,956	367,837	511,384	143,547	39%
Other Operating Expenses	Supplies	20,141	37,000	21,186	36,850	15,664	74%
	Repairs & Maintenance	39,878	35,000	9,000	35,000	26,000	289%
	Services and Charges	185,500	176,000	186,000	177,208	(8,792)	(5%)
	Utilities	203,440	212,400	223,000	219,268	(3,732)	(2%)
	Conferences, Training, & Dues	0	2,000	500	2,000	1,500	300%
	Total	448,960	462,400	439,686	470,326	30,640	7%
Total		868,900	960,356	807,523	981,710	174,187	22%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are expected to be \$152,833 lower than budgeted – a decrease of 16 percent.
- The variance is attributable to lower expenditures in personnel costs due to staff vacancies and a reduction in operating costs due to reduced expenditures for supplies and repair and maintenance charges.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$174,187 higher than projected Fiscal Year 2022 – an increase of 22 percent.
- Division FTE's remain unchanged; 52 percent of Division expenditures are personnel related.
- The personnel cost increase of \$143,547 over projected Fiscal Year 2022 is due to the assumption that staff vacancies will be filled.
- Operating expenditures have increased \$30,640 over projected Fiscal Year 2022 costs, assuming a return to more normal expenditures for supplies, repairs and maintenance, and services and charges.
- Utility charges account for 22 percent of Division expenditures and include electricity charges of \$173,568, gas charges of \$25,000 and water charges of \$20,700.

Equipment Maintenance

Division Purpose:

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

Management Objectives:

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

Equipment Maintenance Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of vehicles maintained: Police	55	59	60	58
Number of vehicles maintained: Public Works	24	23	24	23
Number of vehicles maintained: Other Departments	5	5	5	5
Maintenance Costs: (non personnel): Police	\$55,781	\$60,051	\$73,000	\$69,500
Maintenance Costs: Public Works and Administration	\$91,528	\$99,734	\$97,000	\$95,000
Number of vehicle/equipment work orders	399	378	400	396

Department Summaries

Equipment Maintenance Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Equipment Maintenance	509,092	485,420	552,510	533,806	(18,703)	(3%)
Total	509,092	485,420	552,510	533,806	(18,703)	(3%)

Equipment Maintenance Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	199,495	187,066	181,032	219,463	38,432	21%
	Fringe Benefits	84,625	81,474	114,374	82,017	(32,357)	(28%)
	Overtime	18,625	8,900	17,900	10,496	(7,404)	(41%)
	Employee Recognition	540	0	7,500	0	(7,500)	(100%)
	Car & Clothing Allowance	1,625	1,350	1,350	1,350	0	0%
	Total	304,911	278,790	322,156	313,326	(8,829)	(3%)
Other Operating Expenses	Supplies	34,744	23,680	28,520	23,700	(4,820)	(17%)
	Computer Expenditures	499	0	0	0	0	-
	Vehicle Fuel	55,652	70,550	82,550	77,900	(4,650)	(6%)
	Repairs & Maintenance	99,734	102,000	97,000	95,000	(2,000)	(2%)
	Services and Charges	12,396	9,000	20,884	22,440	1,556	7%
	Conferences, Training, & Dues	1,155	1,400	1,400	1,440	40	3%
	Total	204,181	206,630	230,354	220,480	(9,874)	(4%)
Total		509,092	485,420	552,510	533,806	(18,703)	(3%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are expected to be \$67,090 higher than budgeted – an increase of 14 percent.
- The personnel costs are projected to increase by \$43,366 or 15.6 percent. While wage costs decreased by \$6,034, other costs increased including fringe benefits by \$32,900, overtime by \$9,000 and employee recognition by \$7,500. Overtime costs were higher as a result providing coverage due to a 6 month staff vacancy.
- Operating costs for Fiscal Year 2022 are projected to increase by \$23,724 or 11.5 percent, due to higher than budgeted costs for supplies, fuel, and outside equipment repairs.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$18,703 lower – a decrease of 3 percent – compared to the projected actuals for Fiscal Year 2022.

Department Summaries

- Personnel costs have been reduced by \$8,829. While wages increased by \$38,432, other costs were reduced including fringe benefits by \$32,357, overtime by \$7,404 and employee recognition costs by \$7,500.
- Division FTE's remain unchanged; approximately 58.7 percent of Division expenditures are personnel related.
- Operating budget costs are projected to be \$9,874 lower than projected Fiscal Year 2022 with modest reductions in supply costs, vehicle fuel costs, and repair costs.

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

Department Summaries

Right of Way Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Right of Way	839,875	975,820	998,648	999,162	514	0%
Total	839,875	975,820	998,648	999,162	514	0%

Right of Way Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	3,420	21,000	20,999	36,480	15,481	74%
	Wages	371,049	432,062	411,732	449,036	37,304	9%
	Fringe Benefits	183,198	196,472	250,711	196,205	(54,506)	(22%)
	Overtime	43,174	43,991	43,991	43,420	(571)	(1%)
	Employee Recognition	3,030	0	45,500	1,500	(44,000)	(97%)
	Car & Clothing Allowance	3,150	3,150	3,150	3,150	0	0%
	Total	607,021	696,675	776,083	729,792	(46,291)	(6%)
Other Operating Expenses	Supplies	93,640	139,645	119,850	146,330	26,480	22%
	Computer Expenditures	1,805	0	0	0	0	-
	Services and Charges	59,329	45,500	24,015	39,040	15,025	63%
	Utilities	78,080	84,500	78,200	81,500	3,300	4%
	Office Expenditures	0	7,000	0	0	0	-
	Conferences, Training, & Dues	0	2,500	500	2,500	2,000	400%
	Total	232,854	279,145	222,565	269,370	46,805	21%
Total		839,875	975,820	998,648	999,162	514	0%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are expected to be \$22,828 higher than budgeted – an increase of 2 percent.
- Personnel costs increased by \$79,408, largely due to higher than budgeted fringe benefits and employee recognition costs.
- Operating budget costs decreased by \$56,580, due to lower than predicted supplies costs associated with snow removal and park supplies, lower utility costs, and lower services and charges for refuse disposal and equipment repair and rental.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$514 higher than projected Fiscal Year 2022.
- Personnel costs are \$46,291 lower – a decrease of 6 percent. While wage costs increased by \$37,304 and contractual labor by \$15,481 over projected Fiscal Year 2022, other costs were reduced including fringe by \$54,506 and employee recognition by \$44,000.

Department Summaries

- Division FTE's have increased from 7 to 8.25, however there is no actual increase as the difference is due to counting short term seasonal staff positions in FY23 which were not previously included in the FTE count.
- Operating budget costs are \$46,805 higher – an increase of 21 percent - due to resumption of normal supply costs and services and charges.
- The Department plans to increase mulch delivery fees by \$10 in Fiscal Year 2023. (City deliveries will increase from \$45 to \$55 and \$65 to \$75 and deliveries outside the City will increase from \$65 to \$75 and \$105 to \$115. The additional revenue generated is projected to be \$4,000.)

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 collect 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 residents with disabilities or elderly.
- Provide replacement recycling containers and food waste containers at no cost to all households that receive City collection services.
- Provide a drop-off for additional recyclable items including electronics and computers, CFL light bulbs, motor oil and antifreeze.
- Hold an annual Household Hazardous Waste Drop-Off Day.
- NEW IN Fiscal Year 2023 - Establish a household battery collection drop-off at Public Works

Solid Waste Management Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Tons of trash	3,230	3,477	3,431	3,400
Tons of recycling	1,218	1,449	1,323	1,400
Tons of yard waste processed at County	434	401	351	400
Tons of food waste collected	278	305	300	300
# of ROW containers serviced	145	148	155	155

Department Summaries

Solid Waste Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Solid Waste	1,307,926	1,392,328	1,343,557	1,245,466	(98,091)	(7%)
Total	1,307,926	1,392,328	1,343,557	1,245,466	(98,091)	(7%)

Solid Waste Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	98,486	139,000	129,000	11,400	(117,600)	(91%)
	Wages	481,592	545,853	455,952	543,886	87,934	19%
	Fringe Benefits	227,273	225,560	241,163	223,627	(17,536)	(7%)
	Overtime	57,141	35,200	35,200	33,495	(1,705)	(5%)
	Employee Recognition	1,930	1,500	26,500	2,000	(24,500)	(92%)
	Car & Clothing Allowance	4,050	4,500	3,242	4,500	1,258	39%
	Total	870,471	951,613	891,057	818,908	(72,150)	(8%)
Other Operating Expenses	Supplies	8,018	24,200	27,896	14,250	(13,646)	(49%)
	Services and Charges	415,512	401,815	405,804	396,509	(9,295)	(2%)
	Conferences, Training, & Dues	0	1,000	800	1,000	200	25%
	Special Events & Programs	13,924	13,700	18,000	14,800	(3,200)	(18%)
	Total	437,454	440,715	452,500	426,559	(25,941)	(6%)
Total		1,307,926	1,392,328	1,343,557	1,245,466	(98,091)	(7%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are expected to be \$48,771 lower than budgeted – a decrease of 3.5 percent.
- Although the projected wage costs decreased by \$89,901 due to vacancies, the Division had contractual labor costs of \$1-219,000 above the budget, fringe benefit costs of \$15,603 above the budget, and employee recognition costs of \$25,000 above the budget.
- Operating costs were \$11,785 above the budget due to increased costs for supplies and services and charges.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$98,091 lower – a decrease of 7 percent.
- The variance is attributable to decreases of \$72,150 in personnel costs from lower contractual labor, fringe benefit and employee recognition expenses, as well as \$25,941 lower costs from supply and services and charges.
- Division FTE's remain unchanged. Personnel costs account for 65.7 percent of the Division budget.

Department Summaries

- A breakdown of the Solid Waste expenditures by functional area is as follows:
 - Trash \$661,714 (53 percent of costs) 3,400 pounds (62 percent)
 - Recycling \$294,253 (24 percent of costs) 1,400 pounds (25 percent)
 - Food Waste \$105,019 (8 percent of costs) 300 pounds (6 percent)
 - Yard Waste \$184,482 (15 percent of costs) 400 pounds (7 percent)*

**The weight of yard waste does not represent all yard waste collected. It represents the portion taken to the Montgomery County 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.

Department Summaries

Sustainability Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of households receiving electrification & energy efficiency grants	3	6	16	18
Number of low/moderate income homes receiving electrification & energy efficiency grants	15	7	10	15
Number of Multi-Family electrification & energy efficiency projects	3	4	10	15
Number of businesses provided support for electrification & energy efficiency	-	7	8	8

** FY23 electrification and energy grants are funded by the City's ARPA allocation, and not the general fund operating budget for the Sustainability Division.*

Department Summaries

Sustainability Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Sustainability	220,633	734,705	713,092	279,340	(433,753)	(61%)
Total	220,633	734,705	713,092	279,340	(433,753)	(61%)

Sustainability Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	100,277	143,933	118,438	147,670	29,232	25%
	Fringe Benefits	49,448	55,922	64,754	53,195	(11,559)	(18%)
	Employee Recognition	0	0	5,050	0	(5,050)	(100%)
	Total	149,724	199,855	188,242	200,865	12,622	7%
Other Operating Expenses	Services and Charges	69,185	517,000	517,000	70,000	(447,000)	(86%)
	Conferences, Training, & Dues	1,700	2,850	2,850	3,475	625	22%
	Special Events & Programs	24	15,000	5,000	5,000	0	0%
	Total	70,909	534,850	524,850	78,475	(446,375)	(85%)
Total		220,633	734,705	713,092	279,340	(433,753)	(61%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are expected to be \$21,613 lower than budgeted – a decrease of 3 percent.
- The variance is attributable to lower than anticipated intern costs due to delayed hiring and the cancellation of a special event.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$433,753 lower – a decrease of 61 percent.
- The reduction is due to the removal of the operating budget funds for grants and rebates for electrification and energy efficiency as those are included in the Fiscal Year 2023 ARPA budget in the amount of \$500,000. There is a need for additional funding, if the City is to make significant progress towards meeting the goals stated in the Climate Emergency Response Resolution.
- Division FTE's remain unchanged. Personnel costs represent 72 percent of the Division budget and increased by \$12,622 or 7 percent over projected Fiscal Year 2022. This increase is based on the expectation of having the intern for a full year.



Vegetation Management

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 garden and landscape areas, as needed.
- 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.

Vegetation Management Performance/Workload Measures

<i>Measurement</i>	<i>Actual FY20</i>	<i>Actual FY21</i>	<i>Estimated FY22</i>	<i>Projected FY23</i>
<i>Number of gardens maintained</i>	32	32	32	32
<i>Number of bio-retention facilities maintained</i>	62	68	72	72
<i>Number of streetscapes maintained</i>	80	85	85	85
<i>Number of sites mowed</i>	37	37	37	37

Department Summaries

Vegetation Management Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Vegetation Management	237,417	433,573	445,101	480,320	35,219	8%
Total	237,417	433,573	445,101	480,320	35,219	8%

Vegetation Management Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	13,215	25,000	29,471	0	(29,471)	(100%)
	Wages	136,095	261,650	244,828	282,229	37,401	15%
	Fringe Benefits	51,940	102,823	114,027	111,185	(2,842)	(2%)
	Overtime	10,090	9,700	9,700	10,126	426	4%
	Employee Recognition	500	3,000	13,000	0	(13,000)	(100%)
	Car & Clothing Allowance	1,125	1,800	1,575	1,800	225	14%
	Total	212,965	403,973	412,601	405,340	(7,261)	(2%)
Other Operating Expenses	Supplies	21,658	25,000	28,000	33,450	5,450	19%
	Services and Charges	728	1,400	1,000	36,400	35,400	3540%
	Utilities	1,398	1,200	1,500	2,200	700	47%
	Conferences, Training, & Dues	669	2,000	2,000	2,930	930	46%
	Total	24,453	29,600	32,500	74,980	42,480	131%
Total		237,417	433,573	445,101	480,320	35,219	8%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are \$11,528 higher than budgeted – an increase of 2.6 percent.
- Although the wage costs were \$16,822 less than the budget, due to staff vacancies, the fringe benefit costs increased by \$11,204 over budget, as did employee recognition costs which were \$10,000 over budget, and contractual labor was \$4,471 over budget.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$35,219 higher than projected Fiscal Year 2022 – an increase of 8 percent.
- The FTE's for this division remain unchanged; personnel costs represent 84 percent of division costs.
- Personnel costs are \$7,261 lower than projected Fiscal Year 2022. This includes an increase in wage costs of \$37,401, which includes the increase of \$36,480 for seasonal labor and the elimination of \$29,471 in contractual labor, as well as

Department Summaries

reductions of \$13,000 in employee recognition costs and \$2,842 in fringe benefit costs.

- Operating budget expenses are \$42,480 higher than projected Fiscal Year 2022 due to increase in supply costs and services and charges for contractual landscape maintenance. The contract costs were previously included in the Right of Way Division budget. The number of sites maintained by contractual services will increase in Fiscal Year 2023.

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 bulk-buy program offered twice a year.
- Implement new programming, as funding is available, to increase tree canopy and provide incentives for tree planting in areas of the City with less tree cover.
- Plant native trees in City Right of Way based on annual budget allocation 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.

Urban Forest Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of trees removed by permit	86	76	100	100
Number of undesirable species trees removed by permit	27	14	15	15
Number of trees removed from City Right of Way	57	47	60	75
Number of trees removed hazardous or dead		538	400	400
Number of trees removed through emergency assistance program	9	9	20	20
Number of tree removal denials	43	15	5	10
Tree Impact Assessments	95	152	120	120
Number of tree protection plan permits	38	70	40	40
Number of trees planted in the right-of-way	129	67	100	100
Number of bulk buy trees planted on private property	71	88	80	0
Number of Trees planted through Pilot Program			50	150
Number of trees pruned in ROW		21	35	50
Money spent for the emergency assistance program	25,450	27,900	35,000	35,000
Number of Notice of Violation issued	11	17	10	10

Department Summaries

Urban Forest Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Urban Forest	191,747	333,047	314,266	322,093	7,827	2%
Total	191,747	333,047	314,266	322,093	7,827	2%

Urban Forest Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	56,992	100,830	95,157	94,209	(948)	(1%)
	Fringe Benefits	16,060	24,887	26,740	26,051	(689)	(3%)
	Overtime	1,419	2,000	850	2,104	1,254	148%
	Employee Recognition	0	0	2,500	0	(2,500)	(100%)
	Car & Clothing Allowance	0	480	450	450	0	0%
	Total	74,471	128,197	125,697	122,813	(2,884)	(2%)
Other Operating Expenses	Supplies	881	2,000	1,000	2,500	1,500	150%
	Services and Charges	116,115	201,000	185,569	195,000	9,431	5%
	Conferences, Training, & Dues	280	1,850	2,000	1,780	(220)	(11%)
	Total	117,276	204,850	188,569	199,280	10,711	6%
Total		191,747	333,047	314,266	322,093	7,827	2%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are expected to be \$18,781 lower than budgeted – a decrease of 6 percent.
- The variance is largely due to lower services and charges costs due to delays in establishing the new program to incentivize private tree planting.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$7,827 higher than projected Fiscal Year 2022 – an increase of 2.5 percent.
- The Division FTE's remains unchanged; personnel costs account for 38 percent of the Division budget.
- Contractual services account for \$195,000 or 60 percent of the Division expenditures and include \$120,000 for tree removal and pruning programs, \$45,000 for a newly designed private property tree planting program, \$25,000 for tree planting in the Right of Way and \$5,000 for consulting services.

City Engineer

Division Purpose:

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

Management Objectives:

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

City Engineer Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Miles of road resurfaced	1.8	0.93	0.3	0.8
Square yards of new sidewalk constructed	137.72	0	0	450
Square yards of sidewalk repaired	897	1,421	2,721	2,000
Permits processed***	83	118	110	100

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

Current Sidewalk & Traffic Calming Requests:

1. Requests received for new sidewalk – 7900 Maple Avenue, Kansas Lane, Kentland and Hopewell Avenues, Domer Avenue, Sligo Mill Road and Belford Place
2. Sidewalk ADA Repairs on City streets – Remaining sidewalks not yet addressed in Ward 1, 3 and 4.
3. Sidewalk ADA on State roadways - Continue work along SHA roadways.
4. Traffic Calming requests in process - Kansas Lane; Larch Ave, Hopewell and Kentland Avenues.

Department Summaries

City Engineer Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
City Engineer	168,763	451,606	450,230	297,156	(153,074)	(34%)
Total	168,763	451,606	450,230	297,156	(153,074)	(34%)

City Engineer Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	114,964	126,088	120,589	127,945	7,356	6%
	Fringe Benefits	35,143	51,330	52,328	51,211	(1,117)	(2%)
	Employee Recognition	180	0	3,125	0	(3,125)	(100%)
	Car & Clothing Allowance	169	338	338	0	(338)	(100%)
	Total	150,455	177,756	176,380	179,156	2,776	2%
Other Operating Expenses	Services and Charges	18,307	273,350	273,350	117,500	(155,850)	(57%)
	Conferences, Training, & Dues	0	500	500	500	0	0%
	Total	18,307	273,850	273,850	118,000	(155,850)	(57%)
Total		168,763	451,606	450,230	297,156	(153,074)	(34%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division Expenditures are \$1,376 lower than the budget.
- Personnel costs accounted for the reduced expenditure.

Fiscal Year 2023 Budget Highlights:

- Division Expenditures are \$153,074 lower than projected Fiscal Year 2022 due to a reduction in services and charges. The Fiscal Year 2022 budget included \$150,000 for a stormwater study related to private property impacts of flooding and stormwater management that is not repeated in the Fiscal Year 2023 expenditures.
- Division FTE's remain unchanged. Personnel costs equate to 60.3 percent of the Division budget.
- Operating budget expenditures of \$117,500 include funding for services including engineering service support and minor repair work on sidewalks, roadways and bridges.

Department Summaries

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Recreation



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Department Summary

Department Overview

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

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

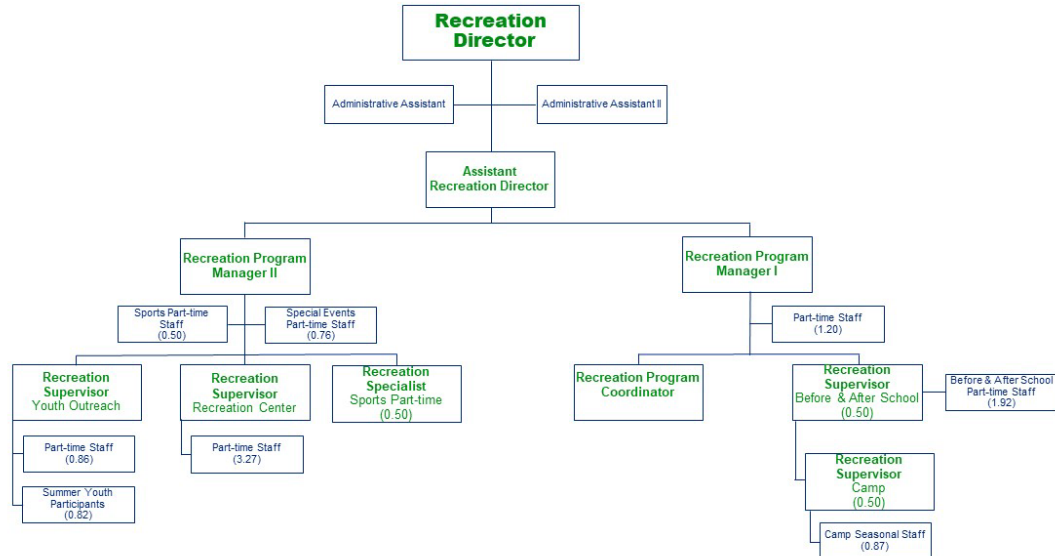


Department Organizational Chart



City of Takoma Park

Recreation Department



Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Recreation Administration 4100					
Director of Recreation	139,748	1	1	1	-
Assistant Director of Recreation	113,272	1	1	1	-
Customer Service/Passport Technician	64,498	0.5	0.5	1	0.5
Administrative Assistant	56,133	1	1	1	-
Total Recreation Administration FTE	373,651	3.5	3.5	4	0.5
FTEs with benefits	373,651	3.5	3.5	4	0.5
FTEs without benefits	-	-	-	-	-
Total Recreation Administration FTE	373,651	3.5	3.5	4	0.5
Youth Outreach 4200					
Recreation Supervisor I	81,037	1	1	1	-
Youth Success Coordinator	-	1	1	-	(-1)
Summer Youth Seasonal Staff (and other PT rec staff)	55,800	1.08	1.11	1.68	0.57
Total Youth Outreach FTE	136,837	3.08	3.11	2.68	(-0.43)
FTEs with benefits	81,037	2	2	1	(-1)
FTEs without benefits	55,800	1.08	1.11	1.68	0.57
Total Youth Outreach FTE	136,837	3.08	3.11	2.68	(-0.43)
Recreation Center 4300					
Recreation Supervisor I	66,776	1	1	1	-
Part-time staff	102,000	2.41	1.91	3.27	1.36
Total Recreation Center FTE	168,776	3.41	2.91	4.27	1.36
FTEs with benefits	66,776	1	1	1	-
FTEs without benefits	102,000	2.41	1.91	3.27	1.36
Total Recreation Center FTE	168,776	3.41	2.91	4.27	1.36
Community Programs 4400					

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Recreation Program Manager II	86,504	1	1	1	-
Recreation Specialist	27,702	0.5	0.5	0.5	-
Seasonal Staff	39,300	0.87	0.78	1.26	0.48
Total Community Programs FTE	153,506	2.37	2.28	2.76	0.48
FTEs with benefits	114,206	1.5	1.5	1.5	-
FTEs without benefits	39,300	0.87	0.78	1.26	0.48
Total Community Programs FTE	153,506	2.37	2.28	2.76	0.48
Camps 4600					
Recreation Supervisor I	33,757	0.5	0.5	0.5	-
Seasonal Staff	27,900	0.87	1.22	0.87	(-0.35)
Total Camps FTE	61,657	1.37	1.72	1.37	(-0.35)
FTEs with benefits	33,757	0.5	0.5	0.5	-
FTEs without benefits	27,900	0.87	1.22	0.87	(-0.35)
Total Camps FTE	61,657	1.37	1.72	1.37	(-0.35)
Before and After School Program 4700					
Recreation Supervisor I	33,757	0.5	0.5	0.5	-
Part-time staff	62,000	1.87	2.03	1.92	(-0.11)
Total Before and After School Program FTE	95,757	2.37	2.53	2.42	(-0.11)
FTEs with benefits	33,757	0.5	0.5	0.5	-
FTEs without benefits	62,000	1.87	2.03	1.92	(-0.11)
Total Before and After School Program FTE	95,757	2.37	2.53	2.42	(-0.11)
Community Center 4800					
Recreation Program Manager I	86,504	1	1	1	-
Recreation Coordinator II	73,503	1	1	1	-
Part-time staff	38,750	2.86	1.93	1.2	(-0.73)
Total Community Center FTE	198,757	4.86	3.93	3.2	(-0.73)

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
FTEs with benefits	160,007	2	2	2	-
FTEs without benefits	38,750	2.86	1.93	1.2	(-0.73)
Total Community Center FTE	198,757	4.86	3.93	3.2	(-0.73)
Total Recreation Department FTE	1,188,940	20.96	19.98	20.7	0.72

Department Summaries

Source of Funds and Expenditure Tables

Recreation Department Source of Funds (\$)

			Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Recreation	Revenue Category	Program Service Charges	(39,904)	311,671	331,411	479,500	148,089	45%
		Takoma/Langley Rec. Agmt.	341,649	85,020	85,020	85,020	0	0%
		Total	301,745	396,691	416,431	564,520	148,089	36%
	Transfers	General Fund	938,140	1,653,070	1,606,980	1,522,960	(84,021)	(5%)
		Total	938,140	1,653,070	1,606,980	1,522,960	(84,021)	(5%)
	Total		1,239,885	2,049,761	2,023,411	2,087,480	64,068	3%
Total			1,239,885	2,049,761	2,023,411	2,087,480	64,068	3%

Recreation Department Expenditures Overall (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Recreation	1,239,885	2,049,761	2,023,411	2,087,480	64,068	3%
Total	1,239,885	2,049,761	2,023,411	2,087,480	64,068	3%

Department Summaries

Recreation Department Expenditures by Division (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Administration	510,659	547,842	617,703	600,113	(17,590)	(3%)
Outreach	181,473	247,225	207,775	232,241	24,466	12%
Recreation Center	98,722	228,278	245,191	243,523	(1,668)	(1%)
Community Programs	153,231	255,749	198,745	271,196	72,451	36%
Facilities / Athletic Fields	32,108	77,500	71,100	91,700	20,600	29%
Camps	9,469	110,758	115,365	132,512	17,146	15%
After School Programs	14,265	161,249	147,550	125,080	(22,470)	(15%)
Community Center	239,958	421,160	419,982	391,115	(28,867)	(7%)
Total	1,239,885	2,049,761	2,023,411	2,087,480	64,068	3%

Recreation Department Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	931	0	0	0	0	-
	Wages	778,953	1,232,356	1,108,984	1,188,640	79,656	7%
	Fringe Benefits	296,086	349,275	426,135	334,098	(92,037)	(22%)
	Overtime	993	10,500	5,725	6,600	875	15%
	Employee Recognition	1,000	3,500	86,050	1,500	(84,550)	(98%)
	Total	1,077,962	1,595,631	1,626,895	1,530,839	(96,056)	(6%)
Other Operating Expenses	Supplies	21,817	37,800	38,799	38,650	(149)	(0%)
	Computer Expenditures	10,969	5,100	739	4,400	3,661	495%
	Services and Charges	78,887	260,230	221,362	335,806	114,444	52%
	Communications	8,191	8,200	9,150	9,510	360	4%
	Office Expenditures	2,024	4,700	5,883	0	(5,883)	(100%)
	Conferences, Training, & Dues	5,905	15,350	15,350	15,350	0	0%
	Special Events & Programs	34,131	122,750	105,234	152,925	47,691	45%
	Total	161,923	454,130	396,517	556,641	160,124	40%
Total		1,239,885	2,049,761	2,023,411	2,087,480	64,068	3%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Departmental expenditures are expected to be \$26,350, or 1 percent, lower than budgeted. This is attributable to lower expected operating expenditures due to a decrease in programs and staff hours during the pandemic.

Fiscal Year 2023 Budget Highlights:

- Departmental expenditures are \$64,068 higher— an increase of 3 percent — compared to projected expenditures for the Fiscal Year 2022.

Department Summaries

- Department FTEs increase by 1.72. The additional staffing needs was due to an increase of recreation programs and services since the pandemic.
- 73 percent of departmental expenditures are personnel related.
- Personnel costs decrease by \$96,056 compared to projected expenditures for the Fiscal Year 2022.
- Services and charges account for 16 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$53,500), contractual program instruction (\$82,900), and rental of school facilities (\$34,000).

Administration

Division Purpose:

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

Management Objectives:

- Continue to provide diversity training and implement procedures that present the City as a welcoming environment for all.
- Develop partnerships to enhance service delivery to the residents of Takoma Park. Establish new partnerships to utilize the many talents of Takoma Park residents and organizations.
- 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 the Maryland Recreation and Parks Association.
- Continue to partner with local organizations to provide leisure opportunities to people with differing abilities.
- Develop processes and procedures to ensure staff and participant safety and protection during recreation in-person programs.
- Enhance the department's scholarship program to allow more residents an opportunity to receive assistance.

Department Summaries

Administration Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Administration	510,659	547,842	617,703	600,113	(17,590)	(3%)
Total	510,659	547,842	617,703	600,113	(17,590)	(3%)

Administration Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	322,956	335,577	356,287	373,651	17,364	5%
	Fringe Benefits	138,591	117,716	166,683	126,686	(39,997)	(24%)
	Overtime	485	1,000	989	600	(389)	(39%)
	Employee Recognition	1,000	3,000	13,000	0	(13,000)	(100%)
	Total	463,033	457,292	536,959	500,937	(36,022)	(7%)
Other Operating Expenses	Supplies	3,382	4,300	3,800	4,300	500	13%
	Computer Expenditures	10,969	5,100	739	3,400	2,661	360%
	Services and Charges	18,256	61,300	53,908	70,066	16,158	30%
	Communications	8,191	7,200	8,400	8,760	360	4%
	Office Expenditures	1,533	0	1,247	0	(1,247)	(100%)
	Conferences, Training, & Dues	5,295	12,650	12,650	12,650	0	0%
	Total	47,626	90,550	80,744	99,176	18,432	23%
Total		510,659	547,842	617,703	600,113	(17,590)	(3%)

Adjusted to Estimated Actual Fiscal Year 2023

- Division expenditures are expected to be \$69,860 or 13 percent higher than budgeted.
- The increase is primarily due to higher than anticipated personnel expenditures for Fiscal Year 2022 which includes \$10,000 for employee recognition awards, \$20,710 for wages, and \$48,967 for fringe benefits.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$17,590 lower — a decrease of 2.85 percent — compared to projected expenditures for Fiscal Year 2022.
- 83 percent of division expenditures are personnel related.
- Department FTEs increase by 0.5. The increase is due to the Administrative Assistant for Passports being moved back to the Recreation Department full time. The position was previously shared with the Finance Department.
- Services and charges represent 11.5 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing

of the program brochure. Transaction costs associated with online registrations constitute the largest expense in this category (\$36,000).

Fiscal Year 2022 Accomplishments:

- Expanded marketing of scholarship program and included 100% reduction opportunity.
- Continued marketing major special events in multiple languages.
- Ensured that all registered City of Takoma Park employees were certified in CPR-AED/1st Aid/BBP. We were able to offer this training in four different sessions. A total of 46 City Staff attended and successfully completed the training.

Fiscal Year 2023 Goals:

- Continue to provide diversity training and implement procedures that present the City as a welcoming environment for all.
- Develop partnerships to enhance service delivery to the residents of Takoma Park. Establish new partnerships to utilize the many talents of Takoma Park residents and organizations.
- Ensure all career staff receive training and professional development through the National Recreation and Parks Association and the Maryland Recreation and Parks Association.
- Have select staff sit for the National Recreation and Park Association's Certified Recreation and Parks Professional Certification (CPRP) as our first step towards CAPRA Accreditation (Commission for Accreditation of Park and Recreation Agencies).

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:

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

Department Summaries

Youth Outreach Performance/Workload Measures

<i>Measurement</i>	<i>Actual FY20</i>	<i>Actual FY21</i>	<i>Estimated FY22</i>	<i>Projected FY23</i>
<i>Number of developmental teen programs/ trips</i>	21	26	2	15
<i>Number of teens participating in developmental programs/ trips</i>	207	283	30	200
<i>Number of skill building teen camp opportunities</i>	4	2	2	2
<i>Number of SYEP businesses served</i>	6	0	7	7
<i>Number of SYEP teen/young adult participants</i>	12	0	14	14
<i>Number of youth success offerings outside of building</i>	12	20	22	25
<i>Number of participants in offerings outside of building</i>	195	220	135	175

Department Summaries

Outreach Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Outreach	181,473	247,225	207,775	232,241	24,466	12%
Total	181,473	247,225	207,775	232,241	24,466	12%

Outreach Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	128,666	155,609	116,080	136,537	20,456	18%
	Fringe Benefits	41,799	49,567	57,321	34,454	(22,867)	(40%)
	Overtime	4	500	0	700	700	-
	Employee Recognition	0	0	5,050	0	(5,050)	(100%)
	Total	170,469	205,675	178,451	171,691	(6,760)	(4%)
Other Operating Expenses	Supplies	2,103	6,000	6,638	7,000	362	5%
	Services and Charges	800	5,600	4,100	7,600	3,500	85%
	Office Expenditures	138	1,000	936	0	(936)	(100%)
	Special Events & Programs	7,963	28,950	17,650	45,950	28,300	160%
	Total	11,004	41,550	29,324	60,550	31,226	106%
Total		181,473	247,225	207,775	232,241	24,466	12%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$39,450 or 16 percent less than budget.
- The projected decrease is primarily attributable lower personnel expenditures and lower than anticipated spending for special events and programs.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$24,466 higher — an increase of 12 percent — compared to projected expenditures for Fiscal Year 2022.
- 74 percent of division expenditures are personnel related.
- FTEs increase by 0.57. The increase is due to the division returning to pre-COVID 19 programming for teens and young adults.
- Services and Charges represent 3.3 percent of division expenditures.
- Special events and programs represent 19.8 percent of division expenditures.

Fiscal Year 2022 Accomplishments:

- Combined the Youth Success position with the Teen Program Supervisor position for a more comprehensive approach.

Department Summaries

- Held a successful E-sports League with ten participants.

Fiscal Year 2023 Goals:

- Partner with the Takoma Park Library and Recreation Senior Programs Manager for an intergenerational program of workshops for teens & seniors.
- Partner with local agencies and stakeholders to enhance interest-based activities to foster teen leadership.
- Develop and implement a Success Fair focusing on career and job preparedness for teens and young adults age 13-24.
- Work with local businesses and other City Departments to increase the number of partners for the Summer Youth Employment program.
- Expand marketing of the Youth Council opportunity and their offerings.
- Continue building relationships with teens and providing programs during the library construction and atrium renovation.

Takoma Park Recreation Center

Division Purpose:

The City assumed ownership of the Takoma Park Recreation Center located on New Hampshire Avenue in Fiscal Year 20. The City receives an operating payment from the County (\$85,020) that covers only about 39.4 percent of the expenses not covered by user fees. Takoma Park taxpayers subsidize the County payment at a cost of about \$158,503

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.
- Develop a one-week Futsal Summer Camp for ages 5-12.

Recreation Center Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Memberships (Gym)	90	0	85	105
Memberships (Fitness Only)	33	0	0	55
Memberships (55+)	87	0	25	95
Morning Care participation	N/A	16	8	20
After the Bell participation	30	24	16	30
People served	16,103	3,587	5,892	11,784

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Recreation Center Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Recreation Center	98,722	228,278	245,191	243,523	(1,668)	(1%)
Total	98,722	228,278	245,191	243,523	(1,668)	(1%)

Recreation Center Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	65,247	157,792	148,106	168,776	20,671	14%
	Fringe Benefits	23,266	30,836	40,730	28,246	(12,484)	(31%)
	Overtime	267	2,000	534	800	266	50%
	Employee Recognition	0	0	20,000	0	(20,000)	(100%)
	Total	88,780	190,628	209,370	197,823	(11,547)	(6%)
Other Operating Expenses	Supplies	2,814	5,750	6,711	8,000	1,289	19%
	Services and Charges	4,921	23,700	18,710	25,800	7,090	38%
	Communications	0	1,000	750	750	0	0%
	Office Expenditures	88	1,200	1,200	0	(1,200)	(100%)
	Special Events & Programs	2,119	6,000	8,450	11,150	2,700	32%
	Total	9,942	37,650	35,821	45,700	9,879	28%
Total		98,722	228,278	245,191	243,523	(1,668)	(1%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$16,913, or 7 percent, higher than budget.
- The increase is primarily attributable to \$20,000 for employee recognition awards.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$1,668 lower — a decrease of 0.68 percent — compared to projected expenditures for Fiscal Year 2022.
- Approximately 81 percent of division expenditures are personnel related.
- FTEs increase by 1.36 and is attributable to the addition of a morning care program and return to pre-COVID 19 programming.
- Services and charges represent approximately 10 percent of division expenditures. This category includes the cost of contractual program instructors (\$20,600).

Fiscal Year 2022 Accomplishments:

- Implemented a successful Before and After School Childcare Program at the Takoma Park Recreation Center - 16 participants registered. Before the Bell was new this year and greatly appreciated by the participants' parents. Participants receive homework assistance, are provided a snack and enjoy a variety of arts and crafts, special guests

from the Takoma Park Library and local artists as well as general recreational activities.

- The Recreation Center hosted Covid-19 testing. This allowed thousands of County residents to get tested for the virus through a partnership with the Montgomery County Health Department.
- Organized and implemented a Spring Break Soccer Camp - 15 kids registered.
- Organized and implemented a successful Fitness Expo at the Recreation Center with 15 vendors and contractors participating.

Fiscal Year 2023 Goals:

- Develop a one-week Futsal Summer Camp for ages 6-12.
- Revive our After Hours Basketball Summer program. A 7 week program, twice a week for 16-24 year olds from 9 - 11 pm.
- Expand the programming opportunities at the Recreation Center by opening at 10 am Monday - Friday.
- Market Fitness Room opportunities once an air purification system is installed.

Community Programs

Division Purpose:

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

Management Objectives:

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

Community Programs Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Adult Basketball League Teams	7	0	0	4
Adult Softball League Teams	6	0	4	4
Futsal League Participants	80	0	120	120
T-Ball League Participants	70	0	40	40
Winter Basketball League Participants	670	0	540	700
Y.E.S. League Participants	100	0	0	100
Egg Hunt Participants	550	N/A	400	650
Monster Bash Participants	900	375	850	950

Department Summaries

Community Programs Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Community Programs	153,231	255,749	198,745	271,196	72,451	36%
Total	153,231	255,749	198,745	271,196	72,451	36%

Community Programs Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	106,363	146,155	98,023	153,506	55,483	57%
	Fringe Benefits	34,422	45,594	40,569	49,915	9,346	23%
	Overtime	109	2,500	819	1,500	681	83%
	Employee Recognition	0	500	5,500	0	(5,500)	(100%)
	Total	140,894	194,749	144,911	204,921	60,010	41%
Other Operating Expenses	Supplies	0	700	700	700	0	0%
	Services and Charges	439	12,000	12,000	11,250	(750)	(6%)
	Special Events & Programs	11,898	48,300	41,134	54,325	13,191	32%
	Total	12,337	61,000	53,834	66,275	12,441	23%
Total		153,231	255,749	198,745	271,196	72,451	36%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$57,003 or 22 percent less than budget.
- The decrease is primarily attributable to a \$48,131 reduction in wages expended for Fiscal Year 2022.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$72,451 higher — an increase of 36 percent — compared to projected expenditures for Fiscal Year 2022.
- 76 percent of division expenditures are personnel related.
- FTEs increase by 0.48 and is attributable to a return to pre-COVID 19 sports programming level.
- Charges categorized as special events account for 20 percent of division expenditures. This classification includes certain programmatic costs for programs such as the Annual Egg Hunt, Monster Bask and Outdoor Movies. Expenditures for department-sponsored sports programs such as the Winter basketball League, Futsal League, and YES League are also accounted for in this category.

Fiscal Year 2022 Accomplishments:

- Resumed youth and adult sports leagues/programs: the Futsal League successfully implemented 3 age-based divisions. This has allowed for more balanced games and enjoyable experiences for all participants; the Winter Basketball League returned at approximately 60% capacity and was met with strong enthusiasm from the community; the adult softball league was offered in the Summer due to the pandemic and was full; the volleyball club welcomed their largest registration to date with 27 participants.
- Successfully implemented 4 special events:
 - Outdoor Movie (September 2021) - 125 people in attendance
 - Monster Bash (October 2021) - 850 people in attendance
 - Eggstravaganza (April 2022) - 500 people in participating between both events
 - Outdoor Movie (June 2022) - 145 people in attendance

Fiscal Year 2023 Goals:

- Increase the number of offerings to youth sport classes and adult sports opportunities (clubs, leagues, open gym)
- Enhance the Eggstravaganza partnering with area businesses and offer an accommodating activity.

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 Construction.

Athletic Fields and Facilities Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of Resident Rentals at TPCC	71	0	25	110
Number of Non-Resident Rentals at TPCC	13	0	0	20
Percentage of days used at TPCC	36%	16%	40%	80%
Number of Resident Rentals at TPRC	26	0	25	35
Number of Non-Resident Rentals at TPRC	25	0	5	20
Percentage of days used at TPRC	70%	15%	50%	70%
Number of Resident Rentals at Heffner	50	0	15	40
Number of Non-Resident Rentals at Heffner	8	0	0	10
Percentage of days used at Heffner	30%	0%	25%	40%

Department Summaries

Facilities / Athletic Fields Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Facilities / Athletic Fields	32,108	77,500	71,100	91,700	20,600	29%
Total	32,108	77,500	71,100	91,700	20,600	29%

Facilities / Athletic Fields Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Other Operating Expenses	Services and Charges	32,108	77,500	71,100	91,700	20,600	29%
	Total	32,108	77,500	71,100	91,700	20,600	29%
Total		32,108	77,500	71,100	91,700	20,600	29%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$6,400, or 8 percent, less than budget.
- The expected decrease is primarily attributable to a reduction in rental expenditures for Fiscal Year 2022.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$20,600 higher — an increase of 29 percent — compared to projected expenditures for Fiscal Year 2022.
- Services and charges represent 100 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$53,500).
- Services and charges also include the monies paid to Community Use of Public Facilities (CUPF) for the rental of Montgomery County school facilities for City-provided recreational programs (\$34,000). This fee includes additional space that will be needed during Library construction.

Fiscal Year 2022 Accomplishments:

- Lee Jordan has begun the turf renovation project to convert the natural grass to Bermuda grass. The same process was completed at Ed Wilhelm Field during the 2019 summer season. The expected outcome is for the additional services/treatments to build a complex and resilient Bermuda grass network (over several seasons) that will provide full field coverage in spite of the heavy usage during the warmer months.

Fiscal Year 2023 Goals:

- Clear infields after renovation of Lee Jordan fields in order to provide a safe playing surface.
- Work with Montgomery County Community Use of Public Facilities (CUPF) to find local alternatives to house programs during Library Construction and Atrium Renovation.

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:

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

Camps Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of participants in Counselor-in-Training Program	0	0	0	13
Percentage of favorable ratings for Spring Break Camp	N/A	N/A	90%	90%
Percentage of evaluations returned for Spring Break Camp	N/A	N/A	80%	80%
Percentage of favorable ratings for Summer Camp	N/A	N/A	90%	90%
Percentage of evaluations returned for Summer Camp	N/A	N/A	75%	80%
Number of summer specialty camps	0	0	0	2
Number of participants in summer specialty camps	0	0	0	55

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Camps Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Camps	9,469	110,758	115,365	132,512	17,146	15%
Total	9,469	110,758	115,365	132,512	17,146	15%

Camps Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	1,733	74,491	73,152	61,657	(11,495)	(16%)
	Fringe Benefits	712	19,168	18,876	17,365	(1,511)	(8%)
	Overtime	0	1,000	737	1,000	263	36%
	Employee Recognition	0	0	5,000	0	(5,000)	(100%)
	Total	2,444	94,658	97,765	80,022	(17,744)	(18%)
Other Operating Expenses	Supplies	2,893	2,500	2,500	1,800	(700)	(28%)
	Services and Charges	3,621	11,500	13,000	43,590	30,590	235%
	Conferences, Training, & Dues	512	2,100	2,100	2,100	0	0%
	Special Events & Programs	0	0	0	5,000	5,000	-
	Total	7,025	16,100	17,600	52,490	34,890	198%
Total		9,469	110,758	115,365	132,512	17,146	15%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$4,607, or 4 percent, more than budget.
- The increase is primarily attributable to \$5,000 in awards for employee recognition.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$17,146 higher — an increase of 15 percent — compared to projected expenditures for Fiscal Year 2022.
- The variance is primarily attributable to resuming programs and services after the pandemic.
- 60 percent of division expenditures are personnel related.
- FTEs decreased by 0.35.
- Services and charges represent 33 percent of division expenditures. This category includes contractual costs for special programs and transportation.

Fiscal Year 2022 Accomplishments:

- Re-introduced the Summer Camp program in June 2021. The Summer Camp program ran for 7 weeks and averaged 35 participants per week for Camp Takoma and 16 participants per week at the New Hampshire Avenue Camp. Successfully

Department Summaries

implemented COVID procedures, including outdoor temperature checks and sign in/out.

- The Recreation Department was able to successfully complete summer camp licensing as it relates to the COMAR regulations 10.16.16 and 10.16.07.
- Trained 26 part-time staff (Camp counselors) on Summer Camp policies and procedures to ensure that programs are operated in an efficient manner and followed our new COVID protocols.

Fiscal Year 2023 Goals:

- Reintroduced 2 specialty camps offered pre-COVID (Visual Arts and Dance Camp).
- Receive a passing rate on our first ever state inspection of summer camps and our Youth Camp Standard Procedures.

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.

Before & After School Programs Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Percentage of evaluations returned	N/A	N/A	80%	90%
Ratio of Contractor/Staff-led clubs and activities	0/4	N/A	N/A	2
Percentage of favorable ratings for Before/After Care	N/A	N/A	90%	90%
Contractor-led clubs/activities	N/A	N/A	N/A	N/A
Number of participants in Morning Addition	0	20	25	32
Number of participants in Afternoon Addition	0	40	35	40

Department Summaries

After School Programs Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
After School Programs	14,265	161,249	147,550	125,080	(22,470)	(15%)
Total	14,265	161,249	147,550	125,080	(22,470)	(15%)

After School Programs Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	3,721	120,639	94,017	95,757	1,740	2%
	Fringe Benefits	4,363	21,559	18,583	19,974	1,391	7%
	Overtime	0	1,500	2,500	1,000	(1,500)	(60%)
	Employee Recognition	0	0	15,000	0	(15,000)	(100%)
	Total	8,084	143,699	130,100	116,730	(13,370)	(10%)
Other Operating Expenses	Supplies	5,708	7,550	7,450	5,850	(1,600)	(21%)
	Services and Charges	375	4,900	4,900	400	(4,500)	(92%)
	Conferences, Training, & Dues	98	600	600	600	0	0%
	Special Events & Programs	0	4,500	4,500	1,500	(3,000)	(67%)
	Total	6,181	17,550	17,450	8,350	(9,100)	(52%)
Total		14,265	161,249	147,550	125,080	(22,470)	(15%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$13,698 or 8.5 percent lower than budgeted.
- The projected decrease is primarily attributable to a \$26,622 reduction in wages for part-time staff, and a \$15,000 increase for employee awards for Fiscal Year 2022.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$22,470 lower — a decrease of 15 percent — compared to budgeted expenditures for Fiscal Year 2022.
- The variance is primarily attributable to resuming programs and services after the pandemic.
- 93 percent of division expenditures are personnel related.
- FTEs decreased by 0.11.

Fiscal Year 2022 Accomplishments:

- Effectively managed the 2021-2022 Morning & Afternoon Addition Programs Had 26 participants in Morning Addition program and 36 participants in Afternoon Addition program. The program consisted of two cohorts. (One for each Elementary School)

Fiscal Year 2023 Goals:

- Build the needed policies and procedures required to obtain state licensing for the Department's School Year Child Care programs.
- Continue to implement a broad marketing campaign for both school year child care programs and our scholarship opportunity.

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

Takoma Park Community Center Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of active adult programs	15	5	11	13
Number of Senior Camp participants	0	0	2	8
Number of participants in active adult programs	786	300	365	395
Number of Senior Program partners	5	0	1	3

Department Summaries

Community Center Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Community Center	239,958	421,160	419,982	391,115	(28,867)	(7%)
Total	239,958	421,160	419,982	391,115	(28,867)	(7%)

Community Center Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Contractual Labor	931	0	0	0	0	-
	Wages	150,267	242,094	223,319	198,757	(24,562)	(11%)
	Fringe Benefits	52,933	64,836	83,373	57,459	(25,914)	(31%)
	Overtime	128	2,000	146	1,000	854	585%
	Employee Recognition	0	0	22,500	1,500	(21,000)	(93%)
	Total	204,258	308,930	329,338	258,715	(70,623)	(21%)
Other Operating Expenses	Supplies	4,917	11,000	11,000	11,000	0	0%
	Computer Expenditures	0	0	0	1,000	1,000	-
	Services and Charges	18,367	63,730	43,644	85,400	41,756	96%
	Office Expenditures	266	2,500	2,500	0	(2,500)	(100%)
	Special Events & Programs	12,151	35,000	33,500	35,000	1,500	4%
	Total	35,700	112,230	90,644	132,400	41,756	46%
Total		239,958	421,160	419,982	391,115	(28,867)	(7%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$1,178 or 0.28 percent lower than budget.
- The projected decrease is attributable to lower operating expenses (\$21,586) offset by higher than anticipated personnel expenditure (\$20,408).

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$28,867 lower — a decrease of 7 percent — compared to projected expenditures for Fiscal Year 2022.
- The decrease is primarily attributable to a reduction in personnel related expenses.
- Approximately 66 percent of division expenditures are personnel related.
- FTEs decreased by 0.73.
- Services and charges represent 21 percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$82,900).

Department Summaries

- Charges categorized as senior programs account for 9 percent of division expenditures (\$35,000).

Fiscal Year 2022 Accomplishments:

- Partner with City TV to produce a new informative cable station show Vital Living 55+ in Takoma Park.
- Maintained strong attendance in virtual classes for all ages and began to transition back to in person (outdoor and indoor) classes in the Fall.
- Introduced hybrid classes (both virtual and in person at the same time) to offer flexibility for participants' comfort level.
- Successfully implemented 2 new classes, 2 outdoor classes, 16 virtual classes, 1 hybrid class and 56 in person classes for youth and adults at the Community Center for the fiscal year.

Fiscal Year 2023 Goals:

- Develop and facilitate a week of 55+ Senior Camp in June 2023.
- Partner with City TV to re-energize the Vital Living program, post-pandemic and add additional shows.
- Partner with the Takoma Park Library and Recreation Teen Supervisor for an intergenerational program of workshops for teens & seniors.
- Re-institute the monthly Seniors Advisory Group so seniors have input into the 55+ program to share their opinions and ideas in a small group structure. Rename it to have a wider appeal.
- Add 2-3 Tot classes at the Community Center and Heffner Park Community Center.

Department Summaries

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Housing and Community Development



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Department Summary

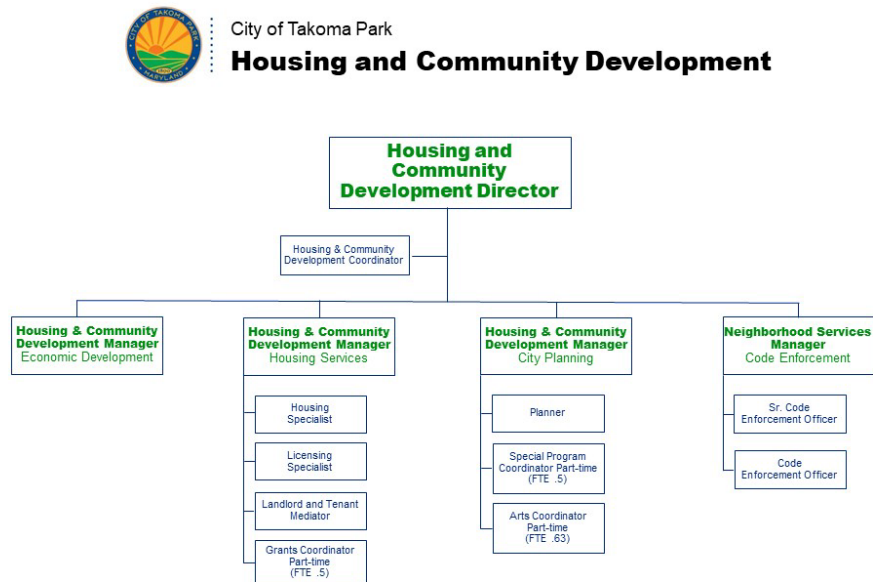
Department Overview

The Housing and Community Development Department (HCD) is responsible for programming in the areas of housing, economic development, community grants, neighborhood revitalization, the arts and humanities, and code enforcement. Technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions. Activities of the department include encouraging the expansion of local economic development programming, supporting the development of diverse affordable housing opportunities, and improving the quality of life of residents throughout the Takoma Park community.

HCD comprises four divisions: HCD Administration, Planning and Development Services, Housing and Community Services, and Economic Development. The Arts and Humanities program is housed in Planning and Development Services. Code Enforcement is housed in Housing and Community Services.



Department Organizational Chart



Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Planning & Development 5400					
Community Development Manager-Planning	112,342	1	1	1	-
Planner	82,431	1	1	1	-
Special Program Coordinator	33,750	0.5	0.5	0.5	-
Total Planning & Development FTE	228,522	2.5	2.5	2.5	-
FTEs with benefits	228,522	2.5	2.5	2.5	-
FTEs without benefits	-	-	-	-	-
Total Planning & Development FTE	228,522	2.5	2.5	2.5	-
HCD Administration 5500					
Director of Housing & Community Development	133,644	1	1	1	-
HCD Coordinator	64,551	1	1	1	-
Total HCD Administration FTE	198,194	2	2	2	-
FTEs with benefits	198,194	2	2	2	-
FTEs without benefits	-	-	-	-	-
Total HCD Administration FTE	198,194	2	2	2	-
Economic Development 5600					
Community Dev. Manager-Economic Development	101,223	1	1	1	-
Total Economic Development FTE	101,223	1	1	1	-
FTEs with benefits	101,223	1	1	1	-
FTEs without benefits	-	-	-	-	-
Total Economic Development FTE	101,223	1	1	1	-
Arts & Humanities 5700					
Arts Coordinator	42,187	0.63	0.63	0.63	-
Total Arts & Humanities FTE	42,187	0.63	0.63	0.63	-

Department Summaries

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
FTEs with benefits	42,187	0.63	0.63	0.63	-
FTEs without benefits	-	-	-	-	-
Total Arts & Humanities FTE	42,187	0.63	0.63	0.63	-
Housing & Community Services 5800					
Community Dev. Manager-Housing Services	105,847	1	1	1	-
Neighborhood Services Supervisor	104,977	-	-	1	1
Grants Coordinator	35,583	0.5	0.5	0.5	-
Housing Specialist	83,142	1	1	1	-
Landlord-Tenant Mediator	64,285	1	1	1	-
Senior Code Enforcement Inspector	63,597	-	-	1	1
Licensing Specialist	61,224	1	1	1	-
Code Enforcement Inspector	58,549	-	-	1	1
Total Housing & Community Services FTE	577,204	4.5	4.5	7.5	3
FTEs with benefits	577,204	4.5	4.5	7.5	3
FTEs without benefits	-	-	-	-	-
Total Housing & Community Services FTE	577,204	4.5	4.5	7.5	3
Total Housing & Community Development Department FTE	1,147,330	10.63	10.63	13.63	3

**Note: In Fiscal Year 23, the Code Enforcement Division of the Police Department was moved into the Housing & Community Services Division of the Housing and Community Development Department.*

Department Summaries

Source of Funds and Expenditure Tables

Housing & Community Development Department Source of Funds (\$)

			Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Housing & Community Development	Revenue Category	Inspection Fees	311,300	321,000	328,000	341,420	13,420	4%
		Total	311,300	321,000	328,000	341,420	13,420	4%
	Transfers	General Fund	1,262,602	1,774,400	1,410,360	2,235,317	824,958	58%
		Total	1,262,602	1,774,400	1,410,360	2,235,317	824,958	58%
	Total		1,573,903	2,095,400	1,738,360	2,576,737	838,378	48%
Total			1,573,903	2,095,400	1,738,360	2,576,737	838,378	48%

Housing & Community Development Department Expenditures Overall (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Housing & Community Development	1,573,903	2,095,400	1,738,360	2,576,737	838,378	48%
Total	1,573,903	2,095,400	1,738,360	2,576,737	838,378	48%

Department Summaries

Housing & Community Development Department Expenditures by Division (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Planning	378,798	528,324	498,430	575,530	77,100	15%
HCD Administration	100,215	329,679	218,086	315,574	97,487	45%
Economic Development	304,325	289,439	211,617	315,198	103,581	49%
Arts and Humanities	70,616	97,805	81,086	105,483	24,397	30%
Housing & Community Services	719,949	850,152	729,140	909,357	180,217	25%
Code Enforcement	0	0	0	355,596	355,596	-
Total	1,573,903	2,095,400	1,738,360	2,576,737	838,378	48%

Housing & Community Development Department Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	742,157	955,930	700,880	1,246,130	545,250	78%
	Fringe Benefits	269,531	371,736	298,453	453,091	154,638	52%
	Overtime	23,083	11,300	10,248	12,000	1,752	17%
	Employee Recognition	0	1,750	26,000	1,315	(24,685)	(95%)
	Total	1,034,771	1,340,716	1,035,581	1,712,535	676,954	65%
Other Operating Expenses	Supplies	1,088	2,000	2,000	19,560	17,560	878%
	Computer Expenditures	0	1,700	1,200	1,751	551	46%
	Services and Charges	490,357	607,616	579,872	672,622	92,750	16%
	Communications	7,768	5,368	7,483	7,961	478	6%
	Office Expenditures	4,011	6,600	2,494	0	(2,494)	(100%)
	Conferences, Training, & Dues	3,120	42,800	15,330	36,400	21,070	137%
	Special Events & Programs	29,693	30,600	36,400	55,908	19,508	54%
	Site Improvements	3,096	58,000	58,000	70,000	12,000	21%
	Total	539,132	754,684	702,779	864,202	161,423	23%
Total		1,573,903	2,095,400	1,738,360	2,576,737	838,378	48%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Department expenditures are expected to be \$357,040, or 17 percent, lower than budgeted for Fiscal Year 2022.
- The variance is due to lower than expected personnel spending in Planning and Development Services and Housing and Community Services as well as lower than expended spending required to pursue a more balanced and sustainable budget.

Fiscal Year 2023 Budget Highlights

- The HCD budget is \$2,576,737 for Fiscal Year 2023.
- Departmental expenditures are expected to be 48 percent (\$838,378) higher than projected Fiscal Year 2022 spending. The variance is due to the HCD Department adding the Code Enforcement Division, filling personnel vacancies, and increasing services in the Housing and Economic Development divisions.
- Personnel spending comprises 6 percent (\$1,712,535) of the Fiscal Year 2023 Departmental budget. There will be three additional Department FTEs due to the inclusion of Code Enforcement. No new FTE positions were created.
- Operating spending accounts for 33.5 percent (\$864,202) of the Fiscal Year 2023 Department budget.
- Services and charges make up 26 percent (\$676,622) of the HCD Department budget and includes all contractual services and software. This includes funding for:
 - Planning Division's completion of the Public Space Management Plan and increased improvements to the City's bus shelter and bicycle network;
 - Economic Development support of small businesses and contracts supporting the Old Takoma Business Association, Takoma-Langley Crossroads Development Authority, Long Branch Business League, and Crossroads Community Kitchen;
 - Arts and Humanities lecture and film series;
 - Housing Division's management of rental licensing, the rent stabilization program, and the contract with Montgomery County DHCA for rental inspections services; and
 - Code Enforcement's inspection of commercial, residential, and vacant properties and the education of property owners and business owners of the City's laws.

HCD Administration

Division Purpose:

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

Management Objectives:

- Coordinate the work of the three HCD divisions.
- Implement the City Council's Housing and Community Development priorities.
- Ensure proper departmental staffing and resource allocations.
- Partner with county, state, and federal entities to further the City's housing and community development interests.

HCD Administration Performance/Workload Measures

<i>Measurement</i>	<i>Actual FY20</i>	<i>Actual FY21</i>	<i>Estimated FY22</i>	<i>Projected FY23</i>
<i>Vacant Positions Filled</i>	2	0	3	3
<i>Special Revenue Fund Projects Overseen</i>	7	10	13	10
<i>ARPA Projects Overseen</i>	0	0	3	13

Department Summaries

HCD Administration Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
HCD Administration	100,215	329,679	218,086	315,574	97,487	45%
Total	100,215	329,679	218,086	315,574	97,487	45%

HCD Administration Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	64,710	202,235	136,239	198,194	61,956	45%
	Fringe Benefits	15,092	78,561	48,436	76,913	28,477	59%
	Overtime	1,633	1,000	0	1,000	1,000	-
	Employee Recognition	0	0	2,500	0	(2,500)	(100%)
	Total	81,435	281,795	187,175	276,108	88,933	48%
Other Operating Expenses	Supplies	1,088	2,000	2,000	2,060	60	3%
	Computer Expenditures	0	1,700	1,200	1,751	551	46%
	Services and Charges	9,727	36,016	19,335	25,194	5,859	30%
	Communications	7,768	4,668	7,483	7,961	478	6%
	Office Expenditures	197	1,000	894	0	(894)	(100%)
	Conferences, Training, & Dues	0	2,500	0	2,500	2,500	-
	Total	18,780	47,884	30,912	39,466	8,554	28%
Total		100,215	329,679	218,086	315,574	97,487	45%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- The projected Fiscal Year 2022 expenditure is 34 percent (\$111,593) less than the budgeted.
 - The variance is due to lower than expected personnel spending as well as lower than expended spending required to pursue a more balanced and sustainable budget.

Fiscal Year 2023 Budget Highlights:

- The proposed division budget for Fiscal Year 2023 is \$315,574, a 44 percent increase from the projected Fiscal Year 2022 spend.
 - This variance is due to the HCD Director and HCD Coordinator positions being filled for the entire year and the centralizing of the administrative budget for the entire HCD Department, particularly with regards to software.
- Projected Personnel spending for Fiscal Year 2023 is \$276,108, which is 87 percent of the division budget. There are two (2) FTEs in the division, the same number of FTEs as in Fiscal Year 2022.

Department Summaries

- Projected Operating spending for Fiscal Year 2023 is \$39,446, which is 13 percent of the division budget. Services and Charges accounts for \$25,194, comprising activities essential to the office function such as postage/delivery, copying, and office equipment.
- Conferences, training, and dues remain unchanged from Fiscal Year 2022, with a projected spend of \$2,500.

Economic Development

Division Purpose:

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

Management Objectives:

- Manage the operations of the Economic Development Division.
- Provide technical support to local businesses and commercial property owners.
- Manage implementation of the economic development recommendations included in the Housing and Economic Development Strategic Plan.
- Support ongoing and upcoming development projects within the City.
- Expand workforce development resource partnerships.

Economic Development Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Business Database Contacts	75	125	350	400
Business Technical Support Service Contracts	2	2	2	4
Workforce Development Resource Partners	4	5	4	4
Real Estate Development Pipeline Projects	3	3	3	4

Department Summaries

Economic Development Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Economic Development	304,325	289,439	211,617	315,198	103,581	49%
Total	304,325	289,439	211,617	315,198	103,581	49%

Economic Development Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	109,550	128,339	75,484	140,743	65,259	86%
	Fringe Benefits	42,439	44,228	44,074	44,305	231	1%
	Overtime	566	0	0	0	0	-
	Employee Recognition	0	0	2,500	0	(2,500)	(100%)
	Total	152,554	172,567	122,058	185,048	62,990	52%
Other Operating Expenses	Services and Charges	150,984	111,572	89,559	127,550	37,991	42%
	Communications	0	700	0	0	0	-
	Office Expenditures	312	1,000	0	0	0	-
	Conferences, Training, & Dues	475	3,600	0	2,600	2,600	-
	Total	151,771	116,872	89,559	130,150	40,591	45%
Total		304,325	289,439	211,617	315,198	103,581	49%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures for Fiscal Year 2022 are projected to be \$77,822 or 27 percent, less than expected.
 - The variance is primarily due to: 1) reduced personnel expenditures from an unfilled full-time intern position and a mid-year gap in hiring an Economic Development Manager; and 2) operating expenses that were supplemented through ARPA funding and outside grants.

Fiscal Year 2023 Budget Highlights:

- Division expenditures for Fiscal Year 2023 are \$103,581, or 49 percent, higher than projected expenditures for Fiscal Year 2022.
 - The variance is primarily due to: 1) the assumption of hiring a full-year rather than half-year intern position and 2) an increase in organization's covered by economic development service contracts in order to support more local businesses.
- 59 percent of division expenditures are personnel-related. The Fiscal Year 2023 staffing plan includes a full year of salary and fringe benefits for an Economic Development Manager and salary for an Economic Development Intern.

Department Summaries

- 40 percent of the Division Expenditures are for Services & Charges. The Department plans to expand its existing technical support business service contracts (currently with the Old Takoma Business Association and Takoma-Langley Crossroads CDA) to cover more Takoma Park businesses. Additionally, Publicity spending has increased and Software has decreased as the Department looks to increase promotion and communication with City businesses.

Fiscal Year 2022 Accomplishments:

- Awarded over \$700,000 in funds from the Maryland Department of Housing & Community Development for commercial revitalization projects along the New Hampshire Avenue corridor.
- Completed an \$800,000 public-private partnership facade investment program in the Takoma-Langley Crossroads.
- Disbursed \$150,000 in ARPA funds directly to local small businesses.

Fiscal Year 2023 Goals:

- Disburse \$150,000 in direct small business support funds.
- Implement a Business Investment Fund to support new and expanding Takoma Park businesses.
- Identify a development program and partner for the Takoma Park Recreation Center site.
- Maintain a City commercial vacancy rate of under 5%.

Arts & Humanities**Division Purpose:**

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

Management Objectives:

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

Arts & Humanities Performance/Workload Measures

<i>Measurement</i>	<i>Actual FY20</i>	<i>Actual FY21</i>	<i>Estimated FY22</i>	<i>Projected FY23</i>
<i>Cultural Programs Offered</i>	46	25	35	30
<i>Boards and Commissions Staffed</i>	1	1	1	1

Department Summaries

Arts and Humanities Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Arts and Humanities	70,616	97,805	81,086	105,483	24,397	30%
Total	70,616	97,805	81,086	105,483	24,397	30%

Arts and Humanities Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	39,198	64,008	51,878	61,947	10,069	19%
	Fringe Benefits	14,276	14,847	11,719	15,911	4,192	36%
	Overtime	1,054	500	509	1,000	491	96%
	Employee Recognition	0	0	5,000	315	(4,685)	(94%)
	Total	54,528	79,355	69,106	79,173	10,067	15%
Other Operating Expenses	Services and Charges	12,847	12,700	9,800	23,360	13,560	138%
	Office Expenditures	2,130	1,800	600	0	(600)	(100%)
	Conferences, Training, & Dues	1,111	3,950	1,580	2,950	1,370	87%
	Total	16,088	18,450	11,980	26,310	14,330	120%
Total		70,616	97,805	81,086	105,483	24,397	30%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$16,718, or 17 percent, lower than budgeted for Fiscal Year 2022 due to personnel and operating cost savings.

Fiscal Year 2023 Budget Highlights:

- Division expenditures for Fiscal Year 2023 are \$24,397 higher than projected Fiscal Year 2022 – an increase of 30 percent.
- Personnel costs are \$10,067, or 15 percent, higher than projected Fiscal Year 2022 due to a personnel vacancy and the associated cost savings for Fiscal Year 2022.
- 75 percent of division expenditures are personnel related. Division FTEs remain unchanged.
- Operating expenses for Fiscal Year 2023 are \$14,330, or 120 percent, higher than the Fiscal Year 2022 projected budget. The increase is due to two factors: 1) \$10,000 in public art funds was moved from the Capital Improvements Project budget to operations, to allow for more flexibility in their use; and 2) certain Fiscal Year 2022 funds were frozen in order to have a sustainable budget in Fiscal Year 2022.
- Services and charges represent 22 percent, or \$23,360, of division expenditures. This is a 138 percent increase from the projected Fiscal Year 2022 budget. This

category includes the \$10,000 moved from the Capital Improvements project budget for honoraria for performers, both on-line and in person, as part of the Takoma Park Arts series, such as the film screenings, lectures, and the Poet Laureate. The increase reflects the expectation of a full slate of performances and events for Fiscal Year 2023.

Fiscal Year 2022 Accomplishments:

- **Takoma Park Arts Series:** With the reopening of the Takoma Park Community Center in July 2021, the Arts and Humanities Division resumed the organization of live arts events in the Community Center, including poetry readings, film screenings, art exhibitions, and lectures. The events were filmed and posted on the City's cable and YouTube channels to reach a wider audience.
- **Sidewalk Poetry Project:** In a multi-year project, seven poems by local residents have been stamped in new concrete sidewalks in the Public Art Works initiative, which incorporates public art in Public Works projects. An online map was created that links the poems to encourage walking and biking.
- **Bus Shelter Vinyl Wraps:** Vinyl wraps were installed on five new bus shelters to create a welcoming environment and encourage public transportation. The Takoma Park Arts series was promoted with images of artwork and musicians, and another design featured a vibrant coral reef.
- **Art Installations:** A suspended artwork with an environmental theme titled Paper or Plastic? was purchased and installed in the atrium at the Community Center. Two banners celebrating the power and diversity of women were installed in Memorial Park.
- **Takoma ARTery Partnership:** The City continued its partnership with the Takoma ARTery arts group by providing a grant to create an online directory of local artists to support the arts community and stimulate economic development.
- **15th Annual Takoma Park Holiday Art Sale:** More than 30 vendors displayed their art and crafts at the Takoma Park Community Center after a two-year hiatus. The event supports the financial livelihoods of local artists and brings the arts to local residents and visitors.
- **Takoma Park Arts E-Newsletter:** More than 2,500 people have signed up for the e-newsletter, demonstrating the popularity of the City's arts events that extends far beyond the city limits.

Fiscal Year 2023 Goals:

- Takoma Park Arts Series: More events are being planned in the Takoma Park Arts series, including poetry readings, film screenings, art exhibitions, concerts, theater, and special events.
- Public Art Projects: Upcoming public art projects include a partnership with the Operation ARTS group to install a Little Free Art Gallery where residents can use free art supplies to create and display artwork in a box similar in design to the popular Little Free Library program.
- Holiday Art Sale: The 16th Annual Holiday Art Sale is being planned and is scheduled to return to the Community Center on Dec. 3, 2022.
- Pop-Up Events Bike: An electric cargo bicycle was purchased in a joint project between the Housing and Community Development and Library departments. The bike will feature a bright vinyl wrap promoting the City and will be used at pop-up events to reach the wider community with arts projects, mobile libraries, and planning initiatives.



Planning & Development Services

Division Purpose:

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

Management Objectives:

- Manage continued development of the New Hampshire Avenue Bikeway Plan.
- Implement 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.

Planning & Development Services Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
<i>Special Revenue Fund Projects Managed (including multi-year projects)</i>	7	9	12	10
<i>Special Revenue Funds - New Awards</i>	4	4	4	4
<i>Safe Routes to School - Participants</i>	2,200	375	3,465	3,000
<i>TKPK5K Challenge - Participants</i>	0	600	1,500	1,500
<i>Percent increase in Capital Bikeshare Ridership</i>	(11.3%)	(16.3%)	8%	8%
<i>Percentage of High-Volume Bus Stops with Shelters</i>	73%	73%	86%	91%
<i>Community Engagement Activities</i>	6	10	20	20

Department Summaries

Planning Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Planning	378,798	528,324	498,430	575,530	77,100	15%
Total	378,798	528,324	498,430	575,530	77,100	15%

Planning Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	234,489	258,071	221,210	268,042	46,832	21%
	Fringe Benefits	86,690	106,703	100,203	94,738	(5,465)	(5%)
	Overtime	5,216	4,800	2,267	5,000	2,733	121%
	Employee Recognition	0	1,750	8,500	0	(8,500)	(100%)
	Total	326,395	371,324	332,180	367,780	35,600	11%
Other Operating Expenses	Services and Charges	18,855	53,750	65,800	83,000	17,200	26%
	Office Expenditures	348	1,000	1,000	0	(1,000)	(100%)
	Conferences, Training, & Dues	524	17,350	5,250	9,350	4,100	78%
	Special Events & Programs	29,580	26,900	36,200	45,400	9,200	25%
	Site Improvements	3,096	58,000	58,000	70,000	12,000	21%
	Total	52,403	157,000	166,250	207,750	41,500	25%
Total		378,798	528,324	498,430	575,530	77,100	15%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are expected to be \$29,894, or 6 percent, less than projected Fiscal Year 2022 due to cost saving measures.
 - Personnel costs are \$39,144 less than expected due to vacancies that occurred in Fiscal Year 2022 which resulted in lower associated wages and fringe benefits costs.
 - Operating expenditures are expected to be \$9,250 more than budgeted, primarily attributable to the difficulty estimating deliveries of goods.

Fiscal Year 2023 Budget Highlights:

- Division expenditures for Fiscal Year 2023 are \$77,100 higher than projected Fiscal Year 2022 — an increase of 15 percent compared to Fiscal Year 2022 projected budget.
- The increase in personnel costs, \$35,600, or 11 percent, is attributable to vacancies that occurred in Fiscal Year 2022 and the associated costs savings.
- 64 percent of division expenditures are personnel related. Division FTEs remain unchanged.

- Operating expenses for Fiscal Year 2023 are \$41,500 higher than the Fiscal Year 2022 projected budget, a 25 percent increase over projected Fiscal Year 2022.
- Site Improvements for Fiscal Year 2023 are \$12,000 higher than the Fiscal Year 2022 projected budget, a 21 percent increase due to cost savings in Fiscal Year 2022.
- Services and charges are \$17,200 higher than the Fiscal Year 2022 projected budget, or 26 percent increase. Included in this category are costs associated with contracts for technical services.
- Special Events and Programming are \$9,200 higher than the Fiscal Year 2022 projected budget, a 25 percent increase, which includes Transit-Pedestrian projects such as bike route improvements, Safe Routes to School program incentives and the iCan Shine Camp.

Fiscal Year 2022 Accomplishments:

Public Space Management Plan

In October 2021, City staff hosted a series of five, interactive community workshops in locations around the City and online to collect information about the values residents hold about public spaces. It offered an opportunity to test new community engagement strategies, like multilingual interpretation and novel workshop activities. The Planning Division also successfully hired the planning firm, CHPlanning, through a competitive bid process, to assist in the completion of the [Public Space Management Plan](#).

Bus Shelter Installation

The City installed five bus shelters in locations that prioritize bus ridership and ADA accessibility concerns at the following locations: Flower and Houston Avenues (2), New Hampshire Avenue and Holton Lane, Maple and Grant Avenues, and Maple Avenue and Hilltop Road. As part of the Public Art Works program, the shelters have artistic wraps.

Big Bike Rack Install of 2022

The City contracted for 52 new bike racks to be placed in all six wards of the City. Priority for placement focused on public parks, retail opportunities, and parts of town currently underserved by secure bike parking facilities. The installation, continuing through 2022, will more than double the secure bicycle parking capacity in the city.

Minor Master Plan

City staff, in partnership with Montgomery Planning, is developing a [Minor Master Plan Amendment](#) (MMA). The work included an existing conditions analysis for the project area

and numerous community engagement activities, two City Council presentations, and two weeklong canvassing efforts.

Grants

The Planning staff managed the following grants, totaling \$2.3 million, during Fiscal Year 2022:

- Community Development Block Grants;
- Safe Routes to School grants - Takoma Park Improvement Project and Enhancing Biking and Bike Safety;
- Maryland Department of Transportation (MDOT) Kim Lamphier Bikeways Network Program – New Ave Bikeway, Section A and Section B;
- Maryland State Arts Council;
- Maryland State Revitalization Grant – National Capital Strategic Economic Development: 6530 and 6600 New Hampshire Avenue Revitalization.

Fiscal Year 2023 Goals:

- Support new and continuing development projects including the Takoma Recreation Center, the Washington Adventist Hospital, 6530 New Hampshire Ave, and other properties.
- Continue to partner with Montgomery Planning to update portions of the 2000 Takoma Park Master Plan to re-envision the Washington Adventist Campus and surrounding areas through a Minor Master Plan Amendment.
- Complete the Public Space Management Plan for consideration and adoption by Council.
- Continue to manage grants, including two new Fiscal Year 2023 Metropolitan Washington Council of Governments Transportation Land Use Connection Grant technical assistance awards to 1) upgrade the Metropolitan Branch Trail (MBT) and 2) develop the preliminary design for the New Ave Bikeway – Section D (District Connector) to extend from the bikeway's southern point at Poplar Ave and connect to the DC line.
- Complete the final design work for the New Ave Bikeway for Section A and Section B and seek construction funding.
- Complete the installation of all 52 new bike racks by the city in Fiscal Year 2022.

Department Summaries

- Implement Public Realm improvements, such as bus shelter installations, Public Arts in Public Works, and continued use of public space.
- Conduct successful Safe Routes to School events: Crosswalk Simulations, Bike Rodeos, Walk to School Day, Bike to School Day, TKPK 5K Race; I Can Shine camp. Begin activities of the SRTS grant for Enhancing Biking and Bike Safety in Takoma Park.

Housing & Community Services

Division Purpose:

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

Management Objectives:

- Encourage the preservation and development of a diverse range of quality housing that is affordable across all income levels and in all neighborhoods.
- Provide rental assistance to residents negatively impacted by the COVID-19 pandemic to prevent evictions in the City.
- Manage implementation of the housing recommendations in the Housing and Economic Development Strategic Plan.
- Facilitate public and private investment in the development of neighborhoods.
- Support the development of housing that appeals to a broader demographic including young adults, first-time homeowners, families with children, seniors seeking to age in the community, and individuals with disabilities.
- Provide technical support for tenant and condominium housing associations.



Department Summaries

Housing & Community Services Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
<i>Rental Licenses – Issued</i>	475	385	390	395
<i>Rental Units Inspected by Montgomery County</i>	3,000	300	1,000	1,500
<i>Landlord Certificates Issued</i>	225	225	220	220
<i>Community Grants Administered</i>	18	18	18	15
<i>Emergency Assistance Grants Awarded</i>	125	150	150	200
<i>Home Stretch Down Payment Assistance Grants</i>	5	5	5	5

Department Summaries

Housing & Community Services Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Housing & Community Services	719,949	850,152	729,140	909,357	180,217	25%
Total	719,949	850,152	729,140	909,357	180,217	25%

Housing & Community Services Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	294,210	303,277	216,069	350,081	134,012	62%
	Fringe Benefits	111,034	127,397	94,021	122,848	28,827	31%
	Overtime	14,614	5,000	7,472	5,000	(2,472)	(33%)
	Employee Recognition	0	0	7,500	0	(7,500)	(100%)
	Total	419,859	435,674	325,062	477,929	152,867	47%
Other Operating Expenses	Services and Charges	297,944	393,578	395,378	411,928	16,550	4%
	Office Expenditures	1,024	1,800	0	0	0	-
	Conferences, Training, & Dues	1,010	15,400	8,500	19,000	10,500	124%
	Special Events & Programs	112	3,700	200	500	300	150%
	Total	300,091	414,478	404,078	431,428	27,350	7%
Total		719,949	850,152	729,140	909,357	180,217	25%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Projected division expenditures for Fiscal Year 2022 are expected to be \$121,012, or 14 percent, lower than budgeted. The variance is mainly due to division vacancies and less contract related expenses in Fiscal Year 2022.

Fiscal Year 2023 Budget Highlights:

- Division expenditures for Fiscal Year 2023 are \$180,217 (or 25 percent) higher than projected Fiscal Year 2022 expenditures. The variance can be attributed to filling personnel vacancies as well as increased contract costs to support division initiatives.
- Personnel expenditures comprise 53 percent of division expenditures in Fiscal Year 2023. Division FTEs remain unchanged.
- Operating expenses for Fiscal Year 2023 are \$27,350 (or 7 percent) higher than Fiscal Year 2022 projected operating expenses. Services and charges amount to \$411,928, comprising 45 percent of division expenditures. These expenditures include the implementation of the rental licensing program, rent stabilization program, and the contract with Montgomery County DHCA for rental inspections services.

Fiscal Year 2022 Accomplishments:

- Established grants to support food security for City residents.
- Support the redevelopment of 7402 Garland Avenue and 320 Lincoln Ave into affordable homeownership opportunities.
- Provide over \$280,000 in COVID-19 Relief Funds to City residents.
- Provide \$50,000 in Emergency Rental Assistance to City residents. I
- Provide \$110,000 in Quality of Life grant funding to non-profit organizations serving Takoma Park residents.

Fiscal Year 2023 Goals:

- Research and implement strategies to expand the City's production of affordable housing.
- Develop capital and technical assistance programs in support of tenants and tenant associations exercising their right of first refusal through the City's Tenant Opportunity to Purchase Law.
- Implement the \$500,000 Multi-Family Rehabilitation Fund.
- Increase engagement with the City's property managers and landlords.

Code Enforcement

Division Purpose:

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

Management Objectives:

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

Code Enforcement Division Overall

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Code Enforcement	0	0	0	355,596	355,596	-
Total	0	0	0	355,596	355,596	-

Code Enforcement Expenditures by Type

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	0	0	0	227,123	227,123	-
	Fringe Benefits	0	0	0	98,375	98,375	-
	Employee Recognition	0	0	0	1,000	1,000	-
	Total	0	0	0	326,498	326,498	-
Other Operating Expenses	Supplies	0	0	0	17,500	17,500	-
	Services and Charges	0	0	0	1,590	1,590	-
	Special Events & Programs	0	0	0	10,008	10,008	-
	Total	0	0	0	29,098	29,098	-
Total		0	0	0	355,596	355,596	-

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- The Code Enforcement division is a new division for HCD and was moved from the Police Department starting for Fiscal Year 2023.

Fiscal Year 2023 Budget Highlights:

- Proposed division budget is \$355,596 for Fiscal Year 2023. There are three (3) FTEs in the division.

Department Summaries

- The personnel budget for Fiscal Year 2023 is \$326,498, which is 92 percent of the division's budget.
- Operating budget for Fiscal Year 2023 is \$29,098, which is 8 percent of the division's budget.
- Vehicle leases (\$10,008) and Supplies (\$17,500) comprise 95 percent of the division's operating budget.

Department Summaries

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Communications



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Department Summary

Department Overview

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

- The City of Takoma Park is a co-franchisor with Montgomery County to provide cable television services. The City receives franchise fees and restricted funds for cable equipment.
- City TV broadcasts City Council meetings live on cable television and via the City's website, social media, and zoom meetings. City TV staff provides technical audio and lighting services for the Community Center's Auditorium events. Video from these and other community events are shown on the City's cable channel. Meetings and other recorded events may be viewed through the video archive on the City's website.
- Staff also produces original radio and talk shows highlighting community activities, issues, and organizations.
- The Communications Manager and Communications Specialist oversee twelve communication touchpoints, including the website, social media, and public relations activities. The Takoma Park Newsletter is published monthly and is mailed to all households in the City. The Newsletter is managed by contract with an outside editor who is managed by the Communications Manager.
- A bi-monthly e-newsletter is managed by the Communications Specialist working with City departments and the City Administration to highlight programs and projects.

Management Objectives

- Launch a new website in Fiscal Year 2023. This website will provide a solid foundation to efficiently inform and empower residents all in one place. City staff will interact with residents using dynamic and engaging content like videos, maps, and photos. It will allow residents to reach out and engage with staff and provide greater transparency.

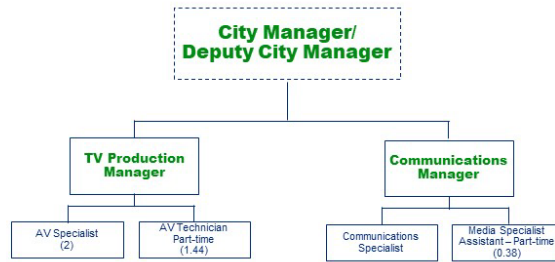
Department Summaries

- Collaborate with City departments and local organizations to inform residents viewers of the services and events provided by the City and city organizations.
- Continue to research and expand communication channels to improve and accelerate the reception of information by the residents.

Department Organizational Chart



City of Takoma Park **Communications**



Department Summaries

Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Communication 6000					
Communications Manager	81,503	-	-	1	1
TV Production Manager	89,268	1	1	1	-
Communications Specialist	71,756	1	1	1	-
Media Specialist	-	-	1	-	(-1)
A/V Specialist	61,477	1	1	1	-
A/V Specialist	63,688	1	1	1	-
Media Specialist Assistant	13,335	-	-	0.38	0.38
Part-time Communications Support	50,652	1.83	1.44	1.44	-
Total Communication FTE	431,679	5.83	6.44	6.82	0.38
FTEs with benefits	367,692	4	5	5	-
FTEs without benefits	63,987	1.83	1.44	1.82	0.38
Total Communication FTE	431,679	5.83	6.44	6.82	0.38
Total Communications Department FTE	431,679	5.83	6.44	6.82	0.38

Source of Funds and Expenditure Tables

Communication Performance/Workload Measures

Measurement	Actual FY21	Estimated FY22	Projected FY23
City TV Hours:	294 hrs	205 hrs	250 hrs
Original programming	78 hrs	30 hrs	75 hrs
Council meetings	156 hrs	130 hrs	130 hrs
Radio programming	43 hrs	45 hrs	45 hrs
Unique website visitors per month	23,305	22,751	24,584
Number website of visits per month	40,010	38,921	40,285
Website pages viewed per month	864,984	387,260	418,241
Twitter: Tweets	-	1,141	1,176
Twitter: Impressions (K)	-	604	622
Twitter: Profile Visits (K)	-	216.9	224
Twitter: New Followers	-	284	293
Twitter: Mentions	-	1,860	1,916
Facebook: Posts	-	168,057	174,026
Facebook: Page Visit	-	12,829	13,214
Facebook: Likes & Followers	-	327	337

***Note:** Website usage performance measures for Fiscal Year 2022 are based on partial data. The City's website data service missed visitation data for February 2022. Staff estimated usage based on visits in other months.*

Department Summaries

Communication / Media Department Source of Funds (\$)

			Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Communication / Media	Revenue Category	Cable-Operating	384,892	390,000	380,000	354,000	(26,000)	(7%)
		Cable Franchise Fees	205,612	212,000	200,000	186,000	(14,000)	(7%)
		Total	590,504	602,000	580,000	540,000	(40,000)	(7%)
	Transfers	General Fund	(31,349)	169,496	178,621	214,332	35,711	20%
		Total	(31,349)	169,496	178,621	214,332	35,711	20%
	Total		559,155	771,496	758,621	754,332	(4,289)	(1%)
Total			559,155	771,496	758,621	754,332	(4,289)	(1%)

Communication / Media Department Expenditures Overall (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Communication / Media	559,155	771,496	758,621	754,332	(4,289)	(1%)
Total	559,155	771,496	758,621	754,332	(4,289)	(1%)

Department Summaries

Communication / Media Department Expenditures by Division (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Media/Communications	559,155	771,496	758,621	754,332	(4,289)	(1%)
Total	559,155	771,496	758,621	754,332	(4,289)	(1%)

Communication / Media Department Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	309,154	436,151	357,621	431,679	74,058	21%
	Fringe Benefits	97,937	127,679	134,161	116,660	(17,501)	(13%)
	Overtime	21,077	12,000	5,084	0	(5,084)	(100%)
	Employee Recognition	2,000	0	35,000	1,500	(33,500)	(96%)
	Total	430,168	575,830	531,866	549,839	17,973	3%
Other Operating Expenses	Supplies	989	5,750	5,750	2,250	(3,500)	(61%)
	Services and Charges	105,261	119,206	144,827	119,166	(25,661)	(18%)
	Communications	19,046	57,440	62,918	62,502	(416)	(1%)
	Office Expenditures	1,357	1,500	1,500	0	(1,500)	(100%)
	Conferences, Training, & Dues	2,334	11,770	11,760	20,575	8,815	75%
	Total	128,987	195,666	226,755	204,493	(22,262)	(10%)
Total		559,155	771,496	758,621	754,332	(4,289)	(1%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

Personnel expenditures are expected to be \$43,964, or 7.6 percent, lower than budgeted. The variance is primarily attributable to lower salaries and fringe benefits spending due to part-time staff turnover and savings from the Communication Specialist's delayed start date.

Fiscal Year 2023 Budget Highlights:

- Department expenditures decreased by \$4,289, or 0.6 percent compared to projected expenditures for Fiscal Year 2022.
- There were some increases in newsletter expenses (\$8,186) due primarily to an increase in paper and ink prices; and conferences (\$8,815). Due to COVID-19, there was a reduction in the number of conferences attended during the previous fiscal year.
- Contract charges decrease by \$37,876, or 90 percent, compared to Fiscal Year 2022 due to fewer contracts.
- Cable Grant funds decrease by 7 percent. Recent revenue trends show that cable programming users have been decreasing each year.

Fiscal Year 2022 Accomplishments:

- Implemented a hybrid solution for Council meetings and work sessions.
- CityTV received Hometown Media Awards Maryland Winners!
 - Alliance for Community Media announced City TV was the Winner of the Overall. Excellence in Governmental Access Programming category \$300,000-\$650,000.
- CityTV has purchased a Translation Management System (handheld devices) to assist with translations during live Council Meetings, events, and programs.
- The City of Takoma Park has entered into an agreement with CivicPlus to migrate our current WordPress website to CivicEngage® with an expected launch in Fall 2022.
- City TV/Communications developed a comprehensive campaign to engage residents to join our many Boards and Committees. We were using the radio, interviews, and creating PSAs with current Board and Committee members to highlight the many reasons to join. We received the most applicants this year.

Fiscal Year 2023 Goals:

- Incorporate a closed-captioning system via Zoom during live meetings.
- Launch a new CivicEngage website in the fall season of 2022.
- Improve live remote productions to expand coverage of City events and programs.
- Generate awareness, maximize attendance for events and programs across departmental boundaries, and focus on collaborative promotions using CityTV and Communications digital media platforms.
- Establish guidelines and brand standards for incorporating the City's messaging on a growing internal and external outreach inventory.

Department Summaries

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Library



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Department Summary

Department Overview

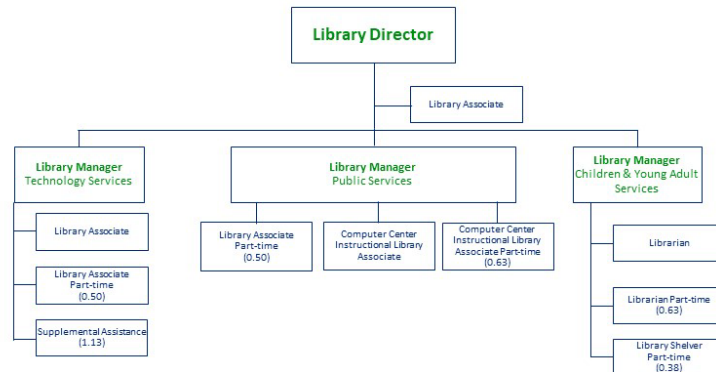
The Takoma Park Maryland Library enhances the quality of life in Takoma Park by responding to and inspiring the literary, educational, and informational needs of a diverse community. The Library provides and promotes up-to-date resources, collections, and referrals that match community interests, promote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



Department Organizational Chart



City of Takoma Park
Library



Department Summaries

Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Library Division 7000					
Library Director	124,056	1	1	1	-
Library Manager	108,150	1	1	1	-
Library Manager	111,270	1	1	1	-
Library Manager	86,504	1	1	1	-
Librarian	74,418	1	1	1	-
Librarian	52,394	0.5	0.62	0.63	0.01
Library Associate	67,949	1	1	1	-
Library Associate	77,692	1	1	1	-
Library Associate	31,537	1	1	0.5	(-0.5)
Library Associate	31,071	-	-	0.5	0.5
Library Shelver	18,862	0.38	0.38	0.38	(-0.01)
Supplemental Assistance	40,000	0.87	0.87	1.13	0.26
Total Library Division FTE	823,903	9.75	9.87	10.13	0.26
FTEs with benefits	765,041	8.5	8.62	8.63	0.01
FTEs without benefits	58,862	1.25	1.25	1.5	0.25
Total Library Division FTE	823,903	9.75	9.87	10.13	0.26
Computer Center Division 7200					
Library Instructional Associate	62,399	1	1	1	-
Library Instructional Associate	27,174	0.25	0.25	0.5	0.25
Library Instructional Associate	6,999	0.13	0.13	0.13	-
Total Computer Center Division FTE	96,572	1.38	1.38	1.63	0.25
FTEs with benefits	89,573	1	1	1.5	0.25
FTEs without benefits	6,999	0.38	0.38	0.13	-
Total Computer Center Division FTE	96,572	1.38	1.38	1.63	0.25
Total Library Department FTE	920,475	11.13	11.25	11.76	0.51

Department Summaries

Source of Funds and Expenditure Tables

Library Department Source of Funds (\$)

			Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Library	Revenue Category	Library Aid	166,626	176,742	176,742	176,000	(742)	(0%)
		Library Fines & Fees	478	0	1,300	2,010	710	55%
		Total	167,105	176,742	178,042	178,010	(32)	(0%)
	Transfers	General Fund	1,107,092	1,220,322	1,246,190	1,223,546	(22,643)	(2%)
		Total	1,107,092	1,220,322	1,246,190	1,223,546	(22,643)	(2%)
	Total		1,274,197	1,397,064	1,424,232	1,401,556	(22,675)	(2%)
Total			1,274,197	1,397,064	1,424,232	1,401,556	(22,675)	(2%)

Library Department Expenditures Overall (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Library	1,274,197	1,397,064	1,424,232	1,401,556	(22,675)	(2%)
Total	1,274,197	1,397,064	1,424,232	1,401,556	(22,675)	(2%)

Department Summaries

Library Department Expenditures by Division (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Library	1,175,777	1,279,683	1,299,124	1,275,017	(24,107)	(2%)
Computer Learning Center	98,420	117,381	125,108	126,539	1,432	1%
Total	1,274,197	1,397,064	1,424,232	1,401,556	(22,675)	(2%)

Library Department Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	851,949	932,313	845,907	915,475	69,569	8%
	Fringe Benefits	310,502	322,121	387,367	319,961	(67,406)	(17%)
	Overtime	1,695	6,200	6,300	6,200	(100)	(2%)
	Employee Recognition	6,000	0	52,500	5,325	(47,175)	(90%)
	Overtime--Holiday	49	0	100	0	(100)	(100%)
	Total	1,170,195	1,260,634	1,292,174	1,246,961	(45,212)	(3%)
Other Operating Expenses	Supplies	69,972	79,800	81,300	102,100	20,800	26%
	Computer Expenditures	799	5,200	2,366	3,000	634	27%
	Services and Charges	23,312	33,050	32,850	30,315	(2,535)	(8%)
	Communications	6,523	7,880	7,880	9,480	1,600	20%
	Office Expenditures	2,100	4,000	2,162	0	(2,162)	(100%)
	Conferences, Training, & Dues	1,296	6,500	5,500	9,700	4,200	76%
	Total	104,002	136,430	132,058	154,595	22,537	17%
Total		1,274,197	1,397,064	1,424,232	1,401,556	(22,675)	(2%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Departmental expenditures are projected to be \$27,168, or 2 percent, higher than budgeted for Fiscal Year 2022.
- There were Citywide increases in Fiscal Year 2022 personnel expenses including an increase in base salaries and bonuses. These increases were offset by savings from the extended vacancy in the Youth Services Manager position from July 2021 through mid-January 2022.
- The children's and adults' book budgets in Fiscal Year 2022 are approximately half of the amount for Fiscal Year 2021, and will be spent in its entirety. Book funds were only expended by half in Fiscal Year 2021 due to the pandemic, and the Fiscal Year 2022 budget reflects a similar expected expenditure.

Fiscal Year 2023 Budget Highlights:

- Department expenditures are \$22,675, or 1.6 percent, lower than the projected amount for Fiscal Year 2022.

Department Summaries

- Personnel costs budgeted for Fiscal Year 2023 are 3.5 percent lower than the projected Fiscal Year 2022 amount.
- The supplies budget includes the children's and adults' books budgets, which include a \$20, 800, or 26 percent, increase over Fiscal Year 2022 to reflect that the Library has fully reopened and needs to be able to stay current with new releases and replace worn copies of popular titles.
- The conference budget reflects a \$4,200, or 76 percent, increase to accommodate renewed training and professional development opportunities for staff who participate in national and regional library and technology associations.
- The communications budget reflects a \$1,600, or 20 percent, increase that is in line with pricing directives from our Information Technology department.
- Computer expenditures reflect an increase of \$634, or 27 percent, over the projected amount for Fiscal Year 2022. This is in anticipation of similar computer expenditures to Fiscal Year 2022, with some additional funds built in for unexpected hardware replacement costs.
- Library fines and fees are budgeted to increase slightly over the projected amount for Fiscal Year 2022, from \$1,300 to \$2,010, due to increased use of the Library. While we have continued to refrain from charging overdue fines, the Library is still assessing fees for replacement costs of lost and damaged items.
- Library aid is expected to remain stagnant or slightly decrease, due to the funding formula applied by Montgomery County. The Library has been meeting with the County to explore increasing this amount beginning in Fiscal Year 2024 to help support operational costs.

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 for children of all ages and adults, including programs in Spanish and French. The Library building closed 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.

The Library has presented numerous programs throughout the pandemic, both via Zoom and in-person. We have also distributed supplies that empower residents to mitigate their risk of contracting and spreading COVID-19. Additionally, the Library has taken an active role in combating misinformation surrounding the pandemic and vaccines through partnerships with community nonprofits and federal grant funding.

Management Objectives

- Pursue the presentation of Library programs for children and adults - either online through Zoom and YouTube, or live in locations throughout Takoma Park.
- Provide a safe environment in which residents can enjoy Library programs and services.
- 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.
- Develop, refine, and support plans and preparations for new Library space, to include temporary relocation of all Library programs, services, and collections.
- Reinforce the continued importance of the Library and its relevance to the community during building reconstruction – through publicity, and with support from the Friends and community partnerships.
- 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.

Department Summaries

Library Performance/Workload Measures

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Circulation of materials	86,620	25,332	73,831	54,000
Circulation per capita	5.1	1.5	3.9	3
In-library use of materials	24,254		9,000	7,500
Use per capita	1		1	1
Program attendance	13,567	3,405	2,900	2,000
Programs	316	104	170	150

Department Summaries

Library Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Library	1,175,777	1,279,683	1,299,124	1,275,017	(24,107)	(2%)
Total	1,175,777	1,279,683	1,299,124	1,275,017	(24,107)	(2%)

Library Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	777,647	845,629	765,001	818,903	53,902	7%
	Fringe Benefits	288,087	299,124	354,227	294,884	(59,343)	(17%)
	Overtime	1,545	6,000	6,000	6,000	0	0%
	Employee Recognition	4,500	0	45,000	4,950	(40,050)	(89%)
	Overtime--Holiday	49	0	100	0	(100)	(100%)
	Total	1,071,828	1,150,753	1,170,328	1,124,737	(45,591)	(4%)
Other Operating Expenses	Supplies	69,972	79,800	81,300	102,100	20,800	26%
	Computer Expenditures	799	0	366	0	(366)	(100%)
	Services and Charges	23,312	32,250	32,250	29,500	(2,750)	(9%)
	Communications	6,523	7,880	7,880	9,480	1,600	20%
	Office Expenditures	2,048	3,000	2,000	0	(2,000)	(100%)
	Conferences, Training, & Dues	1,296	6,000	5,000	9,200	4,200	84%
	Total	103,949	128,930	128,796	150,280	21,484	17%
Total		1,175,777	1,279,683	1,299,124	1,275,017	(24,107)	(2%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Division expenditures are projected to be \$19,441, or 1.5 percent, higher than budgeted.
- Most of the division's projected increase over the budgeted amount is due to higher than anticipated fringe benefits and employee recognition awards.

Fiscal Year 2023 Budget Highlights:

- Division expenditures are \$24,107, or 2 percent, less than the projected amount for Fiscal Year 2022.
- Personnel costs between projected Fiscal Year 2022 and proposed Fiscal Year 2023 are expected to decrease 4 percent overall, primarily due to a decrease in employee recognition and fringe benefits costs.
- Supplies increase by \$20,800, or 26 percent, to accommodate a larger budget for books for both children and adults. The Fiscal Year 2022 books budget was approximately 50 percent of the most recent non Covid-19 year budget, and while we

are still operating in a pandemic, the Library has reopened and needs to be able to pursue new releases and replacement copies of popular materials.

- Services and charges decreased by \$2,750, or 9 percent, due to a restructuring of the payment accounts for several of our online reference services. These were originally paid from book accounts, but they should be considered reference services.
- The communications budget reflects a \$1,600, or 20 percent, increase that is in line with pricing directives from our Information Technology department.
- Office expenditures is primarily a Miscellaneous account, which is being phased out in Fiscal Year 2023, hence the 100 percent reduction in Fiscal Year 2023.
- Conferences, training, and dues increased \$4,200, or 84 percent, to accommodate training and professional development opportunities for staff who participate in national and regional library and technology associations. To support an initiative to increase and improve our Spanish language collections, this amount will fund more opportunities with organizations like REFORMA, the branch of ALA that focuses on serving Spanish speaking communities.

Fiscal Year 2022 Accomplishments:

- Reopened the Library and Computer Center on July 6, 2021 after an extended pandemic closure of facilities. The Library was the first department to reopen to the public. The Library also provided Books to Go to residents beginning July 6, 2020, a program that continues today.
- Partnered with the NAACP and CHEER on a national grant endeavor, Communities for Immunity, to educate residents about COVID-19 vaccination safety, hold vaccination clinic events off-site, and provide opportunities for residents to speak with health experts in multiple languages to address their questions and concerns on COVID-19.
- Distributed 12,032 N-95 masks and 9,140 COVID-19 rapid result testing kits, provided by Montgomery County, to Takoma Park residents between January and June 2022. This effort continues into Fiscal Year 2023.
- Evaluated all Library materials based on use, condition, and relevance to facilitate decommissioning items that were no longer serving residents' needs and interests. This also ensures that the collection that migrates to a temporary construction space and back to the new Library building is a wise use of resources.
- Evaluated all Library database subscriptions to ensure that the Library is providing interesting, unique online opportunities and not duplicating efforts of other local public libraries.

Department Summaries

- Transitioned Circle Time back to an in-person program, regularly serving more than 80 patrons weekly.
- Exceeded program attendance goals of 1,900 to serve more than 2,900 residents at Circle Times, author events, and special programs.
- Circulated almost 74,000 physical materials, including books, audiobooks, and music CDs, over the course of the year, exceeding our estimate of 70,000.

Fiscal Year 2023 Goals:

- Relocate the Library and Computer Center to a temporary space that provides continuity of service to residents.
- Navigate the construction process collaboratively with all City departments, community partners, and stakeholders.
- Embark on a new Spanish language outreach program called El Cuento: Lotería & Storytime in Spanish, made possible by a grant from the American Library Association (ALA) COVID-19 Relief Fund.
- Increase and update Spanish language collections in the Library by \$15,000, also through the grant from the ALA COVID-19 Relief Fund.
- Increase and update French and Amharic collections to improve services to patrons who prefer to read and listen in those languages.
- Work with Communications to update and improve the Library's website and digital presence.

Computer Learning Center

Division Purpose

We provide equipment and expert staff to assist users in accessing the Internet, word processing, spreadsheets, and more – in 37 languages, to users of all ages, every day of the week. We also maintain four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department. The Computer Center closed in March of 2020 and reopened in July 2021. We plan to provide a Computer Learning Center in a new location during the Library reconstruction.

Management Objectives

- Continue to provide excellent services and equipment in the Computer Center and Senior Room.
- Increase assistance provided to users of laptops, phones, and tablet computers, including both troubleshooting and help with installing and using apps, especially those which extend access to our digital resources.
- Computer Center services will be continued in a new location while the building is under construction.

Computer Learning Center Performance/Workload Measures:

<i>Measurement</i>	<i>Actual FY20</i>	<i>Actual FY21</i>	<i>Estimated FY22</i>	<i>Projected FY23</i>
<i>Number of Internet sessions (log-ons)</i>	2,829		2,500	2,000
<i>Hours Used</i>	1,961		2,040	1,500

Department Summaries

Computer Learning Center Division Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Computer Learning Center	98,420	117,381	125,108	126,539	1,432	1%
Total	98,420	117,381	125,108	126,539	1,432	1%

Computer Learning Center Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Wages	74,302	86,684	80,906	96,572	15,667	19%
	Fringe Benefits	22,415	22,997	33,140	25,077	(8,063)	(24%)
	Overtime	150	200	300	200	(100)	(33%)
	Employee Recognition	1,500	0	7,500	375	(7,125)	(95%)
	Total	98,367	109,881	121,846	122,224	379	0%
Other Operating Expenses	Computer Expenditures	0	5,200	2,000	3,000	1,000	50%
	Services and Charges	0	800	600	815	215	36%
	Office Expenditures	52	1,000	162	0	(162)	(100%)
	Conferences, Training, & Dues	0	500	500	500	0	0%
	Total	52	7,500	3,262	4,315	1,053	32%
Total		98,420	117,381	125,108	126,539	1,432	1%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Personnel expenses are projected to be \$11,965, or 11 percent, higher than the Fiscal Year 2022 budgeted amounts.
- Computer expenditures will decrease by \$3,200 to reflect that the Computer Center was able to avoid replacing some equipment in Fiscal Year 2022.
- Services and charges are projected to be \$200, or 25 percent lower than budgeted to reflect a decrease in commitments related to that line item.

Fiscal Year 2023 Budget Highlights:

- Division expenditures increase by \$1,432 or 1 percent, compared to projected Fiscal Year 2022.
- Citywide increases in personnel relating to base salaries, and simultaneous decreases to the fringe benefits in the Computer Center personnel costs, result in a \$379 increase of personnel costs between projected Fiscal Year 2022 and budgeted Fiscal Year 2023.
- Computer expenditures increase by \$1,000 in anticipation of needing to replace some hardware for the public computers and printing services in the Computer Center.

Department Summaries

- Conference, training, and dues will remain at \$500 primarily to fund attendance to the annual Computers in Libraries conference.

Fiscal Year 2022 Accomplishments:

- Reopened the Library and Computer Center on July 6, 2021 after an extended pandemic closure of facilities.
- Began off-site outreach activities to ensure that patrons who could not safely visit the Computer Center facilities still had opportunities to work with staff to improve their digital connectivity and function.
- Secured additional staff FTE to expand Computer Center hours to match those of the Library.

Fiscal Year 2023 Goals:

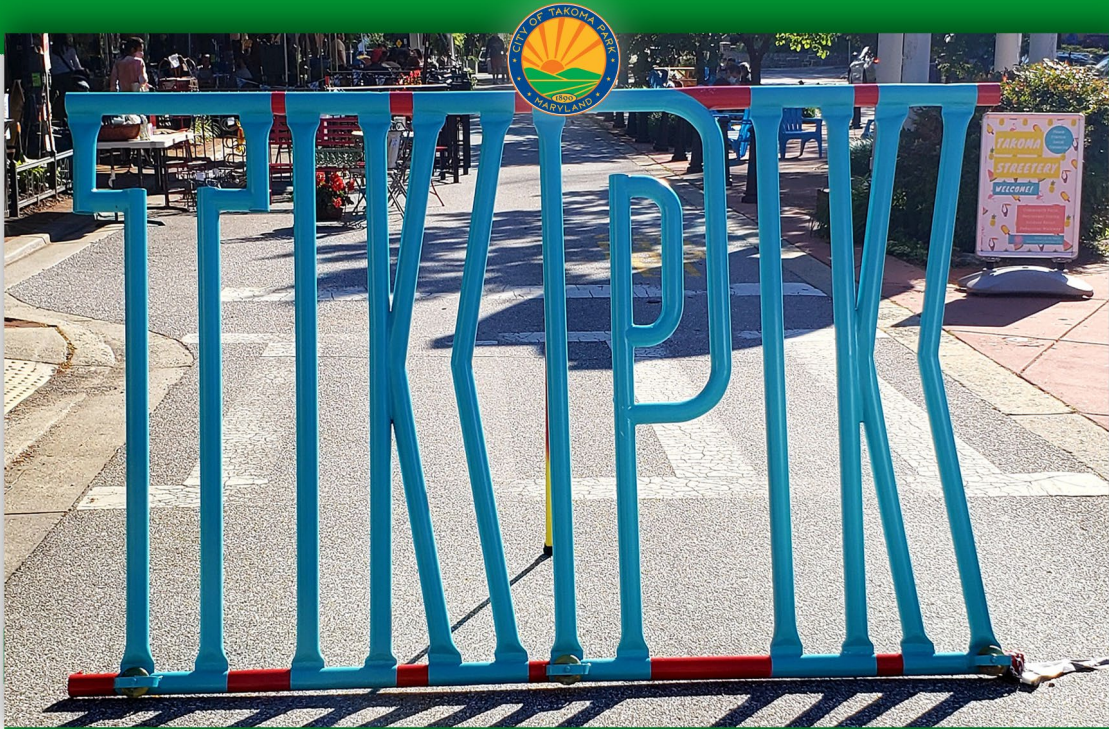
- Migrate services to temporary facilities during construction to ensure continuity and quality of service to residents.
- Continue off-site outreach activities to provide crucial services to residents unable to visit temporary facilities.

Department Summaries

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Inter-Departmental



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Inter-Departmental Summary 286

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.

Inter-Departmental Performance/Workload Measures

Measurement	Actual FY21	Estimated FY22	Projected FY23
Number of auto liability insurance claims	6	14	14
Number of general liability insurance claims	5	5	5
Number of police liability insurance claims	2	1	1
Number of public official insurance claims	0	0	0
Number of property insurance claims	1	1	1
Number of worker's compensation insurance claims	38	38	20
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	106	115	120

Source of Funds and Expenditure Tables

Inter-Departmental Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
General Fund	1,842,340	1,659,917	1,250,083	1,288,181	38,098	3%
Total	1,842,340	1,659,917	1,250,083	1,288,181	38,098	3%

Inter-Departmental Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Other Fringe Benefits	35,685	23,820	54,883	41,000	(13,883)	(25%)
	Revolving Fringe Benefits	0	1	0	0	0	-
	Workers Compensation	407,884	500,800	422,000	564,800	142,800	34%
	Total	443,569	524,621	476,883	605,800	128,917	27%
Supplies	Defibrillators	1,144	1,000	1,000	1,000	0	0%
	Total	1,144	1,000	1,000	1,000	0	0%
Contract Services	Employment Liabilities/Fidelity Bond	12,290	15,000	15,000	15,000	0	0%
	Envtl. Liability	588	600	0	600	600	-
	Excess Liability	4,609	6,000	6,000	6,000	0	0%
	General Liability	20,915	45,000	25,000	35,000	10,000	40%
	Legal Liability	22,017	25,000	30,000	32,000	2,000	7%
	Litigation/Admin. Hearing	2,500	2,500	0	2,500	2,500	-
	Motor Vehicle	73,853	80,000	75,000	80,000	5,000	7%
	Property Casualty	11,673	17,000	17,000	17,000	0	0%
	Total	148,446	191,100	168,000	188,100	20,100	12%
Other	Community Festivals	0	7,000	7,000	20,000	13,000	186%
	Covid Emergency Assistance Expenditure	435,763	0	200	0	(200)	(100%)
	Fees, Penalties & Write Off	534	0	0	0	0	-
	Fourth Of July Expenses	0	0	0	20,000	20,000	-
	General Contingency	0	135,696	0	135,281	135,281	-
	Grants	139,366	232,500	130,000	0	(130,000)	(100%)
	HCD-Partnership Programs	0	0	0	45,000	45,000	-
	Housing Fund Expenditure	442,970	210,000	185,000	0	(185,000)	(100%)
	Partnership Program	65,000	120,000	120,000	0	(120,000)	(100%)
	PropTax & Renters Rebate Program	132,589	200,000	140,000	150,000	10,000	7%
	Provision for Allowance	10,233	10,000	10,000	10,000	0	0%
	PW-Grants	0	0	0	35,000	35,000	-
	Recognition Non Cash	17,003	15,000	5,000	10,000	5,000	100%
	Recreation-Partnership Programs	0	0	0	55,000	55,000	-
	Training	0	6,000	3,000	6,000	3,000	100%
	Tuition Reimbursement	5,724	7,000	4,000	7,000	3,000	75%
	Total	1,249,182	943,196	604,200	493,281	(110,919)	(18%)
Total		1,842,340	1,659,917	1,250,083	1,288,181	38,098	3%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Expenditures are expected to be \$409,834, or 25 percent, less than budgeted.
- The variance is attributable mainly to unspent funds in workers' compensation (\$78,800), Housing CP2 Partnership program (\$75,000), Housing Fund expenditure (\$25,000) and the property tax credit and deferral program (\$60,000). The general contingency set-aside amount as required by City code (\$135,696) is also projected to be unspent.

Fiscal Year 2023 Budget Highlights:

- Expenditures are \$38,098, or 3 percent, higher than the projected expenditures for Fiscal Year 2022.
- 47 percent of division expenditures are personnel related, including the cost of workers' compensation insurance (\$564,800) which represents a \$142,800, or 34 percent, increase from projected Fiscal Year 2022.
- Services and charges account for 14 percent of division expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$185,600). This represents a \$17,600, or 10 percent, increase from Fiscal Year 2022. The insurance cost increase is mainly due to the addition of general liabilities of \$10,000 and motor vehicle of \$5,000 in the policy.
- Office Expenditures account for 11 percent of division expenditures. As required by the City Charter, one-half of one percent of revenues (\$135,281) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year.
- Approximately 38 percent of expenditures are categorized as special events and programs. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$150,000) is included in this category. There is an increase of \$10,000 from the projected Fiscal Year 2022 budget due to the addition of the property tax credit or deferral program.
- Financial support to external organizations is included in the special events and programs category. External entities will benefit from Housing Partnership Program (\$45,000), Recreation Partnership Program (\$55,000) and Public Works Grants (\$35,000). Partnership Program is decreased \$115,000 or 46 percent due to the availability of Federal Aid in the newly created ARPA Fund starting from Fiscal Year 2022. The Multi-Family Housing expenditure is also included in the ARPA Fund. In Fiscal Year 2023, the City will contribute \$100,000 to the Housing Reserve.

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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 2023. 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 2023, Police-related purchases include seven police cars, and body cameras and taser replacement. Public Works-related expenditures include a roll-off trailer, fuel dispensing software and aerial lift. Recreation Department purchases include a Recreation bus and replacement of the elliptical machine. IT-related purchases include improvement of server security.

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 construction and traffic calming of \$300,000 (from the Speed Camera Fund) and street rehabilitation funding of \$400,000 (\$273,825 of which will be from the ARPA fund and \$126,175 from the General Fund). Work to make existing sidewalks compliant with the Americans with Disability Act continues with funding of \$510,000. Funding is also included for bike infrastructure improvements (\$40,000), and the Public Space Management Plan, funded by ARPA (\$90,000). The General Fund expenditures include partial funding for the ongoing development of the New Hampshire Avenue Bikeway Design, with the majority of funding coming from the Special Revenue Fund.

The Library will be undergoing renovation and expansion over the next several years. Detailed design and engineering for the Library should be completed, with construction anticipated to begin in Fiscal Year 2023. About \$7.5 million is budgeted to be spent, financed by the City Bond and the State Grant.

Park Development

There is no budget proposed for park development in Fiscal Year 2023.

Facilities

The City sets aside funding in the Facility Maintenance Reserve to address needed smaller-scale facility improvements. The projects included in Fiscal Year 2023 are installation of HVAC controls for the third floor of the Community Center (\$40,000) and epoxy coating of the lower parking lot (\$15,000). In Fiscal Year 2022, the City completed the design plans for the renovation of the lower level of the Community Center, including closing in the atrium opening. Funding of \$1,000,000 has been allocated in the ARPA budget for that project.

Stormwater Management

In Fiscal Year 2023, funding of \$250,000 is included in the budget for the Takoma Branch Stream Restoration.

Additional information about the Stormwater Management budget can be found on in the Stormwater Fund chapter.

Five Year Plan Fiscal Year 23 - Fiscal Year 27 by Department

Use of Funds by Department and Fund

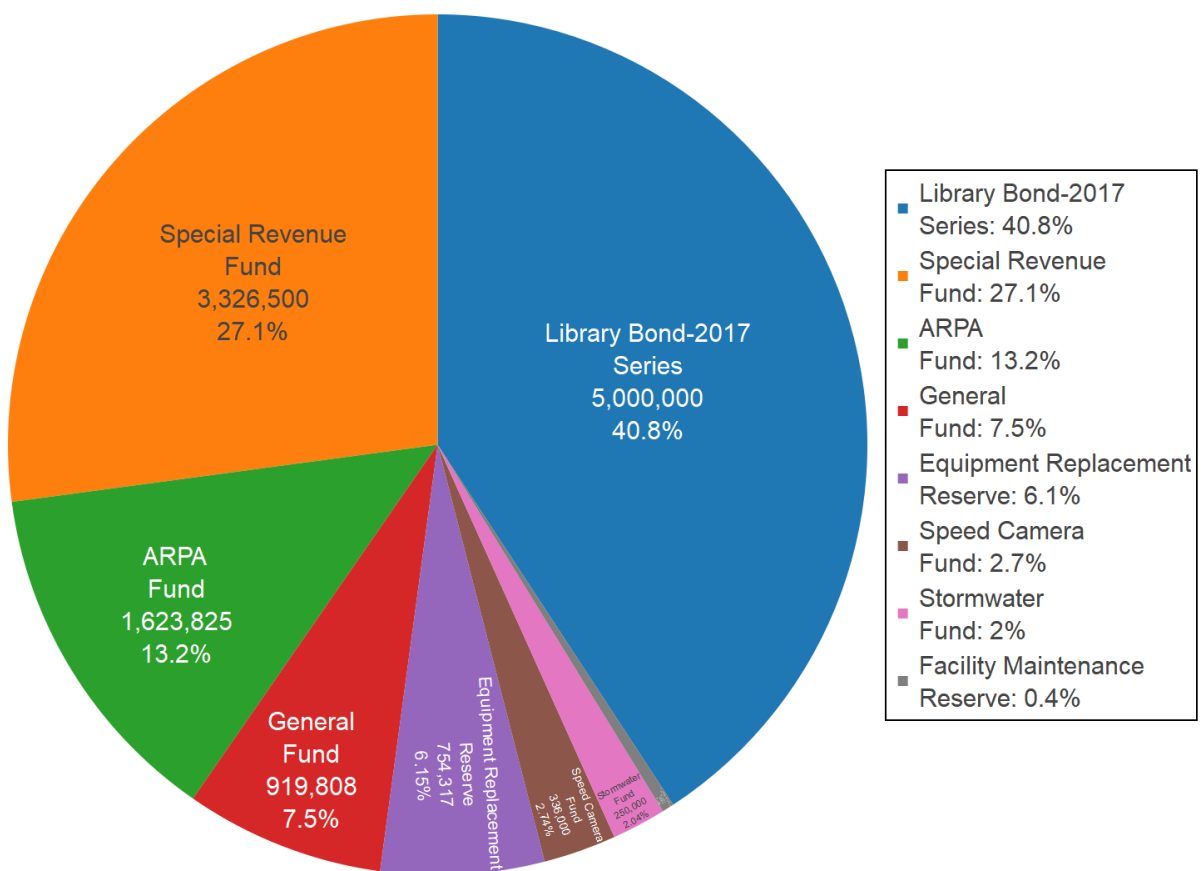
Department/Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27	Total
City Administration							
General Fund-Equipment Replacement	5,000	-	-	40,469	27,200	-	72,669
Total City Administration	5,000	-	-	40,469	27,200	-	72,669
Information Technology							
General Fund		20,000	25,000	-	-	-	45,000
General Fund-Equipment Replacement	114,194	40,000	25,000	116,000	92,607	272,427	660,228
Total Information Technology	114,194	60,000	50,000	116,000	92,607	272,427	705,228
Police							
General Fund	263,400	125,258	62,500	63,500	65,000	65,000	644,658
General Fund-Equipment Replacement	304,500	479,769	798,328	522,336	372,655	355,786	2,833,374
Speed Camera Fund	51,000	6,000	6,000	6,000	6,000	6,000	81,000
Total Police	618,900	611,027	866,828	591,836	443,655	426,786	3,559,032
Public Works							
General Fund	1,120,000	656,175	1,620,000	1,470,000	3,670,000	2,820,000	11,356,175
General Fund-Equipment Replacement	591,731	149,812	769,362	69,619	327,330	693,621	2,601,475
General Fund-Building Maintenance	200,000	55,000	75,000	-	18,000	-	348,000
ARPA Fund-Building Maintenance		1,273,825	-	-	-	-	1,273,825
Speed Camera Fund		330,000	-	-	-	-	330,000
Special Revenue Fund	52,017	-	125,000	-	-	-	177,017
Stormwater Management Fund	644,985	250,000	200,000	200,000	200,000	200,000	1,694,985
Total Public Works	2,608,733	2,714,812	2,789,362	1,739,619	4,215,330	3,713,621	17,781,477
Recreation							
General Fund-Equipment Replacement		84,736	136,571	-	6,400	20,159	247,866
Total Recreation		84,736	136,571		6,400	20,159	247,866
Housing & Community Development							
General Fund	343,000	118,375	305,000	130,000	130,000	130,000	1,156,375
ARPA Fund		350,000	160,000	-	-	-	510,000
Special Revenue Fund	494,300	731,500	-	-	-	-	1,225,800
Total Housing & Community Development	837,300	1,199,875	465,000	130,000	130,000	130,000	2,892,175
Communications							
Special Revenue Fund	215,000	95,000	175,000	-	20,000	-	505,000
Total Communications	215,000	95,000	175,000	-	20,000	-	505,000
Library							
ARPA Fund		-	4,000,000	-	-	-	4,000,000
General Fund-2017 Series Bond	300,000	5,000,000	1,050,479	-	-	-	6,350,479
Special Revenue Fund	110,627	2,500,000	-	-	-	-	2,610,627
Total Library	410,627	7,500,000	5,050,479				12,961,106
CIP Grand Total (\$)	4,809,754	12,265,450	9,533,240	2,617,924	4,935,192	4,562,993	38,724,553

Capital Improvement

Fiscal Year 2023 Capital Improvement Projects by Funding Source

Fund	Amount	Percent
Equipment Replacement Reserve	754,317	6.1%
Facility Maintenance Reserve	55,000	0.4%
General Fund	919,808	7.5%
Library Bond-2017 Series	5,000,000	40.8%
ARPA Fund	1,623,825	13.2%
Speed Camera Fund	336,000	2.7%
Special Revenue Fund	3,326,500	27.1%
Stormwater Fund	250,000	2.0%
Total Capital Budget	12,265,450	100.0%

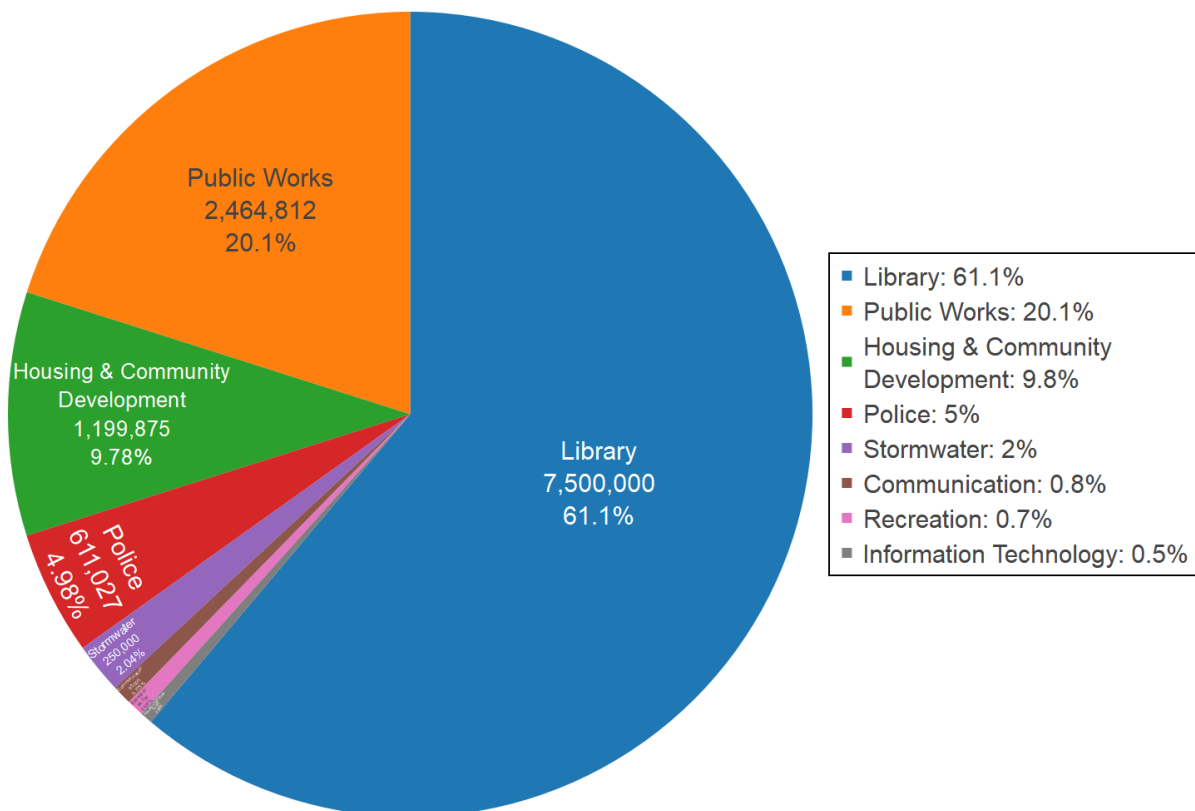
Total Capital Budget – \$12.3M



Capital Improvement

Fiscal Year 2023 Capital Improvement Expenditure by Department

Department	Amount	Percent
Information Technology	60,000	0.5%
Police	611,027	5.0%
Public Works	2,464,812	20.1%
Stormwater	250,000	2.0%
Recreation	84,736	0.7%
Housing & Community Development	1,199,875	9.8%
Communication	95,000	0.8%
Library	7,500,000	61.1%
Total Capital Budget	12,265,450	100.0%



CIP Summary

CIP SUMMARY	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
CIP Total – Items funded by Equipment Replacement Reserve	ERR	1,010,425	754,317	1,729,261	748,424	826,192	1,341,993
CIP Total – Items funded by Facility Maintenance Reserve	FMR	200,000	55,000	75,000	-	18,000	-
CIP Total – Items funded by General Fund – Capital Outlay	GF	1,731,400	919,808	2,012,500	1,663,500	3,865,000	3,015,000
CIP Total – Items funded by General Fund – Bond	Bond	300,000	5,000,000	1,050,479	-	-	-
CIP Total – General Fund		3,241,825	6,729,125	4,867,240	2,411,924	4,709,192	4,356,993
CIP Total – Items funded Through General Fund Operating Transfer to SRF	GF Transfer SRF	-	-	-	-	-	-
CIP Total – Items funded Through Speed Camera Program Fund	SCF	51,000	336,000	6,000	6,000	6,000	6,000
CIP Total – Items funded by Special Revenue Funds	SRF	871,944	3,326,500	300,000	-	20,000	-
CIP Total – Items funded by The American Rescue Plan Act	ARPA	-	1,623,825	4,160,000	-	-	-
CIP Total Stormwater Fund	SW	644,985	250,000	200,000	200,000	200,000	200,000
CIP GRAND TOTAL (\$)		4,809,754	12,265,450	9,533,240	2,617,924	4,935,192	4,562,993

Legend

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

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

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

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

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

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

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

General Government

CITY ADMINISTRATION	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
<i>Vehicles</i>							
Admin Pool Car (#298)	ERR	-	-	-	-	27,200	-
Admin Pool Car (#286)	ERR	-	-	-	40,469	-	-
Jackson-Boyd Park Sign	GF	5,000	-	-	-	-	-
TOTAL - CITY ADMINISTRATION (\$)		5,000	-	-	40,469	27,200	-

Jackson Boyd Park Sign

New signage is needed for Jackson-Boyd Park to demarcate and commemorate the location.

Administrative Pool Cars

Funds from the Equipment Replacement Reserve are needed in Fiscal Year 2025 and Fiscal Year 2026 to replace the City's administrative pool cars. These are cars that are shared between multiple Departments for off-site work such as bank visits, deliveries, best practices exchanges with other jurisdictions, and other miscellaneous transport needs.

Information Technology

INFORMATION TECHNOLOGY	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
<i>Equipment & Software</i>							
Door Security & ID Software	ERR	-	-	-	-	-	40,317
Surveillance for PW/REC/Heffner	ERR	-	-	-	-	-	47,038
Upgrade Network Switches and Router	ERR	40,000	-	-	53,000	-	99,061
Smartboards Refresh (Community Center & Public Works)	ERR	-	30,000	25,000	63,000	-	-
Enhanced Datacenter Security & Firewall	GF	-	10,000	25,000	-	-	-
Establish Cloud Virtual Site Infrastructure	GF	-	10,000	-	-	-	-
Servers Infrastructure	ERR	74,194	10,000	-	-	-	86,011
Government Services Financial Software	ERR	-	-	-	-	92,607	-
TOTAL - INFORMATION TECHNOLOGY (\$)		114,194	60,000	50,000	116,000	92,607	272,427

Document Storage & Management System (DMS)

This amount is to implement a document storage & management system that will likely also require annual recurring subscription expenses that will be determined by the system that is selected and purchased. The system will be used by all departments with a heavy emphasis on Housing and Community Development, the Police Department to securely and efficiently store, retrieve, and archive documents and records.

Smartboard Refresh

Smartboards are used in the Community Center and Public Works facilities for presentations and collaboration. The existing units are over 6 years old, frequently failing, are no longer maintainable, and need to be replaced.

Enhanced Datacenter Security and Firewall

With evolving security risks and vulnerabilities, enhanced security hardware and software is required to maintain a secure IT infrastructure environment at the City, providing staff with secure connectivity to on-site and external software applications and Internet services.

Establish Cloud Virtual Site Infrastructure

Migrating (over time) premise IT infrastructure to the cloud will improve security, simplifies IT configurations, increases agility and flexibility, improves scalability, and provides improved disaster recovery.

Network Communications Equipment

The network communications equipment includes switches, routers, and load balancing devices. This equipment provides staff with connectivity to on-site and external software applications and Internet services. Parts of this infrastructure needs to be periodically replaced before it is unsupportable and can no longer be maintained.

Server Infrastructure

Server Infrastructure consists of hardware systems needed to operate the City's local software applications, file sharing, staff authentication, and data storage operations. Parts of this infrastructure needs to be periodically replaced before it is unsupportable and can no longer be maintained.

Police Department

POLICE	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
Vehicles							
New Police Patrol Cars	GF	65,000	-	-	-	-	-
Police Patrol Cars (#293,294,295,288) \$60,900/car	ERR	243,600	-	-	-	-	-
Police SUVs (#300) \$60,900/car	ERR	60,900	-	-	-	-	-
Police Cars (#301,302,303,314,322,329,336) \$63,945/car	ERR	-	447,615	-	-	-	-
Parking Enforcement Van (#299)	ERR	-	-	30,500	-	-	-
Police K-9 Patrol Car (#337)	ERR	-	-	46,500	-	-	-
Police Patrol Cars (#304,305,306,307,308,309,310,311,312,) \$66,692/car	ERR	-	-	600,228	-	-	-
Police Small Van (#313)	ERR	-	-	42,300	-	-	-
Police Transit Van (#315)	ERR	-	-	33,800	-	-	-
Police Truck (#322)	ERR	-	-	45,000	-	-	-
Police Cars (#323,324,325,326,327,328,329) \$70,026/car	ERR	-	-	-	490,182	-	-
Police Patrol Cars (#333, 334, 335) \$70,026/car	ERR	-	-	-	-	280,104	-
Police K-9 Patrol Car (#289)	ERR	-	-	-	-	53,551	75,682
Code Car - #269	ERR	-	-	-	-	39,000	-
Police Patrol Cars (#266,267,273,274)\$70,026/car	ERR	-	-	-	-	-	280,104
Equipment							
Camera Trailer	SCF	33,000	-	-	-	-	-
Fleet Camera	GF	-	50,358	-	-	-	-
Field Radio Equipment	GF	35,000	36,500	37,500	38,500	40,000	40,000
Mobile Computers	GF	150,000	25,000	25,000	25,000	25,000	25,000
Body Camera & Taser Replacement	ERR	-	32,154	-	32,154	-	-
License Plate Reader	GF	13,400	13,400	-	-	-	-
Bike Patrol Unit Equipment	SCF	18,000	6,000	6,000	6,000	6,000	6,000
TOTAL - POLICE (\$)		618,900	611,027	866,828	591,836	443,655	426,786

Fleet Camera

\$50,358 is included for the purchase and installation of in car (Fleet) cameras in newly purchased Patrol cars. This continues our mission to ensure that all of our Patrol Fleet Vehicles are equipped with in car camera systems.

Field Radio Equipment

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

Mobile Computers

\$25,000 is included for the purchase of any additionally needed Mobile Computers needed for new vehicles, and to upgrade, as needed, current computers and antennas.

License Plate Reader

The Fiscal Year 2023 budget includes \$13,400 for the replacement of existing older License Plate Reader systems that have aging technology that is no longer compatible with newer systems.

Body Camera and Taser Replacement

\$32,154 is included in the budget for the replacement and/or upgrade of body worn cameras and Tasers.

Bike Patrol Unit Equipment

The Fiscal Year 2023 budget includes \$6,000 for the upkeep of our newly purchased electric assist Patrol Mountain Bikes, and the purchase of any needed new equipment, bike patrol uniforms.

Public Works

PUBLIC WORKS	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
Vehicles							
Admin Vehicle (#262)	ERR	-	-	32,591	-	-	-
Electric Street Sweeper	SW	249,985	-	-	-	-	-
Electric Street Sweeper	ERR	249,985	-	-	-	-	-
Pick Up Truck (#260)	ERR	44,567	-	-	-	44,500	-
Building Mnt Van (#285)	ERR	-	-	-	-	30,680	-
Trash Truck (#271,272) \$315,000/truck	ERR	-	-	630,000	-	-	-
Dump Truck (#259)	ERR	-	-	-	-	168,150	-
Dump Truck (#330)	ERR	-	-	-	-	-	94,000
Equipment							
Leaf Boxes	ERR	6,935	-	-	-	9,000	-
Roadway Crackfilling Machine	ERR	-	-	45,000	-	-	-
Leaf Collection Vacuums	ERR	98,060	-	-	-	70,000	-
Pick-up Truck	ERR	31,277	-	-	-	-	-
Replace Riding Mower	ERR	15,200	-	-	-	-	-
Truck Tire Changer	ERR	15,365	-	-	-	-	-
Loader	ERR	124,897	-	-	-	-	-
Roll-Off Trailer	ERR	-	83,373	-	-	-	-
Vehicle Lift 2	ERR	5,445	-	-	-	-	-
Aerial Lift	ERR	-	48,439	-	-	-	-
Transmission Fuel Exchanger	ERR	-	-	6,706	-	-	-
Vehicle Lift 1	ERR	-	-	14,065	-	-	-
Vehicle Bay Exhaust System	ERR	-	-	41,000	-	-	-
Regular Tire Changer	ERR	-	-	-	11,365	-	-
Genisys Master Diagnostic	ERR	-	-	-	-	5,000	-
Fuel Dispensing Software & Equipment	ERR		18,000				
Chipper	ERR	-	-	-	-	-	57,174
Leave Box 2	ERR	-	-	-	-	-	9,500
Leaf Grinder	ERR	-	-	-	-	-	240,706
Leaf Vacuum #1076	ERR	-	-	-	-	-	60,000
Riding Mower 2	ERR	-	-	-	-	-	18,000
Salt Dome Cover	ERR	-	-	-	-	-	39,726
Streets & Sidewalks							
ADA Sidewalk Retrofit - Total FY20 Cost \$500,000		-	-	-	-	-	-
City Sidewalks	GF	250,000	160,000	300,000	-	-	-
SHA Sidewalks	GF	250,000	50,000	500,000	500,000	500,000	500,000
SHA Sidewalks	SCF	-	300,000	-	-	-	-

Capital Improvement

PUBLIC WORKS	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
<i>Flower Avenue Green Street Project - Total FY20 Cost \$4,150,181</i>							
<i>Anticipate unspent funds will be rolled over from FY21 to FY22</i>							
City Fund	Bond	-	-	-	-	-	-
City Match	GF	-	-	-	-	-	-
Montgomery County	SRF	-	-	-	-	-	-
National Fish & Wildlife Federation Grant	SW	-	-	-	-	-	-
SHA	GF	-	-	-	-	-	-
TAP - Retainage	SRF	52,017	-	-	-	-	-
WSSC	SRF	-	-	-	-	-	-
CDBG	SRF	-	-	-	-	-	-
New Sidewalk Design/Construction & Traffic Calming	GF	350,000	300,000	300,000	300,000	300,000	300,000
Street Light Upgrade	GF	20,000	20,000	20,000	20,000	20,000	20,000
Street Rehabilitation	GF	250,000	126,175	500,000	500,000	500,000	500,000
Street Rehabilitation	ARPA	-	273,825	-	-	-	-
<i>Building Facilities</i>							
Phase 2 Facility Design	GF	-	-	-	150,000	-	-
Phase 2 Construction	GF	-	-	-	-	850,000	-
<i>Community Center</i>							
Community Center Renovation-Atrium Floor	FMR	200,000					
Community Center Renovation-Atrium Floor	ARPA		1,000,000				
Chiller Water Pump	ERR	-	-	-	-	-	-
HVAC Control System	FMR	-	40,000	-	-	-	-
Epoxy Coat Walkway and LL Parking area	FMR	-	15,000	-	-	18,000	-
Police Department Construction	GF	-	-	-	-	1,500,000	1,500,000
Station Improvement	SCF	-	30,000	-	-	-	-
Third Floor Renovation (IT and Cable)		-	-	-	-	-	-
City Fund	FMR	-	-	75,000	-	-	-
Cable Grant	SRF	-	-	125,000	-	-	-
Emergency Generator Community Center rear	ERR				58,254		
Community Center rear 1st Floor roof	ERR						74,515
Front Elevator Upgrade	ERR	-	-	-	-	-	100,000
SUBTOTAL - PUBLIC WORKS (\$)		2,213,733	2,464,812	2,589,362	1,539,619	4,015,330	3,513,621
<i>Stormwater Management</i>							
Grant Ave and Holly Ave Bioretention Facility	SW	-	-	-	-	-	-

Capital Improvement

PUBLIC WORKS	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
Takoma Branch Stream Restoration - Phase 2	SW	-	250,000	-	-	-	-
13th and Hillwood Manor Playground	SW	55,000	-	-	-	-	-
Cockerville Ave Pipe Realignment (updated 1/4/2022)	SW	210,000	-	-	-	-	-
Elson Place Project (updated 1/4/2022)	SW	130,000	-	-	-	-	-
Glenside Dr and Carroll Ave	SW	-	-	-	-	-	-
Jefferson Ave Bio Retention Facility	SW	-	-	50,000	-	-	-
Albany and Baltimore Ave SW Treatment	SW	-	-	70,000	-	-	-
Houston Ave SW Treatment	SW	-	-	80,000	-	-	-
Extend SW System in Long Branch/Sligo Area	SW	-	-	-	150,000	-	-
Sligo Mill Dead End Erosion Control	SW	-	-	-	50,000	-	-
Maple Ave Parking Lot Program	SW	-	-	-	-	155,000	-
Flower Ave & Cherry Ave Outfall Stabilization	SW	-	-	-	-	45,000	-
Public Private Project on private property	SW	-	-	-	-	-	200,000
SUBTOTAL - STORMWATER MANAGEMENT (\$)		395,000	250,000	200,000	200,000	200,000	200,000
TOTAL - PUBLIC WORKS (\$)		2,608,733	2,714,812	2,789,362	1,739,619	4,215,330	3,713,621

Roll-Off Trailer

This equipment enables the City to haul 20 yard roll off containers. The City has two 20 yard roll off containers that are used for scrap metal storage and to store and haul debris as it accumulates such as street sweeping debris, wood waste or other materials. The trailer is towed by the City's large dump trucks. The original trailer was purchased in 2010 and has met its expected useful life.

Aerial Lift

This piece of equipment is used to provide access to elevated area. This equipment is used for tree trimming, lifting equipment such as leaf boxes into place and providing access for materials to higher elevations. The lift is on a trailer that can be moved into place as needed. The original lift was purchased in 2008 and has met its expected useful life. There have been improvements in the technology and the City anticipates easier performance from a newer model.

Fuel Dispensing Software

The current fuel dispensing software is on a platform no longer supported by the vendor. The software is used to track fuel use by City vehicles. The new system will work seamlessly with the gas fob system and fuel pumps the City currently has in place.

ADA Sidewalk Retrofits for City Sidewalks

This is part of an ongoing project, originally started in 2010 to repair existing city sidewalks along City streets to meet ADA regulations and improve pedestrian access and safety.

ADA Sidewalk Retrofits along State Highway

This funding is to address sidewalk repairs needed on sidewalks along State Highways. SHA informed the City that maintenance of the sidewalks along State roads was a municipal responsibility. The City began working on State Highway sidewalk compliance in Fiscal Year 2018 and anticipates the effort will require significant funding for many years to address all the sidewalks along State roads.

New Sidewalk Design/Construction & Traffic Calming

These funds are used to address resident requested new sidewalks and traffic calming. The funds are used for design and construction after going through the City's process for public input. The projects currently in development include:

- New sidewalk on Hopewell Avenue – in design
- Traffic Calming on Hopewell, Kentland & Larch Avenue – in design
- New sidewalk on Domer Avenue – in design
- New Sidewalk on Sligo Mill Road – in design
- New Sidewalk on Belford Place – request initiated
- New Sidewalk & One-Way Street Designation on Kansas Lane

Street Light Upgrade

Funding is allocated annually to enable new street lighting request or upgrades to lighting levels as requested by residents. The funds are also used to maintain and replace decorative streetlights damaged by others.

Street Rehabilitation

These funds are used for street resurfacing based on a pavement condition analysis.

Community Center Renovation, Atrium Floor

These funds are to complete the renovation of the lower level section of the Community Center. The project was begun in Fiscal Year 2022.

HVAC Control System

This project is to continue the installation of digital automated controls for the HVAC system by adding controls for all the HVAC units on the 3rd floor of the Community Center. This will then complete the automated control program for the entire Community Center.

Epoxy Coat the Walkway and Lower Level of the Community Center

These areas require a waterproof coating to be installed to enhance and protect the concrete surface of the lower level parking area and the walkway in the front of the Community Center. This resurfacing is recommended every three years to maintain integrity.

Third Floor Renovation of IT and Cable Office Areas

This project will renovate and reconfigure the space that these two Departments currently occupy and will provide enhanced work space and improved access and security.

Takoma Branch Stream Restoration Project

This section of stream, which is a stormwater outfall below 4th Avenue and Poplar Avenue has long experienced severe erosion. This project will restore the stream for a 100-foot section and rebuild the failing outfall. This project is considered a high priority to address environmental degradation currently taking place.

Recreation Center Redevelopment

Year 1 of this project is anticipated to provide facility improvements necessary to maintain the building. These include replacement of the roof and installation of an HVAC system for the weight room which has been closed since the pandemic due to insufficient ventilation and air filtering.

Recreation

RECREATION	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
<i>Vehicles</i>							
Recreation Bus Large (#242)	ERR	-	78,136	-	-	-	-
Recreation Bus (SAB) (#268)	ERR	-	-	62,733	-	-	-
<i>Equipment</i>							
Treadmills	ERR	-	-	7,338	-	6,400	-
Elliptical	ERR	-	6,600	-	-	-	-
Active Arcade Game - Game Room	ERR	-	-	6,500	-	-	-
<i>Other</i>							
Rec Programming Software - Active Network	ERR	-	-	60,000	-	-	-
Arcade Game - Game Room	ERR	-	-	-	-	-	20,159
TOTAL - RECREATION (\$)		-	84,736	136,571	-	6,400	20,159

Recreation Large Bus

The Fiscal Year 2023 Budget includes \$78,136 to replace the City's Large Bus. In Fiscal Year 2019, the Recreation Bus was used for a total of 38 trips which included trips for Camp, Seniors, and Teens. Trips also included internal usage (Administrative requests) from the Police, Housing Departments. Recreation anticipates a similar number of trips for Fiscal Year 2023 to include 17 trips for seniors, at least 7 teen trips, and at least 6 Administrative requests. The current Bus was purchased in 2007 and is currently 15 years old. This is the only vehicle that has a wheelchair lift and the senior program uses the lift regularly. The past few years, the chair lift on the vehicle has not worked properly and may have outlived its lifecycle. The Bus was originally scheduled to be replaced in 2017 according to the City's replacement schedule.

Elliptical

The Fiscal Year 2023 budget includes \$6,600 to replace the elliptical at the Takoma Park Recreation Center. The current unit is over 5 years old and will be replaced with a more efficient and modern machine.

Housing & Community Development

HOUSING & COMMUNITY	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
<i>Community Improvement</i>							
CDBG - Neighborhood Improvement	SRF	-	273,000	-	-	-	-
Lincoln Avenue	SRF	-	-	-	-	-	-
Bike Improvements	GF	57,500	40,000	40,000	40,000	40,000	40,000
Bus Shelter Improvements	GF	100,000	-	-	-	-	-
Public Art	GF	8,000	-	-	-	-	-
Public Land Management Plan Implementation	GF	15,000	-	90,000	90,000	90,000	90,000
Public Land Management Plan Implementation	ARPA	-	90,000	-	-	-	-
<i>New Hampshire Ave Bikeway Design Section A 22-23 & Section B</i>							
City Fund	GF	112,500	78,375	-	-	-	-
Grant A - 100%	SRF	269,659	203,100	-	-	-	-
Grant B - 100%	SRF	144,000	110,400	-	-	-	-
Grant B - 60%	SRF	36,391	-	-	-	-	-
<i>Takoma Park Economic Development Project</i>							
Streetary Partner MOU	SRF	44,250	-	-	-	-	-
Recreation Center Design Grant	SRF	-	145,000	-	-	-	-
Recreation Center Re-development	ARPA	-	160,000	160,000	-	-	-
Neighborhood Commercial Center Improvements	ARPA	-	100,000	-	-	-	-
Neighborhood Commercial Center Improvements	GF	-	-	175,000	-	-	-
Façade Grant-City Match	GF	50,000	-	-	-	-	-
TOTAL - HOUSING & COMMUNITY (\$)		837,300	1,199,875	465,000	130,000	130,000	130,000

CDBG – Neighborhood Improvements: \$273,000

The Fiscal Year 2023 budget includes \$273,000 in Community Development Block Grant funds for Neighborhood Improvements in CDBG-eligible areas. Specific project sites, to be identified in partnership with the Public Works Department, will be approved by Montgomery County to ensure compliance with federal requirements. The City has identified various neighborhood improvements that could be undertaken, including improvements to Toatley-Fraser Park in Ward 5.

New Hampshire Ave Bikeways – Design Section A – 100%: \$203,100

The Fiscal Year 2023 budget includes \$254,000 – 80 percent is grant funds and 20 percent is City funds – to complete the design and bid packet for Section A. The goal of this project is to create a two-directional bikeway on south-bound New Hampshire Avenue. This grant will complete design and construction documents for Section A, from Holton Lane to Auburn Avenue.

New Hampshire Bikeways – Design, Section B – 100%: \$110,400

The Fiscal Year 2023 budget includes \$138,000 – 80 percent is grant funds and 20 percent is City funds – to complete the design and bid packet for Section B. The goal of this project is to create a two-directional bikeway on south-bound New Hampshire Avenue. This grant will complete design and construction documents for Section B, from Auburn Avenue to Poplar Avenue.

Recreation Center Redevelopment: \$145,000

Architectural and engineering design for the redevelopment of the Recreation Center site. The need for a replacement Recreation Center has been identified by residents, staff, and elected officials as a key priority for the City of Takoma Park. The City has also identified the Recreation Center parcel as a potential redevelopment opportunity, providing additional housing density along the New Hampshire corridor. Funding will be used to provide capital support to the development of an improved Recreation Center and any potential additional uses.

Public Space Management Plan: \$90,000

The purpose of the Public Space Management Plan is to provide the vision, goals, and guidance on how public space will be used and maintained in Takoma Park. The City is working with the planning firm, CHPlaning to complete the plan.

Commercial Corridor Improvements: \$100,000

The Neighborhood Commercial Center Improvements funding allows the Housing & Community Development Department to meet two important economic development goals: 1) assisting the growth of local small businesses by supporting traditional start-up costs and 2) increasing investment in commercial properties through funding for exterior, physical property improvements. Funds are available for capital expenditures related to business expansion or relocation within the City of Takoma Park.

Bike Improvements

The FY23 budget includes \$40,000 for bike infrastructure like bike racks, sharrows, bike lanes, repair stations and signage as well as bike activities such as Bike to Work. Bike infrastructure is part of the City's climate change efforts and race equity considerations.

Communications

COMMUNICATIONS	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
<i>Equipment & Software</i>							
Auditorium Digital Video & Touch Panel System	SRF	-	-	5,000	-	5,000	-
Auditorium Camera System	SRF	-	-	120,000	-	-	-
Auditorium Hybrid Meeting AV Integration	SRF	-	20,000	-	-	-	-
Auditorium Lighting	SRF	-	15,000	-	-	-	-
Council Dais	SRF	-	-	50,000	-	-	-
Sports Production	SRF	5,000	15,000	-	-	15,000	-
Wireless Video	SRF	5,000	15,000	-	-	-	-
Cable TV 13 Editing & Playback Servers	SRF	165,000	-	-	-	-	-
Closed Captioning	SRF	40,000	-	-	-	-	-
Control Room Switcher	SRF	-	15,000	-	-	-	-
Mobile Interpretation System	SRF	-	15,000	-	-	-	-
TOTAL - COMMUNICATIONS (\$)		215,000	95,000	175,000	-	20,000	-

Cable Equipment

The Fiscal Year 2023 Budget includes \$95,000 in cable equipment and software from cable grants. This will cover upgrades to the lighting and hybrid meeting capability in the auditorium, control room, ASL and remote interpretation system. It will also cover smaller equipment to improve remote productions.

Library

LIBRARY	Fund	FY 22 Proj	FY 23	FY 24	FY 25	FY 26	FY 27
<i>Facilities</i>							
<i>Library Detail Design, Relocation, & Construction-Total FY20 Cost \$800,000</i>							
City Fund	Bond	300,000	5,000,000	1,050,479	-	-	-
Library State Grant	SRF	110,627	-	-	-	-	-
ARPA Fund	ARPA	-	-	4,000,000	-	-	-
Cable Grants	SRF	-	2,500,000	-	-	-	-
TOTAL - LIBRARY (\$)		410,627	7,500,000	5,050,479	-	-	-

Library Construction

\$2.5 million from Cable Grants will be spent towards the construction of the new Library building in Fiscal Year 2023, in addition to the remaining funds from the original \$7 million bond, ARPA funds, and any supplemental sources that are secured. Construction is expected to begin in Summer 2022 and conclude in Fiscal Year 2024. Between the \$2.5 million Cable Grant and \$5 million Library Bond funding, \$7.5 million is projected to be spent on Library construction in Fiscal Year 2023.

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ARPA Fund



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Fund Summary

Fund Overview

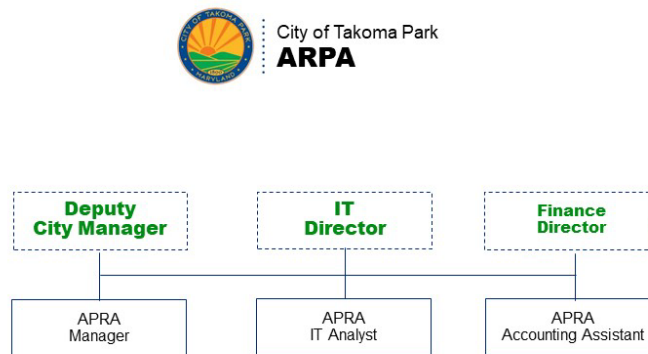
The U.S. Department of the Treasury (Treasury), through the American Rescue Plan Act of 2021 (ARPA), appropriated \$528.96 million to the State of Maryland to disburse ARPA grant funds for the Coronavirus State and Local Fiscal Recovery Fund (SLFRF) program to Non-Entitlement Units of Local Government (jurisdictions with a population below 50,000 persons) for the purpose of helping Americans recover from the public health crisis and negative economic impacts caused by the COVID-19 public health emergency. With a population below 50,000 persons, the City of Takoma Park had been designated as a Non-Entitlement Unit (NEU) of Local Government pursuant to the statute governing the American Rescue Plan Act (ARPA). Through ARPA, and the State of Maryland as the pass-through entity, the City of Takoma Park will receive a total of \$17,463,724.52 in federal funding to be used for the following statutory purposes:

5. 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;
6. To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers;
7. For the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full Fiscal Year prior to the emergency; and, WHEREAS, the State of Maryland serves as the pass-through entity for the disbursement of ARPA/SLFRF from Treasury to the City of Takoma Park; and, WHEREAS, and
8. To make necessary investments in water, sewer, and/or broadband infrastructure.

On March 9, 2022, the Takoma Park City Council approved the ARPA Spending Plan and adopted the budget for ARPA funded projects as described below and as outlined in Ordinance No. 2022-3.

Per Federal legislation, all ARPA funds must be obligated by December 2024 and expended in total by December 2026. Any remaining funds (not expended by December 2026) must be returned to the U.S. Treasury. ARPA funds are a one-time funding source and should not be allocated to costs anticipated by the City of Takoma Park that extend beyond 2026.

Organizational Chart



Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
ARPA 0070					
ARPA Manager - City Manager's Office	131,250	-	-	1	1
IT Analyst - Information Technology	76,725	-	-	1	1
Accounting Assistant - Finance	63,000	-	-	1	1
Total ARPA FTE	270,975	-	-	3	3
FTEs with benefits	270,975	-	-	3	3
FTEs without benefits	-	-	-	-	-
Total ARPA FTE	270,975	-	-	3	3
Total NA Department FTE	270,975	-	-	3	3

Management Objectives:

- By targeting ARPA relief to vulnerable populations, the City of Takoma 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. This is in accordance with Executive Order 13985, “Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.”
- Support the COVID-19 public health and economic response by addressing COVID-19 and its impact on public health as well as addressing economic harms to households, small businesses, nonprofits, impacted industries, and the public sector.
- Apply ARPA/SLFRF in support of the City of Takoma Park’s response to and recovery from the COVID-19 public health emergency. Ensure that resources are utilized judiciously to:
 - Fight the pandemic and support families and businesses struggling with its public health and economic impacts,
 - Maintain vital public services, even amid declines in revenue, and
 - Build a strong, resilient, and equitable recovery by making investments that support long-term growth and opportunity.

ARPA/SLFRF Project Descriptions

1) Emergency Rental Assistance: \$750,000

ARPA funding will be utilized to prevent Takoma Park residents from potential eviction from rental housing and homeownership. This is a continuation of efforts already underway with assistance from Montgomery County as well as local non-profits.

2) Mental Health Crisis 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.

3) Grants for Small Businesses: \$300,000

Short-term grants will be made available to small businesses, especially those which experienced economic harm during the pandemic, to meet rent and/or payroll obligations.

Grant funds will also be used for business expansion, business improvements, technical assistance, and development of products and services. Grants will be targeted to small businesses that did not previously receive pandemic related assistance as well as businesses outside the umbrella of existing business associations.

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

A portion of the Recreation Scholarships funding will be used for scholarships for any recreation classes and activities available. This will provide residents, who are otherwise unable to pay for services and programs, the opportunity to participate in programs offered. The remaining funds will be used for tutoring services (RFP to be issued) to assist Takoma Park students who are struggling with schoolwork.

5) Social Services Partnerships: \$3,000,000

Community Navigators, Grants to Non-Profits, and Direct Cash Assistance to Vulnerable Residents

The goal of this three-pronged program is 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, or who are at risk of being affected. The City will use \$2.3 million of the allocation to distribute as rapidly as practicable in Fiscal Years 2022 and 2023 in the form of cash payments directly to vulnerable residents, including residents living in rent-assisted apartments or enrolled in income-based programs. The remainder of funds (\$700,000) shall be used for the other two prongs of the program. In the second prong, the City will 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, to help connect them to available social services at the City, County and State levels. In the third prong, the City will develop an RFP and grant program for partnerships with area non-profits to evaluate and fill any gaps in social services provision in Takoma Park. The focus of this prong is on residents with low incomes and those who face barriers to accessing social services.

6) Lending Program: Wi-Fi Hotspots: \$3,000

The City will purchase 30 Wi-Fi hotspot units at approximately \$99/each, for a total of \$3,000 to expand internet access in Takoma Park to those who cannot afford to purchase services. The cost of administering the use of hotspot units has been built into the Library's regular General Fund budget.

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

The City will purchase 30 convertible 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. At a cost of approximately \$250 per laptop, plus \$70 for a 4 Year Laptop Accident Protection Plan, the total cost of purchasing laptops equals \$9,600. The remaining \$1,400 of this project line-item is to be spent on a secure cart that keeps computers charged and ready for checkout. Paired with the Wi-Fi hotspot lending and municipal broadband programs, this is part of the Library's effort to use ARPA funding to bridge the City's digital divide.

8) Municipal Broadband: \$400,000

This project will help bridge the digital divide, encourage workforce development, and support remote work and education. Monthly subsidies for broadband internet access will be made available for residents who are experiencing economic hardship, in particular those families who earn less than \$50,000 per year.

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

Loans and/or grants to multi-family property owners will incentivize rehabilitation and ensure availability of quality and affordable units. Loans and/or 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. ARPA/SLFRF housing rehab funds will be targeted to multi-family building owners (including condominiums) and their tenants who have low-to-moderate incomes and/or are most impacted economically by COVID-19.

10) Energy Efficiency Upgrades: \$500,000

Grants for energy efficiency upgrades will be targeted to multi-family buildings that are occupied by low-to moderate-income residents and homeowners with low-to moderate-incomes (including condominium unit ownership), and/or those who have been impacted economically by COVID-19. Small businesses would also be eligible to install high-efficiency utility systems (such as all-electric heating, cooling, water heating, insulation, air sealing measures, renewable energy systems, etc.) and associated repairs (e.g., ventilation improvements, moisture control, structural improvements). Funds for energy efficiency upgrades will be coordinated with the Housing Rehabilitation Fund and incorporate energy audit or other efficiency requirements as appropriate.

11) Workforce Development for Underemployed/Unemployed Residents: \$100,000

The changing landscape of work requires that more residents receive training and skills enhancement to increase economic opportunities over the long-run. Many City residents are underemployed or unemployed. This requires a focus on re-training and/or credentialing of residents who are seeking additional training and support.

12) Takoma Langley Crossroads Business Incubator: \$500,000

The services of the business incubator will be available to any resident of the City of Takoma Park. A permanent, brick and mortar home will be transformational to the Crossroads area and will provide stable employment for area residents, workforce training, and business incubation for restaurants and artisans. The City's financial support can be leveraged for rent, tenant improvements, property acquisition, or other needs of the businesses located within the Business Incubator.

13) Recreation Center Redevelopment: \$320,000

The Recreation Center building continues to host programming for residents and City offices. ARPA funds will support major repairs that might be needed while research is being completed on the center's redevelopment path. ARPA funds will also be used for design costs of the redevelopment as needed. Redevelopment of the facility will allow more space for social distancing and resident programs, as well as improve the ventilation system and overall usability of the facility by residents.

14) Community Center Renovation Budget: \$1,000,000

The first-floor lobby area will be reconfigured to improve the emergency call center work environment and allow social distancing. Additional office space and meeting rooms will be created as a result of this renovation project and will be made available for private mental health counseling as needed and other City functions.

15) Premium Pay for Essential Workers: \$272,000

This allocation will provide premium pay for City workers who performed essential work during the pandemic, defined by the Interim Final Rule as "work involving regular in-person interactions or regular physical handling of items that were also handled by others." ARPA funds will provide pay for employees who worked during the COVID-19 emergency, many of whom were hardest-hit by the pandemic. The proposed pay will be structured as a \$3,400 one-time lump sum payment to essential employees.

16) Financial Software Upgrade: \$165,000

The City's financial software will be upgraded to help City staff administer ARPA funds and City services more efficiently (budget monitoring, expense tracking, procurement, other administrative functions), facilitate greater transparency, and public reporting.

17) Interactive Online Budget Platform: \$124,000

The purchase of a user-friendly interactive web-based tool or budget explorer will help residents, Council and staff navigate the City's operating, ARPA and capital budgets. This will help users understand how the City spends taxpayer dollars, make it easier for the City to develop budget decisions, and preserve fiscal resources.

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

Due to inflation and supply chain issues related to the pandemic, the Library's original bond funding is no longer sufficient to complete the project as designed. ARPA funds will allow the City to move forward with the project without further delays or increases to the funding gap. This project ensures that the Library's services are improved and remain accessible to disproportionately impacted communities. These funds are on hold pending further Council review, including review of the value engineering study, construction manager recommendations, incorporation of bid alternatives into the RFP, and continued staff exploration of possible supplemental funding from other sources.

19) July Budget Amendment Temporary Administrative Positions \$2,005,000

The July budget amendment approved Fiscal Year 2022 costs (year one) for temporary hires to administer the ARPA program (ARPA Manager, IT Analyst, and Payroll & Accounting Specialist). As of February 2022, the recruitment process is underway for IT Analyst and Payroll/Accounting Specialist positions.

20) Façade Improvement Grant: \$8,000

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

21) Revenue Loss Reimbursement: \$1,191,900

Revenue loss reimbursement was budgeted in the Fiscal Year 2022 Adopted Budget to replenish revenue shortfalls in the General Fund resulting from the COVID-19 pandemic. Select projects will be earmarked for allocations from the revenue loss reimbursement amount.

22) Document Management Platform: \$100,000

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.

23) Food Insecurity RFP: \$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. The RFP sought applications for two program tracks: Supplemental

Nutrition Assistance Program (SNAP) enrollment (Track One), and Food Distribution (Track Two). Contracts were awarded in March 2022.

24) Community Engagement: \$100,000

Community engagement opportunities are essential for keeping City residents informed of the use of ARPA funds and outcomes of projects/programs over the course of the period of performance. To date, \$18,000 of ARPA funds have been expended for this purpose with the engagement of Resource X (consultants) to create an ARPA project database which assisted the City with determining project priorities. The input was received from City Council, staff and residents. Additional community engagement efforts will be conducted over the course of the project period to include the ARPA webpage, news feeds, and community meetings.

25) Public Space Management Plan: \$90,000

The purpose of the Public Space Management Plan is to provide the vision, goals, and guidance on how public space will be used and maintained in Takoma Park. The City is working with the planning firm, CHPlaning to complete the plan.

ARPA 5-Year Plan

ARPA/SLFRF Funded Projects Spending Plan FY22-FY26	Department	TOTAL ARPA FUNDS ALLOCATED	FY22	FY23	FY24	FY25	FY26
Lending Program: Wi-Fi Hotspots	Library	3,000	3,000	0	0	0	0
Lending Program: Laptops	Library	11,000	11,000	0	0	0	0
Workforce Development	HCD	100,000	0	100,000	0	0	0
Small Business Grants	HCD	300,000	150,000	150,000	0	0	0
Recreation Program Scholarships & Tutoring	Recreation	300,000	0	125,000	100,000	75,000	0
Municipal Broadband	Library	400,000	35,000	140,000	150,000	75,000	0
Emergency Rental Assistance	HCD	750,000	250,000	250,000	250,000	0	0
Energy Efficiency Upgrades: Weatherization, Electrification	Public Works	500,000	0	500,000	0	0	0
Takoma-Langley Crossroads Business Incubator	HCD	500,000	0	500,000	0	0	0
Mental Health Crisis Counselors	Police	600,000	100,000	250,000	250,000	0	0
Multi-Family Housing Rehabilitation	HCD	1,000,000	0	500,000	500,000	0	0
Community Connectors (Social Services Partnerships)	City Manager	350,000	0	200,000	150,000	0	0
Grants to Non-Profits (Social Services Partnerships)	City Manager	95,000	0	95,000	0	0	0
CP2 Grants	HCD	100,000	0	100,000	0	0	0
Community STEAM Quality of Life Grants	HCD	110,000	0	110,000	0	0	0
Mini Grants - Spark	HCD	25,000	0	25,000	0	0	0
Recreation STEAM Program	Recreation	20,000	0	20,000	0	0	0
Direct Cash Assistance (Social Services Partnerships)	City Manager	2,300,000	540,000	1,760,000	0	0	0
Recreation Center Redevelopment	HCD	320,000	0	160,000	160,000	0	0
Community Center Renovation	Public Works	1,000,000	0	1,000,000	0	0	0
Library Expansion	Library	4,000,000	0		4,000,000	0	0
Interactive Online Budget Tool	IT/Finance	124,000	0	124,000	0	0	0
Financial Software Upgrade	IT/Finance	165,000	0		165,000	0	0
Premium Pay for Essential Workers	HR	272,000	272,000	0	0	0	0
Street Rehabilitation	Public Works	273,825	0	273,825	0	0	0
Public Space Management	HCD	90,000	0	90,000	0	0	0
Neighborhood Commercial Center Improvements	HCD	100,000	0	100,000	0	0	0
Administrative Salaries/Benefits	HR	2,005,000	315,000	405,796	416,712	427,955	439,537
Façade Improvement Grant	HCD	8,000	8,000	0	0	0	0
Document Management Platform	IT	100,000	100,000	0	0	0	0
Food Insecurity RFP	HCD	250,000	0	90,000	90,000	70,000	0
Community Engagement	CM	100,000	18,000	20,000	20,000	20,000	22,000
ARPA Contingency	Finance	0	0	0	0	0	0
ARPA Fund Summary Total		16,271,825	1,802,000	7,088,621	6,251,712	667,955	461,537
General Fund Revenue Loss Reimbursement	Finance	1,191,900	1,191,900	0	0	0	0
TOTAL ARPA GRANT		17,463,725	2,993,900	7,088,621	6,251,712	667,955	461,537

Source of Funds and Expenditure Tables

ARPA Fund Source of Funds (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
ARPA-Federal Fund	0	7,539,962	7,539,962	8,731,862	1,191,900	16%
Total	0	7,539,962	7,539,962	8,731,862	1,191,900	16%

ARPA Fund Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
ARPA-Federal Fund	0	1,295,000	1,802,000	7,088,621	5,286,621	293%
Total	0	1,295,000	1,802,000	7,088,621	5,286,621	293%

ARPA Fund Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Employee Recognition (Premium Pay)	0	272,000	272,000	0	(272,000)	(100%)
	Fringe Benefits	0	0	30,368	87,454	57,086	188%
	Wages	0	315,000	284,632	318,342	33,710	12%
	Total	0	587,000	587,000	405,796	(181,204)	(31%)
Other Operating Expenses	Mental Health Counselors	0	0	100,000	250,000	150,000	150%
	Food Insecurity Program	0	250,000	0	90,000	90,000	-
	Workforce Development	0	0	0	100,000	100,000	-
	Multi-Family Housing Rehabilitation	0	0	0	500,000	500,000	-
	Social Services-Community Connectors	0	0	0	200,000	200,000	-
	Emergency Rental Assistance	0	250,000	250,000	250,000	0	0%
	Energy Efficiency Upgrades	0	0	0	500,000	500,000	-
	CIP-Street Rehabilitation	0	0	0	273,825	273,825	-
	Small Business Grants	0	0	150,000	150,000	0	0%
	Social Services-Direct Assistance	0	0	540,000	1,760,000	1,220,000	226%
	CIP-Neighborhood Comm Ctr	0	0	0	100,000	100,000	-
	CIP-Public Space Management	0	0	0	90,000	90,000	-
	Facade Grant-City Match	0	8,000	8,000	0	(8,000)	(100%)
	Social Services-Grants to Non-profits	0	0	0	350,000	350,000	-
	Lending Program: Laptops	0	0	11,000	0	(11,000)	(100%)
	Lending Program: WiFi Hotspots	0	0	3,000	0	(3,000)	(100%)
	Municipal Broadband	0	0	35,000	140,000	105,000	300%
	CIP-Community Center Renovation	0	0	0	1,000,000	1,000,000	-
	CIP-Rec Center Redevelopment	0	0	0	160,000	160,000	-
	Crossroads Business Incubator	0	0	0	500,000	500,000	-
	Document Management Platform	0	100,000	100,000	0	(100,000)	(100%)
	Interactive Online Budget Platform	0	0	0	124,000	124,000	-
	Recreation Scholarships & Tutoring	0	0	0	125,000	125,000	-
	ARPA Admin-Community Engagement	0	100,000	18,000	20,000	2,000	11%
	Total	0	708,000	1,215,000	6,682,825	5,467,825	450%
Total		0	1,295,000	1,802,000	7,088,621	5,286,621	293%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- In March 2022, City Council approved a budget of \$17,463,724.52 for ARPA that covers a period of five years, from 2022 – 2026. Projected Fiscal Year 2022

expenditures are \$1,802,000 which are \$507,000 or 39% over the budgeted amount due mainly to the City's direct assistance with social services programs.

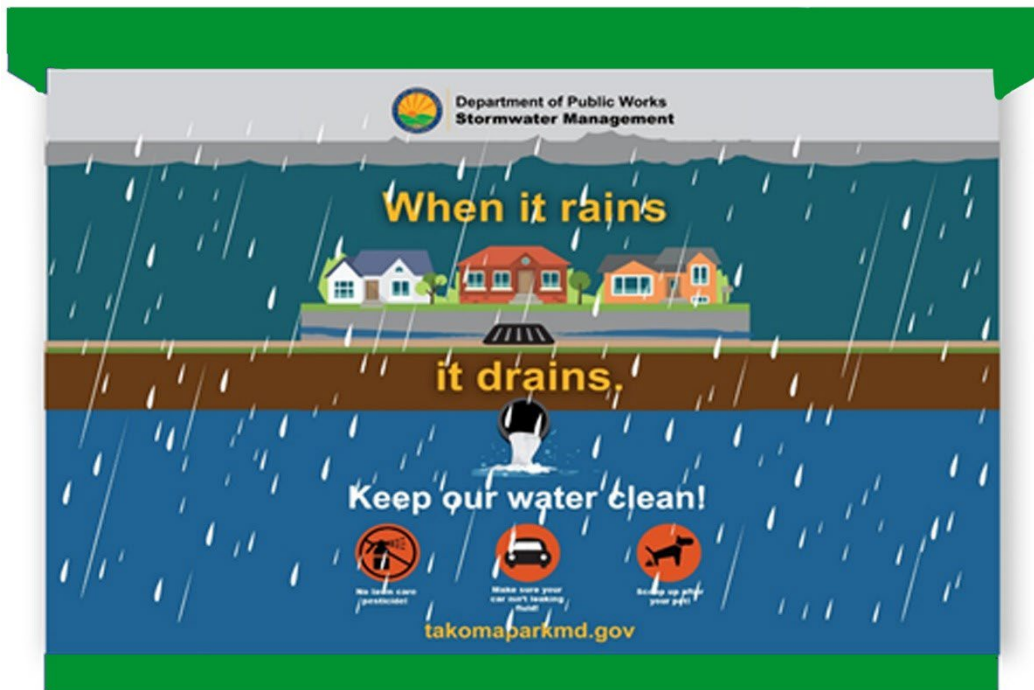
Fiscal Year 2023 Budget Highlights:

- Budgeted Fiscal Year 2023 ARPA expenditures are \$7,088,621.
- Wages and fringe benefits decrease by \$181,204, or 31 percent, compared to projected Fiscal Year 2022 since the employee recognition and premium pay to front line employees in Fiscal Year 2022 was a one-time payment.
- Of the \$3 million approved for Social Services Partnerships by the City Council in March 2022, \$2,310,000 is anticipated to be expended in Fiscal Year 2023 for grants to nonprofits (\$350,000), direct cash assistance to residents (\$1,760,000) and community connectors (\$200,000).
- City Council approved \$400,000 for municipal broadband projects. In Fiscal Year 2023, \$140,000 is anticipated to be expended, representing 35 percent of the total amount budgeted for municipal broadband projects.
- The City intends to expend all ARPA funds by December 2026 as required by law.

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Stormwater Management Fund



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Fund Summary

Fund Overview

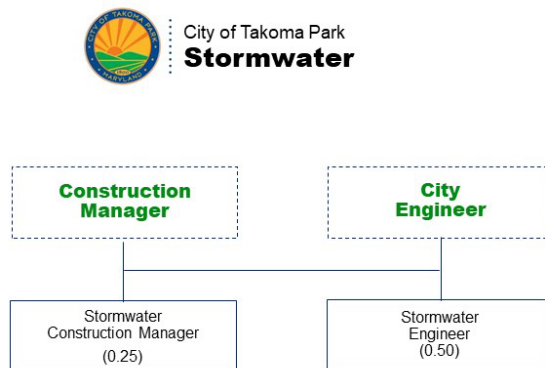
The City is responsible for providing stormwater management services, including construction, maintenance, and repair of storm drains, inlets, channels, and ditches. These services, which are directed by the Public Works Department, also include ensuring compliance with state and federal requirements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

All property owners in the City pay a stormwater utility fee that is based on the amount of impervious surface on their property. The City Council revised the fee structure in Fiscal Year 2022. The fee has a base rate of \$25 per 500 square feet of impervious surface.

Management Objectives:

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

Organizational Chart



Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Stormwater 0030					
City Engineer	61,928	0.5	0.5	0.5	-
Field Construction Manager	22,006	0.25	0.25	0.25	-
Total Stormwater FTE	83,934	0.75	0.75	0.75	-
FTEs with benefits	83,934	0.75	0.75	0.75	-
FTEs without benefits	-	-	-	-	-
Total Stormwater FTE	83,934	0.75	0.75	0.75	-
Total Stormwater Department FTE	83,934	0.75	0.75	0.75	-

Stormwater Management Fund Performance/Workload Measures:

Measurement	Actual FY20	Actual FY21	Estimated FY22	Projected FY23
Number of stormwater permits issued	2	11	5	5
Number of stormwater concept plans reviewed	1	7	7	5
Number of waivers granted	0	0	0	0
Linear feet of pipe inspected	7,463	10,263	10,000	10,000
Linear feet of pipe cleaned	6,244	7,014	6,000	5,000
Linear feet of pipe replaced	0	334	100	200
Linear feet of new pipe	2,443	95	825	0
Number of inlets repaired	26	5	10	10
Number of new inlets constructed	13	4	9	5
Square feet of infiltration facilities constructed	1,684	8,074	2,235	0

Source of Funds and Expenditure Tables

Stormwater Fund Source of Funds (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Stormwater Management Fund	598,147	704,500	758,325	761,375	3,050	0%
Total	598,147	704,500	758,325	761,375	3,050	0%

Stormwater Fund Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Stormwater Management Fund	398,442	1,305,801	1,268,814	734,226	(534,588)	(42%)
Total	398,442	1,305,801	1,268,814	734,226	(534,588)	(42%)

Stormwater Fund Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Fringe Benefits	26,720	32,565	30,000	32,792	2,792	9%
	Wages	76,700	80,636	69,229	83,934	14,705	21%
	Workers Compensation	2,000	2,000	2,000	1,200	(800)	(40%)
	Total	105,420	115,201	101,229	117,926	16,697	16%
Other Operating Expenses	Capital Outlay	5,997	668,000	644,985	250,000	(394,985)	(61%)
	Repairs & Maintenance	114,230	320,000	320,000	180,000	(140,000)	(44%)
	Services and Charges	172,460	202,600	202,600	183,300	(19,300)	(10%)
	Supplies	336	0	0	3,000	3,000	-
	Total	293,022	1,190,600	1,167,585	616,300	(551,285)	(47%)
Total		398,442	1,305,801	1,268,814	734,226	(534,588)	(42%)

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Departmental expenditures for Fiscal Year 2022 are projected to be \$36,987, or 3 percent, lower than budgeted.
- This decrease includes personnel costs that are \$13,972, or 12 percent, lower than the budgeted amount.
- This decrease also includes operating expenditures that are projected to be \$23,015, or 2 percent, less the budgeted amount due to lower costs for capital projects.

Fiscal Year 2023 Budget Highlights:

- Departmental expenditures are \$534,588, or 42 percent, lower than the projected amount for Fiscal Year 2022.
- Personnel costs are \$16,697 higher than projected Fiscal Year 2022.
- Personnel costs account for 16 percent of fund expenditures and include 0.5 FTE for the City Engineer and 0.25 FTE for the Construction Manager.
- Operating costs decrease by \$551,285 compared to projected Fiscal Year 2022 due mainly to reduced planned capital expenditure.
- Repairs and Maintenance account for 24.5 percent of fund expenditures.
- Services and Charges represent 25 percent of fund expenditures and include illicit discharge monitoring, vide inspection of a portion of the stormwater system, pipe and inlet cleaning, water quality testing, contractual maintenance of bioretention facilities and specialized engineering support.

- Capital expenditures represent 34 percent of fund expenditures. The single capital project planned for Fiscal Year 2023 is the Takoma Branch Stream Restoration, a project that has been in the design and development phase for many years.

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Special Revenue Funds



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Project Descriptions

General Government

Cable Equipment Grants: \$250,678

Capital equipment grant funds (cable grants and cable grants – CIP and Contracts) 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.

The Fiscal Year 2023 budget includes \$250,678 in cable equipment, contracts and software from the cable grants (ex., Adobe Cloud, photos/images, storage programs, graphics and templates). This will cover upgrades to the lighting and hybrid meeting capability in the auditorium, control room, ASL and remote interpretation system. It will also cover smaller equipment to improve remote productions.

Housing and Community Development

Takoma Park Cooperative Nursery School Grant: \$200,000

The City of Takoma Park, through a \$200,000 National Capital Strategic Economic Development Fund (NED) grant, is partnering with the Takoma Park Cooperative Nursery School (TPCNS) to assist with the renovation of TPCNS's current property to transform it into a vibrant school and community education center for young children and their families. The TPCNS is a 76-year old community institution that requires renovation to its building to accommodate the school's growth. The grant funds are for renovation and TPCNS will also contribute its own funds to the project.

Washington-McLaughlin School Grant: \$175,000

The City of Takoma Park, through a \$175,000 National Capital Strategic Economic Development Fund (NED) grant, is partnering with The Washington-McLaughlin School to assist with the architectural and engineering design to transform the campus into a multi-generational site that integrates senior housing and adult day-care services.

CDBG – Neighborhood Improvements: \$273,000

The fiscal year 23 budget includes \$273,000 in Community Development Block Grant funds for Neighborhood Improvements in CDBG-eligible areas. Specific project sites, to be identified in partnership with the Public Works Department, will be approved by Montgomery County to ensure compliance with federal requirements. The City has identified various neighborhood improvements that could be undertaken, including improvements to Toatley-Fraser Park in Ward 5.

New Hampshire Ave Bikeways – Design Section A – 100%: \$203,100

The fiscal year 23 budget includes \$254,000 – 80 percent of which is grant funded and 20 percent of which is City funded – to complete the design and bid packet for Section A. The goal of this project is to create a two-directional bikeway on south-bound New Hampshire Avenue. This grant will complete design and construction documents for Section A, from Holton Lane to Auburn Avenue.

New Hampshire Bikeways – Design, Section B – 100%: \$110,400

The fiscal year 23 budget includes \$138,000 – 80 percent of which is grant funded and 20 percent of which is City funded – to complete the design and bid packet for Section B. The goal of this project is to create a two-directional bikeway on south-bound New Hampshire Avenue. This grant will complete design and construction documents for Section B, from Auburn Avenue to Poplar Avenue.

Safe Routes to School: \$69,000

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

TKPK 5K Challenge: \$45,000

Organization, promotion and execution of annual TKPK5K event includes a 5K race/walk, 1-mile race and a 1/4-mile youth run. Staff expect to hold the race in person in May, 2023. The race is funded by registration fees, sponsorships and other donations. Proceeds are divided evenly among five local schools to fund PTA programs focusing on bike/pedestrian safety, health and fitness.

Recreation Center Redevelopment: \$145,000

Architectural and engineering design for the redevelopment of the Recreation Center site. The need for a replacement Recreation Center has been identified by residents, staff, and elected officials as a key priority for the City of Takoma Park. The City has also identified the Recreation Center parcel as a potential redevelopment opportunity, providing additional housing density along the New Hampshire corridor. Funding will be used to provide capital support to the development of an improved Recreation Center and any potential additional uses.

Affordable Homeownership Grant: \$500,000

The City of Takoma Park's Affordable Homeownership Opportunities Fund supports the acquisition of suitable properties through the City's Tenant Opportunity to Purchase law and other means to develop low-to-moderate-income homeownership opportunities that are subsidized to preserve a continuum of housing affordability in the City and homeownership opportunities.

6530 and 6600 New Hampshire Avenue Revitalization: \$500,000

The Fiscal Year 23 budget includes \$500,000 which is one-half of the Maryland National Capital Strategic Economic Development grant amount awarded for this project, for acquisition and design. This is a multi-phase project which includes the acquisition of the property located at 6530 New Hampshire Avenue, rehabilitating the existing abandoned building to create a conference center and commercial use space, and new construction to add additional floors to the existing building in order to create 18-20 housing units, as well as the acquisition of 6600 New Hampshire Avenue.

Library**Cable Grant, Library Construction: \$2,500,000**

\$2.5 million from a Cable Grant will be spent towards the construction of the new Library building in fiscal year 23, in addition to the remaining funds from the original \$7 million bond, ARPA funds, and any supplemental sources that are secured. Construction is expected to begin in Summer 2022 and conclude in Fiscal Year 2024. Between the \$2.5 million Cable Grant and \$1.8 million from the Library Bond funding, \$4.3 million is projected to be spent on Library construction in Fiscal Year 2023.

Fund Summary

Special Revenue Fund Source of Funds (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Affordable Homeownership Grant	0	0	0	500,000	500,000	-
Cable Equipment	188,335	177,500	177,500	165,000	(12,500)	(7%)
CDBG-ADA Sidewalk	0	91,000	0	0	0	-
CDBG Houston Court	0	91,000	0	0	0	-
CDBG Neighborhood Improvement	0	0	0	273,000	273,000	-
Communities For Immunity Award	0	22,993	22,993	0	(22,993)	(100%)
Community Change-America Walks	500	0	0	0	0	-
FY20 Census Grant	0	0	750	0	(750)	(100%)
Maryland Citizens for the Arts	2,946	3,150	3,148	0	(3,148)	(100%)
New Ave Bikeway-Section A	22,283	370,341	269,659	203,100	(66,559)	(25%)
New Ave Bikeway-Section B	135,566	180,392	180,391	110,400	(69,991)	(39%)
New Hampshire Ave 6530/6600 Grant	0	500,000	0	500,000	500,000	-
Recreation Center Design Grant	0	0	0	145,000	145,000	-
Safe Routes To Sch-Yr F & G	0	16,505	16,505	0	(16,505)	(100%)
SRTS TPIP	14,867	41,812	30,000	69,000	39,000	130%
State Facade Grant	0	100,000	100,000	0	(100,000)	(100%)
State Grant-Library Construction	189,373	110,627	110,627	0	(110,627)	(100%)
Streeterly Partner MOU	0	45,410	44,250	0	(44,250)	(100%)
Takoma Park Foundation Grant	0	1,645	1,645	1,645	0	0%
TKPK 5k Race	4,687	45,000	9,000	45,000	36,000	400%
TP Coop Nursery School	0	0	0	200,000	200,000	-
Transportation Grants	133,503	52,017	52,017	0	(52,017)	(100%)
Washington McLaughlin School Grant	0	0	0	175,000	175,000	-
WSSC-FLOWER AVE GREEN ST	76,978	117,873	15,149	0	(15,149)	(100%)
Total	769,038	1,967,265	1,033,634	2,387,145	1,353,511	131%

Special Revenue Fund Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Affordable Homeownership Grant	0	0	0	500,000	500,000	-
ARPA-Housing Emergency Assistance	0	1,160	0	0	0	-
Cable Grant-CIP	0	0	0	95,000	95,000	-
Cable Grant-Contracts	45,645	260,000	256,000	155,678	(100,322)	(39%)
Cable Grant-Library Const CIP	0	0	0	2,500,000	2,500,000	-
CDBG-ADA Sidewalk	0	91,000	0	0	0	-
CDBG Houston Court	0	91,000	0	0	0	-
CDBG Neighborhood Improvement CIP	0	0	0	273,000	273,000	-
Communities For Immunity Award	0	22,993	22,993	0	(22,993)	(100%)
Community Change-America Walks	500	0	0	0	0	-
Lincoln Ave Project-CIP PW	0	16,505	0	0	0	-
Maryland Citizens for the Arts	2,946	3,150	3,148	0	(3,148)	(100%)
New Ave Bikeway-A CIP HCD	22,283	370,341	269,659	203,100	(66,559)	(25%)
New Ave Bikeway-B CIP HCD	135,566	180,392	180,391	110,400	(69,991)	(39%)
New Hampshire Ave 6530-6600 Grant	0	500,000	0	500,000	500,000	-
Recreation Center Design Grant CIP	0	0	0	145,000	145,000	-
SRTS TPIP	14,867	41,812	30,000	69,000	39,000	130%
State Facade Grants	0	100,000	100,000	0	(100,000)	(100%)
State Grant-Library Const CIP	189,373	110,627	110,627	0	(110,627)	(100%)
Streeterly MOU-CIP HCD	0	44,250	44,250	0	(44,250)	(100%)
TKPK 5K Race	4,687	45,000	9,000	45,000	36,000	400%
TP Coop Nursery School	0	0	0	200,000	200,000	-
Transportation Grants-CIP PW	133,503	52,017	52,017	0	(52,017)	(100%)
Washington McLaughlin School Grant	0	0	0	175,000	175,000	-
WSSC-Flower Ave Grant Expenditure	76,978	117,873	0	0	0	-
Total	626,348	2,048,120	1,078,085	4,971,178	3,893,093	361%

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Speed Camera Fund



Speed Camera Fund 345

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Fund Summary

Fund Overview

The 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 reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. The City's Speed Camera Program went into effect on April 1, 2009.

Organizational Chart



Personnel Schedule

Personnel Staffing	FY23 Salaries	Actual FY21	Adjusted FY22	Adopted FY23	Change Adj. FY22-FY23
Speed Camera 0060					
Police Sergeant	89,118	1	1	1	-
Police Corporal	86,504	1	1	1	-
Photo Enforcement Analyst	53,106	1	1	1	-
Total Speed Camera FTE	228,728	3	3	3	-
FTEs with benefits	228,728	3	3	3	-
FTEs without benefits	-	-	-	-	-
Total Speed Camera FTE	228,728	3	3	3	-
Total Speed Camera Department FTE	228,728	3	3	3	-

Source of Funds and Expenditure Tables

Speed Camera Fund Source of Funds (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Speed Camera Fund	818,080	801,000	1,000,650	1,940,650	940,000	94%
Total	818,080	801,000	1,000,650	1,940,650	940,000	94%

Speed Camera Fund Expenditures (\$)

	Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Speed Camera Fund	823,810	884,462	859,786	1,795,522	935,736	109%
Total	823,810	884,462	859,786	1,795,522	935,736	109%

Speed Camera Fund Expenditures by Type (\$)

		Actual FY21	Adjusted FY22	Projected FY22	Adopted FY23	Change (\$) Proj FY22-FY23	Change (%) Proj FY22-FY23
Personnel	Car & Clothing Allowance	4,441	4,550	4,550	3,980	(570)	(13%)
	Employee Recognition	300	1,500	2,200	0	(2,200)	(100%)
	Fringe Benefits	122,860	130,488	129,949	128,254	(1,695)	(1%)
	Overtime	19,871	20,000	21,940	20,000	(1,940)	(9%)
	Wages	213,380	225,924	172,454	228,728	56,274	33%
	Workers Compensation	22,000	22,000	22,000	11,000	(11,000)	(50%)
	Total	382,852	404,462	353,093	391,962	38,869	11%
Other Operating Expenses	Ammo & Firearms	0	0	0	35,000	35,000	-
	Capital Outlay	26,946	51,000	51,000	336,000	285,000	559%
	Communications	0	0	0	86,981	86,981	-
	Conferences, Training, & Dues	0	0	0	53,025	53,025	-
	Recruitment	0	0	0	38,885	38,885	-
	Safety Projects	8,000	8,000	8,000	9,000	1,000	12%
	Services and Charges	406,012	420,500	447,193	844,169	396,976	89%
	Supplies	0	500	500	500	0	0%
	Total	440,958	480,000	506,693	1,403,560	896,867	177%
Total		823,810	884,462	859,786	1,795,522	935,736	109%

Adjusted Fiscal Year 2022 to Projected Fiscal Year 2022:

- Fund expenditures are expected to be \$24,676, or 3 percent, less than budgeted.
- The variance is due to a decrease in personnel costs due to a staff vacancy.

Fiscal Year 2023 Budget Highlights:

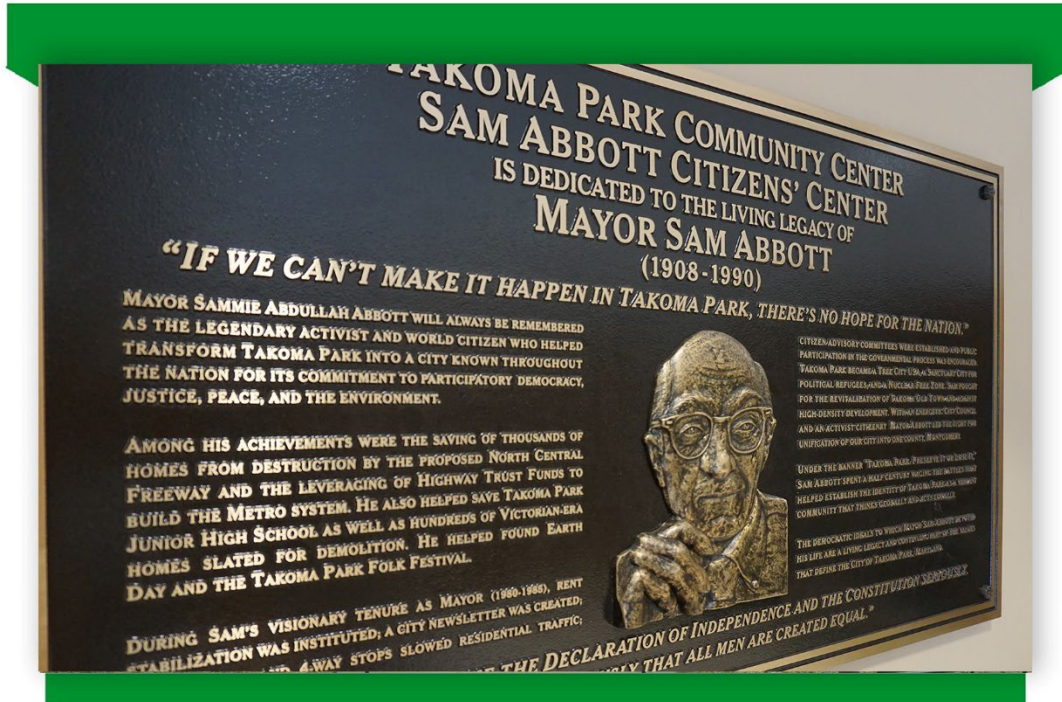
- Fund expenditures are expected to be \$1,795,522 - an increase of 109 percent - compared to projected expenditures for Fiscal Year 2022. The variance is due to the transfer of several contract charges from other divisions to reduce General Fund spending, as well as the addition of a new contract for red light cameras which is expected to result in increased revenues for the Speed Camera Fund.
- Fund FTEs remain the same.
- Personnel costs represent 21.8 percent of fund expenditures.
- Services and charges represent 47 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 (\$447,000). It also includes the cost of the new contract with Conduent for the maintenance and processing of red light camera tickets (\$155,575), and for contracts for the processing of parking citations and meter collections (\$65,044).

- Capital Outlay expenditures are budgeted at \$336,000 and represent 19 percent of fund expenditures. These funds will be used for the design and construction of new sidewalks and traffic calming measures. Funding is provided for the maintenance of electric assist and pedal powered bikes for the Bike Patrol Unit, including any needed replacement of associated equipment or uniforms (\$6,000), and for needed station improvements (\$30,000).

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Debt Service Summary



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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 \$14.3 million.

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

Community Center Bond 2015 Series:

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

The annual installments for the repayment of the bonds as of July 1, 2022 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	166,000	17,150	183,150
2024	171,000	12,170	183,170
2025	<u>176,000</u>	<u>7,040</u>	<u>183,040</u>
Total	<u>\$513,000</u>	<u>\$36,360</u>	<u>\$549,360</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, 2022 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	127,000	39,391	166,391
2024	129,500	36,787	166,287
2025	132,000	34,133	166,133
2026	135,000	31,143	166,143
2027	138,500	13,908	152,408
2028-2032	<u>758,500</u>	<u>86,771</u>	<u>845,271</u>
Total	<u>\$1,420,500</u>	<u>\$242,132</u>	<u>\$1,662,632</u>

Library Bond 2017 Series

In Fiscal Year 2019, the City issued a 30-year Local Government Infrastructure Bond 2017 Series A-2 in the amount of \$7,000,000. The bond proceeds are used for the design and renovation of the Library Facility and can be used in the Community Center as well. The principal and interest payments are going to be repaid semi-annually each year based upon the payment schedule presented by DHCD. The bond setup costs include \$41,883 fees and insurance and approximately \$175,000 cost of issuance. The final payment is due on June 30, 2047.

The annual installments for the repayment of the bonds as of July 1, 2022 are as follows:

Fiscal Years	Principal	Interest	Total
2023	169,000	219,484	388,484
2024	173,500	216,020	389,520
2025	175,500	212,463	387,963
2026	178,500	208,488	386,988
2027	184,500	204,088	388,588
2028-2047	<u>5,344,000</u>	<u>2,432,242</u>	<u>7,776,242</u>
Total	<u>\$6,225,000</u>	<u>\$3,492,786</u>	<u>\$ 9,717,786</u>

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 measureable, and expenditures are recognized in the period the liabilities are incurred.

Non-Departmental Expenditures – Operating expenditures that are not directly attributable to a specific department but rather are the costs to the City as a whole such as various insurance liabilities,

employee training, cultural programming, and contingency monies.

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

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

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

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

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

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

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

Resolution – A written motion adopted by vote of the City Council to set direction or policy, express the sense of the Council on an issue, approve memorandums of understanding or agreements,

making appointments, and for certain ceremonial purposes. Adoption, amendment, or repeal of the City Charter and annexation of property are substantive resolutions that have the force and effect of law.

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

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

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

Speed Camera Fund – A fund used to account for proceeds from the City's Speed Camera citations

and restricted for uses related to public safety and the safe speed program.

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

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

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

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

Appendix B

Ordinances

Introduced by: Councilmember Dyballa

First Reading: May 11, 2022
Second Reading: May 18, 2022

CITY OF TAKOMA PARK, MARYLAND ORDINANCE NO. 2022-14

AN ORDINANCE ESTABLISHING THE TAX RATES FOR FISCAL YEAR 2023, BEGINNING JULY 1, 2022 AND ENDING JUNE 30, 2023

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 2023 will exceed the constant yield tax rate of \$0.5195; and

WHEREAS, public budget hearings were held on April 13, 2022 and April 27, 2022.

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, 2022 all real and personal property which is subject to taxation by the City shall be subject to a tax on the assessed value of such real and personal property as such value is determined by the State Department of Assessments and Taxation, at the rate of:

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

SECTION 2. This Ordinance shall be effective July 1, 2022.

Adopted this 18th day of May, 2022, by roll-call vote as follows:

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

CITY OF TAKOMA PARK, MARYLAND
ORDINANCE NO. 2022-15

AN ORDINANCE APPROVING AND ADOPTING THE STORMWATER MANAGEMENT
BUDGET FOR FISCAL YEAR 2023, BEGINNING JULY 1, 2022
AND ENDING JUNE 30, 2023

- 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 2023, 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; and
 - 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 adopted hereto and by reference made a part hereof is hereby adopted for the Fiscal Year beginning July 1, 2022 and ending June 30, 2023. Said budget

provides for an appropriation in the amount of \$734,226 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, 2022.

Adopted by roll-call vote this 18th day of May, 2022 as follows:

AYES:	Stewart, Kovar, Dybala, Kostiuk, Seamens, Smith, Searcy
NAYS:	None
ABSENT:	None
ABSTAIN:	None

Introduced by: Councilmember Dyballa

First Reading: May 11, 2022
Second Reading: May 18, 2022

CITY OF TAKOMA PARK, MARYLAND ORDINANCE NO. 2022-16

AN ORDINANCE APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2023, BEGINNING JULY 1, 2022 AND ENDING JUNE 30, 2023

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 2023 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 13, 2022; 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 27, 2022; and

WHEREAS, in July 2021, the City received the first tranche of federal American Rescue Plan Act (ARPA) funding in the amount of \$8,731,862.26 through the State of Maryland, and the City will receive the second tranche of \$8,731,862.26 in (ARPA) funding from the State of Maryland in mid-July 2022; and

WHEREAS, the five-year ARPA spending plan in the amount of \$17.5 million was adopted by the City Council in January 2022. The top priority of the ARPA spending plan was to allow the City to respond to the impacts of the pandemic and provide for the well-being of its residents, businesses and staff, and the City Council worked very closely with the City Manager to determine the best uses of ARPA funds following the guidelines created by the U.S. Department of the Treasury; and

WHEREAS, after considering the recommended annual budget submitted by the City Manager on April 6th 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 2023; 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 \$27 million, which would be equivalent to \$4.6 million; and

WHEREAS, in the FY 2023 budget, the General Fund unassigned reserve is projected to be \$2.8 million; however, that level is determined to be acceptable due to the inclusion in the budget of restricted and other reserves totaling \$6.6 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; and

WHEREAS, the Council will continue to work toward reaching a level of 17% in future budgets, with a goal of doing so within a three-year period from the point at which the balance falls below the minimum.

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

SECTION 1. The budget adopted hereto and by reference made a part hereof is hereby adopted for the year commencing on July 1, 2022 and ending June 30, 2023.

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

Fund	Fiscal Year 2023 Appropriation
General Fund	\$ 34,104,647
Special Revenue Fund	4,971,178
Speed Camera Fund	1,795,522
ARPA Fund	7,088,621
GRAND TOTAL	\$ 47,959,968

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

Fund	Fiscal Year 2023 Appropriation
General Fund	\$7,048,409
Special Revenue Fund	\$2,584,033

SECTION 4. In accordance with Section 803 of the Charter of the City of Takoma Park, a general contingency account in the amount of \$135,281 has been included in the Non-Departmental budget unit of the General Fund.

SECTION 5. A five-year Capital Improvement Program for Fiscal Year 2023 through Fiscal Year 2027 has been developed as part of the budget and is attached hereto and incorporated herein by reference.

SECTION 6. The City Council hereby authorizes the transfer of \$600,000 from the General Fund unreserved fund balance to the Equipment Replacement Reserve.

SECTION 7. The City Council hereby authorizes the transfer of \$128,000 from the General Fund unreserved fund balance to the Facility Maintenance Reserve.

SECTION 8. The City Council hereby authorizes the transfer of \$100,000 from the General Fund unreserved fund balance to the Housing Reserve.

SECTION 9. It is hereby acknowledged that the City Council, in its capacity as the Stormwater Management Board, approved a Stormwater Management Fund budget for Fiscal Year 2023 by Ordinance No. 2022-15.

SECTION 10. City Council will review budget revenues, expenditures and economic projections throughout the fiscal year.

SECTION 11. Should any section of this Ordinance be determined to be invalid, such invalidity shall not affect any other sections.

SECTION 12. This Ordinance shall be effective July 1, 2022.

Adopted this 18th day of May, 2022 by roll-call vote as follows:

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