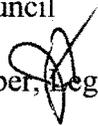


**MEMORANDUM**

May 6, 2010

TO: County Council

FROM: Justina Ferber,  Legislative Analyst

SUBJECT: Consent Calendar: FY11 Operating Budget  
**Office of Human Resources (General Fund, Excluding Compensation)**

**The MFP Committee unanimously recommends the Office of Human Resources budget be approved with the retention of the EEO Division in OHR.**

**The Committee requested reports from OHR in June or July on the tuition assistance program and the multilingual pay differential program restructuring.**

*Those expected for this worksession:*

- Joseph Adler, Director, Office of Human Resources (OHR)
- Kaye Beckley, Manager, Business Operations and Performance Division, OHR
- George Addae-Mintah, Manager, Classification and Administration, OHR
- Lori O'Brien, Management and Budget Specialist, OMB

The Executive's recommendation for the Office of Human Resources (OHR) budget is attached at ©1-8 and can be found on pages 32-1 to 32-8 of the budget.

**Overview**

This packet addresses the general fund portion of OHR's budget. Compensation and benefits are addressed by the Council Staff Director in a separate packet. The Executive's recommended budget for the General Fund portion of the OHR budget is \$5,642,840, a -33.8% reduction from the approved FY10 budget of \$8,522,410.

	<b>FY09 Actual</b>	<b>FY10 Approved</b>	<b>FY11 CE Recommended</b>	<b>% Change FY10-FY11</b>
<b>Expenditures:</b>				
<b>General Fund</b>	\$8,759,640	\$8,522,410	\$5,642,840	-33.8%
<b>Positions:</b>				
<b>Full-time</b>	80	80	71	11.3%
<b>Part-time</b>	4	6	6	0.0%
<b>TOTAL Positions</b>	84	86	77	2.4%
<b>WORKYEARS</b>	46.6	45.6	32.7	-28.3%

Productivity improvements and accomplishments are listed on pages 32-1 and 32-2 of the budget.

The County Executive's recommendation for the FY11 OHR budget is a reduction of \$2,879,570 from FY10. The reduction is a result of many factors including the shift of the Equal Employment Opportunity and Diversity Division to the Office of Human Rights, suspension of the Tuition Assistance program for FY11, lapsed positions, and decreases in various operating expenditures and contracts. Furlough days account for the reduction of \$221,210 and 1.7 workyears.

OHR underwent a department-wide reorganization during FY09 and is subject to a minor reorganization in FY11 with the shift of the EEO.

The budget identifies two items as changes *with service impacts*; the remainder of reductions, \$1,973,600 - some 40 items - are identified as changes *with no service impacts*.

<b>Changes with Service Impacts</b>	
Eliminate Tuition Assistance Shift	(\$835,000)
Reduce Psychologist Position Assigned to Stress Management Program to part-time	(\$70,970)
<b>Changes with Service Impacts TOTAL:</b>	<b>(\$905,970)</b>

Major changes listed below by Council staff are discussed division by division in this packet –

- Business Operations and Performance: Suspension of Classification studies
- Change Management, Training, and Organizational Development: Elimination of \$835,000 for the FY11 tuition assistance program.
- Equal Employment Opportunity and Diversity: Shift EEO operations to Office of Human Rights.
- Occupational Medical Services: Reduce Psychologist Position assigned to Stress Management Program.

Another issue is the multilingual pay differential for employees which was discussed during FY10 budget deliberations.

### **FY11 Expenditure Issues by Division**

**Director's Office:** Responsible for human resources policy development and planning, administration of human resources programs and customer service.

Adjustments in this division relate to reductions in operating expenditures to decrease expenses.

<b>Director's Office</b>	
<b>FY10 Expenditures \$716,830</b>	<b>FY10 3.8 Workyears</b>
<b>FY11 Expenditures \$722,460</b>	<b>FY11 3.5 Workyears</b>
-\$2,000	Reduce Misc. Food/Beverage Expenditures
-\$49,720	Reduce Paper, Mail, Printing and other Misc. operating expenditures – <i>Countywide paper reduction goal – will go online for most personnel services</i>
-\$15,840	Printing and Mail Adjustment - <i>reduction of printing &amp; mail costs beyond County goal</i>
-\$21,800	Reduce Other Education, Tuition and Training – <i>these reduction affect OHR employees only</i>
\$94,990; -0.3 wy	Miscellaneous adjustments – <i>adjustments are included for this division and for other adjustments that do not fit within another OHR division</i>

**Business Operations and Performance:** Comprised of the Classification, Compensation, Records Management, and Administration teams to ensure employees are appropriately compensated and provides records management.

Although most adjustments are for operating costs reductions, there is the abolishment of 1.0 workyear related to ePAF and the reduction of 1.0 workyear for lapse related to the suspension of Classification studies. The suspension of classification studies does not mean classification studies will cease, but they will be conducted and concluded at a slower pace and no consultants will assist OHR. Contractor costs for the Gainsharing program have been reduced by \$100,000; however, funds carried over from FY10 will help fund the program.

<b>Business Operations and Performance</b>	
<b>FY10 Expenditures \$2,024,020</b>	<b>FY10 15.5 Workyears</b>
<b>FY11 Expenditures \$1,500,320</b>	<b>FY11 13.1 Workyears</b>
-\$8,560; -0.2 wy	Abolish Data Entry Operator Position – <i>this position is abolished and 0.2 wy is in the General Fund</i>
-\$30,490; -0.3 wy	Shift Administrative Specialist III to ERP for 6 months – <i>this position will train in the ERP system and then implement in OHR</i>
-\$39,950; -0.7 wy	Abolish Imaging Operator I position w/ ePAF
-\$50,000	Decrease cost of ePAF Development - <i>ePAF development suspended due to ERP</i>
-\$50,000	Reduce Unified Data Modeler Support Contractor Cost – <i>this system connected and standardized info in all OHR systems (payroll, benefits, etc); development is suspended in anticipation of ERP and OHR staff will pick up some of the work</i>
-\$57,800	<b>Suspend Classification studies</b> – <i>studies will be conducted at a slower pace w/ no consultants</i>
-\$97,630; -1.0 wy	Lapse Human Resources Specialist II Pos Assigned to Planning and Conducting Classification studies – <i>vacant position</i>
-\$100,000	Decrease cost Gainsharing support contractor costs – <i>delay in implementation of program and some funds for the contract carried over from FY10 to FY11</i>
-\$89,270; -0.2 wy	Miscellaneous adjustments

**Change Management, Training, and Organizational Development:** Administers a centralized workforce development and change management program that recognizes employee's contributions, develops leadership competencies and facilitates professional and personal development and improved organizational effectiveness.

The major change in this division is the elimination of \$835,000 for the FY11 tuition assistance program.

<b>Change Management, Training, and Organizational Development</b>	
<b>FY10 Expenditures \$1,698,910</b>	<b>FY10 6.1 Workyears</b>
<b>FY11 Expenditures \$649,540</b>	<b>FY11 5.4 Workyears</b>
- \$6,000	Reduce employee awards – <i>expenses reduced for recognition awards for of 5, 10, 20, etc. years of County service</i>
-\$20,000	Reduce computer training expenditures – <i>for all County employees</i>
-\$29,500	Reduce Leadership Management Training Expenditures – <i>reduce costs of room rental; supplies, trainers – moving toward computer based training</i>
-\$46,870	Reduce Professional/Licensure Training Expenditures- <i>a change in the law altered therapists certification requirements; as additional staff is certified, demands for training costs decrease</i>
-\$47,730; -0.5 wy	Lapse Human resources Specialist II for Development and Administration of Training Programs – <i>vacant position</i>
-\$835,000	<b>Eliminate Tuition Assistance</b> – <i>funds for TAP are eliminated for FY11</i>
-\$64,270; -0.2 wy	Miscellaneous adjustments

**Selection and Recruitment:** Responsible for attracting, hiring, and promoting the County workforce.

The major changes in this division relate to the abolishment of 1.0 workyear and the lapse of another 1.0 workyear related to recruitment strategies.

<b>Selection and Recruitment</b>	
<b>FY10 Expenditures \$1,383,310</b>	<b>FY10 9.4 Workyears</b>
<b>FY11 Expenditures \$926,640</b>	<b>FY11 5.8 Workyears</b>
-\$29,500; -0.3 wy	Shift Human Resources Specialist III Pos - <i>– this position will train in the ERP system and then implement in OHR</i>
-\$31,400	Reduce advertising expenditures - <i>recruitment is down due to downsizing of County workforce</i>
-\$70,000	Reduce PeopleClick Enhancements – <i>enhancements suspended due to ERP implementation</i>

<b>Selection and Recruitment continued</b>	
-\$73,070; 1.0 wy	Lapse Human Resources Specialist III for Development and Implementation of Recruitment Strategies – <i>vacant position - recruitment is down due to downsizing of workforce</i>
-\$160,810; -1.0 wy	Abolish Human Resources Specialist III for Development of Recruitment Strategy - <i>recruitment is down due to downsizing of County workforce</i>
-\$91,890; -1.3 wy	Miscellaneous adjustments - <i>Includes the transfer of a Human Resources Specialist to Labor and Employee Relations</i>

**Labor and Employee Relations:** Negotiates collective bargaining agreements on behalf of the County Executive and provides early intervention strategies in workplace disputes.

The major change in this division is the abolishment of a Human Resources Specialist III position assigned to the administration of the County’s Grievance Procedure

<b>Labor and Employee Relations</b>	
FY10 Expenditures \$973,750	FY10 5.8 Workyears
FY11 Expenditures \$900,240	FY11 5.4 Workyears
-\$20,070	Reduce Misc. Operating expenses – <i>reduce training and negotiating expenses</i>
-\$34,260; -0.3 wy	Lapse Manager II position for 0.25 wy – <i>vacant position</i>
-\$41,000	Reduce Arbitration Services Expenditures – <i>free federal mediation services available</i>
-\$128,830; -1.0 wy	Abolish Human Resources Specialist III Assigned to the administration of the County’s Grievance Procedure – <i>duties will be reassigned to other staff</i>
\$150,650; 0.9 wy	Miscellaneous adjustments – <i>internal shift of staff to labor division</i>

**Equal Employment Opportunity and Diversity:** Investigates complaints of harassment and discrimination by and against employees and conducts mandatory and requested EEO training.

The major change in this division is the shift of the entire EEO operations to the Office of Human Rights. The Executive has proposed shifting the EEO Program from the Office of Human Resources to the Office of Human Rights, which involves the transfer of \$386,810 and three positions – a Manager II and two Human Resource Specialists. The transfer of a function currently performed by the Office of Human Resources to the County Attorney’s office is tied to the EEO program shift and would result in a \$44,200 transfer of funds from the Office of Human Rights.

This shift cannot take place without amending the County Code. Expedited Bill 12-10, Human Rights – Equal Employment Opportunity Program, was introduced on March 23; Council public hearing was April 20, and the HHS Committee worksession on the Bill and the Human Rights Commission budget is scheduled for April 28. Senior Legislative Attorney Drummer’s worksession packet discusses the relative merits of the proposed program transfer. A list of questions asked by Council staff with Executive staff responses are attached at ©10 and ©15.

Council staff highlights the following issues related to the transfer:

- Council staff disagrees with the Executive’s attribution of savings to this transfer. The three employees being transferred come with a full workload and perform a core human resources function. In addition, many of the functions of positions recommended for abolishment in Human Rights will be absorbed by existing Human Rights staff not the EEO unit.
- The investigation and resolution of discrimination complaints before they result in litigation is a core function of the Office of Human Resources. Combining internal and external investigatory functions in the Office of Human Rights may be confusing to employees and may result in lower numbers of complaints resolved internally.
- The transfer of the EEO unit may weaken the perception that EEO and Diversity Management are important to County management.
- It is appropriate to transfer the development of responses to EEO complaints filed with outside agencies from the EEO unit to the County Attorney’s Office to maintain the perception of the EEO unit as a fair and independent investigator of internal complaints.

Council staff understands that the reductions in the EEO division would take place even if the shift did not occur. Staff believes there is no major cost savings associated with the shift. Senior Legislative Attorney Drummer recommends against the enactment of Bill 12-10. Staff believes that EEO and Diversity Management are core Human Resources functions that should remain in OHR and agrees with the transfer of responses to EEO complaints filed with outside agencies to the County Attorney’s Office. (The County Attorney’s office would require a shift of funding from OHR of \$44,200 to defend EEO complaints.) The outcome of the April 28 HHS Committee discussions will be known by the time this packet is discussed.

<b>Equal Employment Opportunity and Diversity:</b>	
<b>FY10 Expenditures \$418,750</b>	<b>FY10 3.8 Workyears</b>
<b>FY11 Expenditures Shift \$</b>	<b>FY11 ShiftWorkyears</b>
- \$386,810; -3.0 wy	<b>Shift Equal Employment Opportunity and Diversity to Human Rights Commission – requires amendments to the County Code</b>
-\$1,250	Reduce education, tuition and training expenditures – of EEO employees
-\$2,000	Reduce job fairs and career days expenditures <i>reduces funding for job fairs and career days to \$5000</i>
-\$58,000; -1.0 wy	Abolish Principal Administrative Aide assigned to EEO team
\$29,310; 0.2 wy	Miscellaneous adjustments

**Benefits and Information Management:** Manages the County group insurance and retirement benefit programs and OHR’s technology efforts.

The major change in this budget is the increase in costs for claims and carrier administration.

<b>Benefits and Information Management</b>	
<b>FY10 Expenditures \$173,708,560</b>	<b>FY10 9.0 Workyears</b>
<b>FY11 Expenditures \$186,921,230</b>	<b>FY11 8.6 Workyears</b>
\$13,280,350	Increase cost in claims and carrier – actuary predicts health claims will go up
\$13,480; 0.2 wy	Shift Senior Information Technology position from General Fund to Employee health Benefit Self Insurance Fund – change in allocation for Sr. IT Tech to GF from 80% to 65%
-\$39,370; -0.4 wy	Shift 2 Senior Information Technology positions from General Fund to Employee Retirement System - 2 Sr. IT Techs absorbing Benefits and Retirement System work of IT Manager detailed to ERP
-\$53,790; -0.5 wy	Lapse (backfill) Manager III position currently assigned to ERP – <i>lapse of position which was filling in for position detailed to ERP</i>
\$12,000; 0.3 wy	Miscellaneous adjustments

**Occupational Medical Services:** Provides multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management.

The major changes in Occupational Medical Services relate to the reduction of a part-time psychologist position assigned to the Stress Management Program and elimination of the “Wellness” contract with Health Solutions. The “Wellness” contract provided health screenings and literature for employees. OHR believes a part-time psychologist will be adequate for the Stress Management program and the Employees Assistance Program will be used as backup.

<b>Occupational Medical Services</b>	
<b>FY10 Expenditures \$1,899,100</b>	<b>FY10 4.0 Workyears</b>
<b>FY11 Expenditures \$1,397,270</b>	<b>FY11 2.4 Workyears</b>
-\$9,450	Decrease flu shots expenditures - to reflect projected use
-\$16,600; -0.3 wy	Shift 30% of cost of administrative position to Employee Retirement System Fund – recommendation resulting from disability retirement reform evaluation
-\$39,000; -0.7 wy	Abolish Administrative Specialist I position – <i>vacant position</i>

<b>Occupational Medical Services continued</b>	
-\$70,970; -0.5	<b>Reduce Psychologist Position assigned to Stress Management Program</b> –convert psychologist position to part-time – will use EAP if workload over capacity
-\$148,070	Annualization of FY10 Savings from Single OMS fixed price contract for Physician Services – contract savings extended into FY11 when two contracts were combined in FY10 for efficiencies
-\$186,210	Eliminate Wellness contract with Health Solutions – Provides health screenings and literature
-\$31,530; -0.1 wy	Miscellaneous adjustments

### Chargebacks

The recommended OHR operating budget does not include a total of \$3,415,940 and 12.5 workyears that are charged to other accounts. The previous table shows a breakout of chargeback totals. The funding and workyears that are charged back are included in the respective receiving departments' budgets.

### FY11 CE Recommended Chargebacks

Chargebacks	Total Funds	Workyears
CIP	\$1,057,550	8.4
Fire and Rescue Service	\$1,502,310	1.2
Motor Pool	\$71,320	0.1
Health and Human Services	\$74,720	0.1
Liquor Control	\$56,040	0.1
Bethesda Parking District	\$4,340	0
Montg. Hills Parking District	\$80	0
Silver Spring Parking District	\$5,070	0
Wheaton Parking District	\$700	0
Permitting Services	\$8,490	0
Police	\$243,040	2
Recreation	\$49,250	0.1
Solid Waste Collection	\$250	0
Solid Waste Disposal	\$2,040	0
Mass Transit	\$336,250	0.5
Vacuum Leaf Collection	\$1,100	0
Bethesda Urban District	\$60	0
Silver Spring Urban District	\$2,050	0
Wheaton Urban District	\$1,280	0
<b>Total:</b>	<b>\$3,415,940</b>	<b>12.5</b>

## Multilingual Pay Differential

Staff has identified the multilingual pay differential as a potential reduction. The Council could suspend the multilingual pay differential benefit for a savings of approximately \$995,330 for FY11. Consideration should be given to restructuring multilingual pay during the suspension. The multilingual pay differential is a bargained benefit; and if the Council decides not to fund the pay differential, it becomes a collective bargaining issue. The amount of the differential varies by bargaining group.

The County's Personnel Regulations<sup>1</sup> provide a multilingual pay differential to employees who are fluent in English and: (1) are certified by OHR as having basic or advanced multilingual skills; (b) are assigned to a position designated for a multilingual pay differential or who fill a general department need for specific language skills; and (c) actually provide or are available to provide multilingual services in the course of employment. Relevant sections of County regulations are attached beginning at ©19. The pay differential amount is specified in Montgomery County's collective bargaining agreements with MCGEO, FOP, and the IAFF. Unrepresented employees are also eligible for the pay differential.

### Multilingual Pay Differential by Employee Group<sup>2</sup>

Employee Group	Basic Level Differential	Advanced Level Differential
MCGEO	\$1.00 per hour for all hours worked	\$1.50 per hour for all hours worked.
Unrepresented	\$1.00 per hour for all hours worked.	\$1.50 per hour for all hours worked.
FOP *	\$1.00 per hour for all hours worked.	\$2.00 per hour for all hours worked.*
IAFF	\$1.00 per hour for all hours worked.	n/a

\*There is a recently bargained new Expert Level multi-lingual pay differential for members of the FOP. However, there is no assumption of additional cost in FY11 because the program has yet to be established. Officers certified at the Expert skill level for interrogations and investigations will receive three dollars per hour for all hours actually worked.

*The multilingual pay differential is paid for all hours worked, regardless of whether the employee actually uses the language while working.* Each employee who is certified to receive multilingual pay receives from \$2,080 to \$4,160 in additional salary each year. The Executive's FY11 Recommended Operating Budget includes approximately \$995,330 for the multilingual differential across nine different departments (this includes \$18,000 budgeted as multilingual overtime pay in the Police Department). The following table lists the recommended funding totals for each department.

<sup>1</sup> COMCOR 33.07.01.10-9(c)

<sup>2</sup> MCGEO Agreement, July 1, 2007 through June 30, 2010, page 7.

FOP Agreement, July 1, 2007 through June 30, 2010, page 6.

IAFF Agreement, 2008 through 2011, page 49 (relevant pages of current agreements attached at ©15-21).

**FY11 Recommended Budget for Multilingual Pay Differential by Department**

	<b>Multilingual Pay</b>
Department of Health & Human Services	\$373,239
Department of Police	\$276,040
Department of Technology Services	\$157,398
Department of Correction & Rehabilitation	\$95,365
Department of Public Libraries	\$61,268
Department of Recreation	\$15,380
County Executive's Office	\$10,800
Commission for Women	\$3,442
Community Use of Public Facilities	\$2,398
<b>Total</b>	<b>\$995,330</b>

Suspending the program for a year would save money (without an associated loss in County jobs) while allowing time to explore options such as: providing the differential only for time spent using other languages; limiting eligibility for the differential to selected job classifications and/or departments; or limiting the languages eligible for certification. Restructuring the County's multilingual pay differential will assure that employees are compensated for their language skills and County funds are used most judiciously.

**Staff Recommendations:**

- Council staff recommends the Committee suspend the multilingual pay differential for FY11 while the structure of the benefit is reevaluated.
- With the exception of the shift of EEO to HRC, Council staff supports the remainder of the OHR recommended FY11 budget as submitted by the Executive.

**Committee Discussion and Recommendations**

The Committee rejected the staff recommendation to suspend the multilingual pay differential program and requested OHR to reevaluate the program.

**The Committee requested reports from OHR prior to the Council summer recess on:**

- 1) **The tuition assistance program, especially the findings of the internal audit and strategies for addressing the Inspector General report, internal audit and County Attorney report.**
- 2) **The plan for restructuring the multilingual pay differential program.**

**The Committee discussed the shift of the EEO Division to the Office of Human Rights and unanimously recommended that the division remain in the Office of Human Resources.**

**The Committee unanimously recommended approval of the OHR budget including the retention of the EEO Division in OHR.**

Attachment: FY09 Recommended Budget: OHR ©1

# Human Resources

## MISSION STATEMENT

To provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high-performing, and well-qualified workforce.

### Inter-departmental Transfer

In July 2010, the Equal Employment Opportunity and Diversity Management Division of Human Resources will be merged with the Office of Human Rights to consolidate two units of County Government with similar missions.

## BUDGET OVERVIEW

The total recommended FY11 Operating Budget for the Office of Human Resources is \$193,017,700, an increase of \$10,194,470 or 5.6 percent from the FY10 Approved Budget of \$182,823,230. Personnel Costs comprise 2.5 percent of the budget for 71 full-time positions and six part-time positions for 44.2 workyears. Operating Expenses account for the remaining 97.5 percent of the FY11 budget.

In the budget summary, FY09 actuals, FY10 budget, and FY10 estimate figures reflect the old organizational structure of Human Resources, while the FY11 budget figures reflect the new organizational structure.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY10 estimates incorporate the effect of the FY10 savings plan. The FY11 and FY12 targets assume the recommended FY11 budget and FY12 funding for comparable service levels.

Measure	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
<b>Multi-Program Measures</b>					
Average customer satisfaction rating on the yearly internal customer survey of County managers <sup>1</sup>	2.73	2.75	2.80	2.83	2.83
Percentage of grievances resolved before reaching third party neutral	89	93	93	93	93
Percentage of separating employees satisfied with compensation and benefits	98.5	98.5	99	99	99
Employee turnover as a percentage of total workforce	6.6	6.7	6.8	6.8	6.8

<sup>1</sup> The satisfaction scale ranges from low (1) to high (4).

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Implemented the Montgomery County QUEST Intern Partnership, a collaborative initiative with the Department of Health and Human Services and the Maryland State Department of Education Division of Rehabilitative Services (DORS) to provide experience and job skill development internships for persons with disabilities.**
- ❖ **Partnered with Montgomery College, Montgomery County Public Schools, and the Commission for Women to provide training programs at costs below the national training industry standards.**
- ❖ **Offered computer-based training to 2,941 employees and classroom training to 14,142 employees in 672 programs.**
- ❖ **Opened new UpCounty Office of Human Resources Training Facility including a training room to accommodate 70 individuals and a computer training lab which accommodates 18 students.**
- ❖ **Successfully implemented a new retirement plan option – the Guaranteed Retirement Income Plan (GRIP). Approximately 1,000 employees enrolled in the plan.**

❖ **Worked collaboratively with the County Council, unions, and other stakeholders to amend the disability retirement provisions of the County Code to improve the adjudication of disability applications, provide for more comprehensive medical reviews, and to begin regular reviews of the status of current disability retirees.**

❖ **Productivity Improvements**

- **Consolidated two Occupational Medical Services Professional Physician contracts into a single fixed-price contract, which will save approximately \$1.2 million annually.**
- **Rolled out ePAF (Electronic Personnel Action Form) to all County departments except Public Safety, resulting in improved tracking of personnel actions and reductions in processing errors.**
- **Redesigned and streamlined the health plan open enrollment communication process by introducing a branded look to written and online communications and improving content and navigation of the open enrollment web application.**

**PROGRAM CONTACTS**

Contact George Addae-Mintah of the Office of Human Resources at 240.777.5039 or Lori O'Brien of the Office of Management and Budget at 240.777.2788 for more information regarding this department's operating budget.

**PROGRAM DESCRIPTIONS**

**Director's Office**

The Director's Office is responsible for: human resources policy development and planning; the administration of human resources programs; ensuring the integrity of the merit system; and directing the design and implementation of new initiatives to better serve customers and improve organizational performance. The team also provides direct customer service at the main reception area.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>716,830</b>	<b>3.8</b>
Decrease Cost: Reduce Miscellaneous Food/Beverage Expenditures	-2,000	0.0
Decrease Cost: Printing and Mail Adjustment	-15,840	0.0
Decrease Cost: Reduce Other Education, Tuition, & Training Expenditures	-21,800	0.0
Decrease Cost: Reduce Paper, Mail, Printing, and Other Miscellaneous Operating Expenditures	-49,720	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	94,990	-0.3
<b>FY11 CE Recommended</b>	<b>722,460</b>	<b>3.5</b>

**Business Operations and Performance**

The Business Operations and Performance division is comprised of the Classification, Compensation, Records Management, and the Administration teams.

The Classification and Compensation team reviews and evaluates the duties and responsibilities of individual positions and occupational classes in response to employee, department, and union requests in order to assure that positions are correctly assigned at comparable grade levels. This program also ensures that employees are accurately and appropriately compensated through technical analysis and equitable application of compensation systems and procedures. The team designs compensation plans and provides leadership to departments on performance-based pay. The Classification and Compensation team is also responsible for oversight and administration of the County's policies on compensation.

The Records Management team is responsible for establishing and maintaining personnel records that are required by law and or necessary for the administration of the merit system. The team enters data into Position Control for the position and employee information into the Human Resources Management System (HRMS), so that an employee's paycheck can be generated. The Administration team provides management and oversight to office procurements and contracts, budget preparation and administration, and financial management of the employee health benefits and retirement funds. The team also remits payments to benefit program carriers and third party administrators, approves invoices, and remits bills to employees and retirees as necessary.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>2,024,020</b>	<b>15.5</b>
Decrease Cost: Abolish Data Entry Operator Position	-8,560	-0.2

	Expenditures	WYs
Shift: Administrative Specialist III to CIP/ERP for Six Months	-30,490	-0.3
Decrease Cost: Abolish Imaging Operator I Position Working With ePAF	-39,950	-0.7
Decrease Cost: ePAF Development	-50,000	0.0
Decrease Cost: Reduce Unified Data Modeler (UDM) Support Contractor Cost	-50,000	0.0
Decrease Cost: Suspend Classification Studies	-57,800	0.0
Decrease Cost: Lapse Human Resources Specialist III Position Assigned to Planning and Conducting Classification Studies	-97,630	-1.0
Decrease Cost: Gainsharing Support Contractor Costs	-100,000	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-89,270	-0.2
<b>FY11 CE Recommended</b>	<b>1,500,320</b>	<b>13.1</b>

### Change Management, Training, and Organizational Development

The team promotes collaboration, competence, and organizational effectiveness through leadership, workforce development, succession planning, and change management. The goal of the team is to ensure an organizational framework is designed to lead Countywide change efforts for improved organizational effectiveness and strategic intervention. The team leads and facilitates a strategic business effort to align training/organizational development, organizational effectiveness, and change management with the County's objectives and desired outcomes. The team designs short and long term business strategies to create required professional competencies, organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives. The team establishes strong and credible relationships with management and employees to successful build trust, collaboration, and integrity.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Customer satisfaction with training: Percentage who found training helpful to job	91	86	86	86	86
Customer satisfaction with training: Percentage who found training helpful to professional development	90	87	87	87	87

FY11 Recommended Changes	Expenditures	WYs
<b>FY10 Approved</b>	<b>1,698,910</b>	<b>6.1</b>
Decrease Cost: Reduce Employee Awards	-6,000	0.0
Decrease Cost: Reduce Computer Training Expenditures	-20,000	0.0
Decrease Cost: Reduce Leadership/Management Training Expenditures	-29,500	0.0
Decrease Cost: Reduce Outside Professional/Licensure Training Expenditures	-46,870	0.0
Decrease Cost: Lapse Human Resources Specialist III Position Assigned to the Development and Administration of Training Programs	-47,730	-0.5
Eliminate: Tuition Assistance	-835,000	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-64,270	-0.2
<b>FY11 CE Recommended</b>	<b>649,540</b>	<b>5.4</b>

### Selection and Recruitment

The Recruitment and Selection team is responsible for attracting, hiring, and promoting candidates for County departments and agencies that result in a highly skilled, competent, and diverse workforce. The team engages in a wide variety of outreach activities designed to ensure quality and diversity in the candidate population, provides guidance to departments and agencies on selection and hiring, conducts new employee orientation, administers reductions-in-force, and designs and administers public safety promotional examinations and other employment tests.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Average number of days to fill a vacant County position	47	90	90	90	90
Average satisfaction of departments with pools of candidates for positions, based on a survey of hiring managers <sup>1</sup>	4.0	4.3	4.3	4.3	4.3

<sup>1</sup> The satisfaction scale ranges from low (1) to high (5).

FY11 Recommended Changes	Expenditures	WYs
<b>FY10 Approved</b>	<b>1,383,310</b>	<b>9.4</b>
Shift: Human Resources Specialist III to CIP/ERP for Six Months	-29,500	-0.3
Decrease Cost: Reduce Advertising Expenditures	-31,400	0.0
Decrease Cost: Reduce PeopleClick Enhancements	-70,000	0.0

	Expenditures	WYs
Decrease Cost: Lapse Human Resources Specialist III Position Assigned to the Development and Implementation of Recruitment Strategies	-73,070	-1.0
Decrease Cost: Abolish HR Specialist III Position Assigned to the Development of Recruitment Strategy	-160,810	-1.5
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-91,890	-1.0
<b>FY11 CE Recommended</b>	<b>926,640</b>	<b>5.8</b>

Notes: Miscellaneous adjustments includes the transfer of a Human Resources Specialist from Selection and Recruitment into Labor and Employee Relations.

## Labor and Employee Relations

The Labor and Employee Relations team is designed to support County managers in the areas of collective bargaining and related personnel policies and procedures by negotiating competitive compensation and benefits through collective bargaining and by providing early intervention strategies in workplace disputes in order to enable managers to comply with contractual and legal requirements and improve employee labor relations. Services include: the administration of the grievance processes through Alternative Dispute Resolution and/or formal grievance meetings to address employee/management disputes concerning alleged violations; assisting departments and agencies with labor related and employee relations issues through training workshops and consultation; reviewing proposed adverse and disciplinary actions; developing personnel policies and regulations changes; and overseeing bilateral work groups and committees.

FY11 Recommended Changes	Expenditures	WYs
<b>FY10 Approved</b>	<b>973,750</b>	<b>5.8</b>
Decrease Cost: Reduce Miscellaneous Operating Expenses	-20,070	0.0
Decrease Cost: Lapse Manager II Position for 0.25 Work Years	-34,260	-0.3
Decrease Cost: Reduce Arbitration Services Expenditures	-41,000	0.0
Decrease Cost: Abolish HR Specialist III Position Assigned to the Administration of the County's Grievance Procedure	-128,830	-1.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	150,650	0.9
<b>FY11 CE Recommended</b>	<b>900,240</b>	<b>5.4</b>

Notes: Miscellaneous adjustments includes the transfer of a Human Resources Specialist from Selection and Recruitment into Labor and Employee Relations.

## Equal Employment Opportunity and Diversity

The Equal Employment Opportunity (EEO) and Diversity Management team provides assistance, guidance, and training to employees and managers concerning equal employment and diversity management in order to promote a discrimination free workplace that values diversity. The team also investigates complaints of harassment and discrimination by and against employees. Additional services and programs include the mediation program, EEO compliance training, workplace harassment training, and the annual Montgomery County Diversity celebration. This program also supports the Montgomery County Diversity Council and participates in the ADA Task Force, Community Outreach Forum, Limited English Proficiency Committee, Diversity Health Fair, Diversity Educational Fair, the Juneteenth Program, Black History Month program, and co-sponsors events with the various employee organizations. The team is responsible for the production of the annual EEO and Diversity Action Plan and complying with other Federal EEO-related reporting requirements and statistical analysis. In an inter-departmental reorganization, the EEO and Diversity Management team will be relocating to The Human Rights Commission in FY11.

Program Performance Measures	Actual FY08	Actual FY09	Estimated FY10	Target FY11	Target FY12
Number of County job groups in which minorities are underrepresented <sup>1</sup>	39	38	36	36	36

<sup>1</sup> In FY08, the County had over 900 job groups.

FY11 Recommended Changes	Expenditures	WYs
<b>FY10 Approved</b>	<b>418,750</b>	<b>3.8</b>
Decrease Cost: Reduce Education, Tuition, & Training Expenditures	-1,250	0.0
Decrease Cost: Reduce Job Fairs/Career Days Expenditures	-2,000	0.0
Decrease Cost: Abolish Principal Administrative Aide Position Assigned to Equal Employment Opportunity and Diversity Management Team	-58,000	-1.0
Shift: Equal Employment Opportunity and Diversity Management to Human Rights Commission	-386,810	-3.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	29,310	0.2
<b>FY11 CE Recommended</b>	<b>0</b>	<b>0.0</b>

## Benefits and Information Management

The Benefits and Information Management program is comprised of the Employee Benefits team and the Information Technology team. The Employee Benefits team manages the County's group insurance and retirement benefit programs, including the 457 deferred compensation plan. In addition to maintaining operations associated with benefit eligibility and payment processing, the team provides customer service, education, and consulting to County employees, participating County agencies, and retirees in a manner that ensures an understanding of benefit program provisions and their value as part of total compensation. Services include: conducting presentations and workshops; retirement and investment counseling; benefit processing and eligibility maintenance, development, and administrative oversight of all benefit plans and related communication; COBRA; and ensuring legal compliance. The team also manages the Disability Retirement Program. The Information Technology team provides management and oversight to the Department's information technology initiatives.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>173,708,560</b>	<b>9.0</b>
Increase Cost: Increase in Claims and Carrier Administration	13,280,350	0.0
Shift: Senior Information Technology position from the General Fund to the Employee Health Benefit Self Insurance Fund	13,480	0.2
Shift: Two Senior Information Technology Specialist Positions from the General Fund to the Employee Retirement System	-39,370	-0.4
Decrease Cost: Lapse Backfill of Manager III Position Currently Assigned to ERP	-53,790	-0.5
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	12,000	0.3
<b>FY11 CE Recommended</b>	<b>186,921,230</b>	<b>8.6</b>

## Occupational Medical Services

The Occupational Medical Services (OMS) program provides multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce. Services include: comprehensive medical evaluations of employees to determine their state of health vis-à-vis employment; providing early identification of health risks and diseases; ensuring equal job opportunities through reasonable accommodation of disabled persons in the workplace; and improving personal well-being and workforce health and health awareness through a comprehensive employee wellness program that utilizes the Employee Assistance Program (EAP) and an employee wellness provider. Occupational Medical Services also manages the medical services component of the Fire and Rescue Service's Wellness Initiative.

<b>FY11 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY10 Approved</b>	<b>1,899,100</b>	<b>4.0</b>
Decrease Cost: Flu Shots Expenditures to Reflect Projected Use	-9,450	0.0
Shift: Shift 30% of Cost of Administrative Position to Employee Retirement System Fund	-16,600	-0.3
Decrease Cost: Abolish Administrative Specialist I	-39,000	-0.7
Reduce: Psychologist Position Assigned to Stress Management Program Converted to Part-time Position	-70,970	-0.5
Decrease Cost: Annualization of FY10 Savings From Single OMS Fixed Price Contract for Physician Services	-148,070	0.0
Eliminate: Wellness Contract With Health Solutions - Provides Health Screenings and Literature	-186,210	0.0
Miscellaneous adjustments, including furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-31,530	-0.1
<b>FY11 CE Recommended</b>	<b>1,397,270</b>	<b>2.4</b>

# BUDGET SUMMARY

	Actual FY09	Budget FY10	Estimated FY10	Recommended FY11	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,740,030	3,789,540	3,949,410	2,892,010	-23.7%
Employee Benefits	1,053,872	1,135,480	1,195,610	797,710	-29.7%
<b>County General Fund Personnel Costs</b>	<b>4,793,902</b>	<b>4,925,020</b>	<b>5,145,020</b>	<b>3,689,720</b>	<b>-25.1%</b>
Operating Expenses	3,965,738	3,597,390	3,101,320	1,953,120	-45.7%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>8,759,640</b>	<b>8,522,410</b>	<b>8,246,340</b>	<b>5,642,840</b>	<b>-33.8%</b>
<b>PERSONNEL</b>					
Full-Time	80	80	80	71	-11.3%
Part-Time	4	6	6	6	—
Workyears	46.6	45.6	45.6	32.7	-28.3%
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	464,249	956,860	1,093,430	932,680	-2.5%
Employee Benefits	257,164	289,780	267,210	292,340	0.9%
<b>Employee Health Benefit Self Insurance Fund Pers. Costs</b>	<b>721,413</b>	<b>1,246,640</b>	<b>1,360,640</b>	<b>1,225,020</b>	<b>-1.7%</b>
Operating Expenses	103,618,130	173,054,180	169,916,180	186,149,840	7.6%
Capital Outlay	0	0	0	0	—
<b>Employee Health Benefit Self Insurance Fund Exp.</b>	<b>104,339,543</b>	<b>174,300,820</b>	<b>171,276,820</b>	<b>187,374,860</b>	<b>7.5%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	12.2	11.8	11.8	11.5	-2.5%
<b>REVENUES</b>					
Self Insurance Employee Health Income	106,309,590	168,036,560	164,862,960	186,494,920	11.0%
Investment Income	350,292	95,840	30,030	141,710	47.9%
<b>Employee Health Benefit Self Insurance Fund Revenues</b>	<b>106,659,882</b>	<b>168,132,400</b>	<b>164,892,990</b>	<b>186,636,630</b>	<b>11.0%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>113,099,183</b>	<b>182,823,230</b>	<b>179,523,160</b>	<b>193,017,700</b>	<b>5.6%</b>
<b>Total Full-Time Positions</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>71</b>	<b>-11.3%</b>
<b>Total Part-Time Positions</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>—</b>
<b>Total Workyears</b>	<b>58.8</b>	<b>57.4</b>	<b>57.4</b>	<b>44.2</b>	<b>-23.0%</b>
<b>Total Revenues</b>	<b>106,659,882</b>	<b>168,132,400</b>	<b>164,892,990</b>	<b>186,636,630</b>	<b>11.0%</b>

## FY11 RECOMMENDED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY10 ORIGINAL APPROPRIATION</b>	<b>8,522,410</b>	<b>45.6</b>
<b>Changes (with service impacts)</b>		
Reduce: Psychologist Position Assigned to Stress Management Program Converted to Part-time Position [Occupational Medical Services]	-70,970	-0.5
Eliminate: Tuition Assistance [Change Management, Training, and Organizational Development]	-835,000	0.0
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Annualization of FY10 Personnel Costs	161,880	0.0
Increase Cost: Group Insurance Adjustment	25,470	0.0
Increase Cost: Retirement Adjustment	3,910	0.0
Technical Adj: Miscellaneous Adjustment	0	0.9
Decrease Cost: Reduce Education, Tuition, & Training Expenditures [Equal Employment Opportunity and Diversity]	-1,250	0.0
Decrease Cost: Reduce Job Fairs/Career Days Expenditures [Equal Employment Opportunity and Diversity]	-2,000	0.0
Decrease Cost: Reduce Miscellaneous Food/Beverage Expenditures [Director's Office]	-2,000	0.0
Decrease Cost: Reduce Employee Awards [Change Management, Training, and Organizational Development]	-6,000	0.0
Decrease Cost: Flu Shots Expenditures to Reflect Projected Use [Occupational Medical Services]	-9,450	0.0
Decrease Cost: Printing and Mail Adjustment [Director's Office]	-15,840	0.0
Shift: Shift 30% of Cost of Administrative Position to Employee Retirement System Fund [Occupational Medical Services]	-16,600	-0.3

	Expenditures	WYs
Decrease Cost: Reduce Computer Training Expenditures [Change Management, Training, and Organizational Development]	-20,000	0.0
Decrease Cost: Reduce Miscellaneous Operating Expenses [Labor and Employee Relations]	-20,070	0.0
Decrease Cost: Reduce Other Education, Tuition, & Training Expenditures [Director's Office]	-21,800	0.0
Decrease Cost: Reduce Leadership/Management Training Expenditures [Change Management, Training, and Organizational Development]	-29,500	0.0
Shift: Human Resources Specialist III to CIP/ERP for Six Months [Selection and Recruitment]	-29,500	-0.3
Shift: Administrative Specialist III to CIP/ERP for Six Months [Business Operations and Performance]	-30,490	-0.3
Decrease Cost: Reduce Advertising Expenditures [Selection and Recruitment]	-31,400	0.0
Decrease Cost: Lapse Manager II Position for 0.25 Work Years [Labor and Employee Relations]	-34,260	-0.3
Decrease Cost: Abolish Administrative Specialist I [Occupational Medical Services]	-39,000	-0.7
Shift: Two Senior Information Technology Specialist Positions from the General Fund to the Employee Retirement System [Benefits and Information Management]	-39,370	-0.4
Decrease Cost: Abolish Imaging Operator I Position Working With ePAF [Business Operations and Performance]	-39,950	-0.7
Decrease Cost: Reduce Arbitration Services Expenditures [Labor and Employee Relations]	-41,000	0.0
Decrease Cost: Reduce Outside Professional/Licensure Training Expenditures [Change Management, Training, and Organizational Development]	-46,870	0.0
Decrease Cost: Lapse Human Resources Specialist III Position Assigned to the Development and Administration of Training Programs [Change Management, Training, and Organizational Development]	-47,730	-0.5
Decrease Cost: Reduce Paper, Mail, Printing, and Other Miscellaneous Operating Expenditures [Director's Office]	-49,720	0.0
Decrease Cost: ePAF Development [Business Operations and Performance]	-50,000	0.0
Decrease Cost: Reduce Unified Data Modeler (UDM) Support Contractor Cost [Business Operations and Performance]	-50,000	0.0
Decrease Cost: Lapse Backfill of Manager III Position Currently Assigned to ERP [Benefits and Information Management]	-53,790	-0.5
Decrease Cost: Suspend Classification Studies [Business Operations and Performance]	-57,800	0.0
Decrease Cost: Abolish Principal Administrative Aide Position Assigned to Equal Employment Opportunity and Diversity Management Team [Equal Employment Opportunity and Diversity]	-58,000	-1.0
Decrease Cost: Reduce PeopleClick Enhancements [Selection and Recruitment]	-70,000	0.0
Decrease Cost: Lapse Human Resources Specialist III Position Assigned to the Development and Implementation of Recruitment Strategies [Selection and Recruitment]	-73,070	-1.0
Decrease Cost: Lapse Human Resources Specialist III Position Assigned to Planning and Conducting Classification Studies [Business Operations and Performance]	-97,630	-1.0
Decrease Cost: Gainsharing Support Contractor Costs [Business Operations and Performance]	-100,000	0.0
Decrease Cost: Abolish HR Specialist III Position Assigned to the Administration of the County's Grievance Procedure [Labor and Employee Relations]	-128,830	-1.0
Decrease Cost: Annualization of FY10 Savings From Single OMS Fixed Price Contract for Physician Services [Occupational Medical Services]	-148,070	0.0
Decrease Cost: Furlough Days	-156,250	-1.3
Decrease Cost: Abolish HR Specialist III Position Assigned to the Development of Recruitment Strategy [Selection and Recruitment]	-160,810	-1.0
Shift: Equal Employment Opportunity and Diversity Management to Human Rights Commission [Equal Employment Opportunity and Diversity]	-386,810	-3.0
<b>FY11 RECOMMENDED:</b>	<b>5,642,840</b>	<b>32.7</b>
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>		
<b>FY10 ORIGINAL APPROPRIATION</b>	<b>174,300,820</b>	<b>11.8</b>
<b>Changes (with service impacts)</b>		
Eliminate: Wellness Contract With Health Solutions - Provides Health Screenings and Literature [Occupational Medical Services]	-186,210	0.0
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Increase in Claims and Carrier Administration [Benefits and Information Management]	13,280,350	0.0
Increase Cost: Annualization of FY10 Personnel Costs	13,640	0.1
Shift: Senior Information Technology position from the General Fund to the Employee Health Benefit Self Insurance Fund [Benefits and Information Management]	13,480	0.2
Increase Cost: Annualization of FY10 Operating Expenses	1,520	0.0
Increase Cost: Group Insurance Adjustment	1,510	0.0
Decrease Cost: Retirement Adjustment	-5,160	0.0
Decrease Cost: Abolish Data Entry Operator Position [Business Operations and Performance]	-8,560	-0.2
Decrease Cost: Furlough Days	-36,530	-0.4
<b>FY11 RECOMMENDED:</b>	<b>187,374,860</b>	<b>11.5</b>

## PROGRAM SUMMARY

Program Name	FY10 Approved		FY11 Recommended	
	Expenditures	WYs	Expenditures	WYs
Director's Office	716,830	3.8	722,460	3.5
Business Operations and Performance	2,024,020	15.5	1,500,320	13.1
Change Management, Training, and Organizational Development	1,698,910	6.1	649,540	5.4
Selection and Recruitment	1,383,310	9.4	926,640	5.8
Labor and Employee Relations	973,750	5.8	900,240	5.4
Equal Employment Opportunity and Diversity	418,750	3.8	0	0.0
Benefits and Information Management	173,708,560	9.0	186,921,230	8.6
Occupational Medical Services	1,899,100	4.0	1,397,270	2.4
<b>Total</b>	<b>182,823,230</b>	<b>57.4</b>	<b>193,017,700</b>	<b>44.2</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY10		FY11	
		Total\$	WYs	Total\$	WYs
<b>COUNTY GENERAL FUND</b>					
CIP	CIP	1,078,660	8.6	1,057,550	8.4
Fire and Rescue Service	Fire	1,962,760	2.0	1,502,310	1.2
Fleet Management Services	Motor Pool Internal Service Fund	81,250	0.2	71,320	0.1
Health and Human Services	County General Fund	71,520	0.1	74,720	0.1
Liquor Control	Liquor Control	61,880	0.1	56,040	0.1
Parking District Services	Bethesda Parking District	4,950	0.0	4,340	0.0
Parking District Services	Montgomery Hills Parking District	90	0.0	80	0.0
Parking District Services	Silver Spring Parking District	5,720	0.0	5,070	0.0
Parking District Services	Wheaton Parking District	770	0.0	700	0.0
Permitting Services	Permitting Services	10,170	0.0	8,490	0.0
Police	County General Fund	240,600	2.0	243,040	2.0
Recreation	Recreation	46,930	0.1	49,250	0.1
Solid Waste Services	Solid Waste Collection	330	0.0	250	0.0
Solid Waste Services	Solid Waste Disposal	2,580	0.0	2,040	0.0
Transit Services	Mass Transit	431,090	0.8	336,250	0.5
Transportation	Vacuum Leaf Collection	1,420	0.0	1,100	0.0
Urban Districts	Bethesda Urban District	30	0.0	60	0.0
Urban Districts	Silver Spring Urban District	930	0.0	2,050	0.0
Urban Districts	Wheaton Urban District	570	0.0	1,280	0.0
<b>Total</b>		<b>4,002,250</b>	<b>13.9</b>	<b>3,415,940</b>	<b>12.5</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY11	FY12	FY13	FY14	FY15	FY16
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
FY11 Recommended	5,643	5,643	5,643	5,643	5,643	5,643
No inflation or compensation change is included in outyear projections.						
Restore Personnel Costs	0	156	156	156	156	156
This represents restoration of funding to remove FY11 furloughs.						
<b>Subtotal Expenditures</b>	<b>5,643</b>	<b>5,799</b>	<b>5,799</b>	<b>5,799</b>	<b>5,799</b>	<b>5,799</b>
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>						
<b>Expenditures</b>						
FY11 Recommended	187,375	187,375	187,375	187,375	187,375	187,375
No inflation or compensation change is included in outyear projections.						
Restore Personnel Costs	0	37	37	37	37	37
This represents restoration of funding to remove FY11 furloughs.						
<b>Subtotal Expenditures</b>	<b>187,375</b>	<b>187,411</b>	<b>187,411</b>	<b>187,411</b>	<b>187,411</b>	<b>187,411</b>