
Economic Development

MISSION STATEMENT

The mission of the Department of Economic Development (DED) is to make Montgomery County a globally competitive and highly diversified knowledge-based economy that provides for the retention and growth of existing companies, stimulates new job creation, and enhances entrepreneurial opportunities. This mission is divided into four strategic areas: 1) retain and grow existing businesses, strategically attract new ones, and enhance entrepreneurial opportunities; work to ensure that all business sectors benefit from the knowledge-based economy; 2) adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive; 3) foster creative and strong partnerships with academia, the federal research community, the private sector, and various levels of government to pursue innovative projects, policies and best practices that support business growth and expansion; 4) establish global linkages to facilitate business opportunities abroad, attract international investment to Montgomery County, and foster trade and joint ventures for Montgomery County businesses.

BUDGET OVERVIEW

The total recommended FY14 Operating Budget for the Department of Economic Development is \$11,326,082, a decrease of \$614,705 or 5.1 percent from the FY13 Approved Budget of \$11,940,787. Personnel Costs comprise 32.4 percent of the budget for 35 full-time positions and four part-time positions. A total of 29.30 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 67.6 percent of the FY14 budget.

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***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

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 FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 recommended budget and funding for comparable service levels in FY15.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Create the Asian Pacific American Chamber of Commerce (APACC) initiative to assist the various Asian business communities in the County to learn business opportunities and practices in the County and network/partner with each other.***
- ❖ ***Implement Hispanic Chamber Local Small Business Reserve Program outreach to expand the procurement opportunities for Hispanic-owned businesses by marketing the County's Local Small Business Reserve Program, and assisting them through the procurement process.***
- ❖ ***Implement Bethesda Green financing outreach program to assist Green Technology companies with innovative, new to the market technology or services to improve its success by addressing the financing needs unique to the Green Industry.***
- ❖ ***Provide funding for the Montgomery County Cultural Funds for the Arts and Humanities to leverage private sector funding for arts and humanities organizations throughout the County.***

❖ Productivity Improvements

- **DED worked with 58 companies during FY12 that were interested in starting up, expanding, or relocating to the County. Of those projects, 45 transactions were closed successfully. The 45 companies that signed commitments to locate or expand in Montgomery County are projected to retain and create 11,358 jobs, lease over 685,000 square feet of office space, and generate \$521 million in capital investment over the next 3-5 years.**

PROGRAM CONTACTS

Contact Peter Bang of the Department of Economic Development at 240.777.2008 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Marketing and Business Development

This program promotes the assets, advantages, and opportunities available within Montgomery County for domestic and international businesses. The division provides services that result in the creation of new businesses, the retention and growth of existing businesses, and the attraction of strategic businesses to the County. This includes a specific focus on strategic industry sectors: life sciences, IT, healthcare, and government contracting. The Department supports the county's entrepreneurial ecosystem by running a highly-regarded innovation center network for 150+ technology companies and by leveraging entrepreneurial activities and events by our partners. The retention and growth of County businesses includes a robust visitation program focusing on the largest private employers in the County, on those businesses with significant changes (contract wins, mergers, C-level changes, etc.) and those with upcoming lease expirations. DED staff work with these companies to remove roadblocks to growth, to provide introductions to contacts and identification of resources. Attraction targets are identified through trade show and conference attendance, through referrals from our partners, through visits to select companies, and through our advertising, web site, social media, and public relations events. In general, DED staff assist with needs assessment, financial and training assistance, site identification, and expediting and coordinating business development. DED staff also provide clients with land-use planning expertise, economic analysis, b2b match-making, financing and international trade assistance.

Promotional activities include media relations; event coordination; local, regional, national, and international advertising; and development of informational and sales materials including the Department's website. These efforts help to position the County in a highly competitive environment, and they set the stage for direct contact. Activities and materials are directed toward achieving balanced economic growth with a positive business climate and are often closely coordinated with local, regional, and State partners, such as the Maryland State Department of Business and Economic Development, and the World Trade Center Institute.

The program also establishes and maintains high-level relationships with local government and private industry organizations, State and Federal agencies, and national and international governments and organizations. These important contacts are sought through meetings, trade shows and conferences, national and international trade missions, and other major events that provide exposure and opportunities to market and promote the County.

In addition, this program, jointly with the Finance and Administration Division, manages the Business Innovation Network, which currently includes five facilities in Wheaton, Silver Spring, Shady Grove, Rockville, and Germantown and encompasses over 140,000 square feet of office/lab space. These facilities provide high-level business support services, and innovative programming to over 150 entrepreneurs. The program also operates a virtual network that provides identical programs and services to over 20 participating businesses without incurring the cost of leasing office space.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Actual total jobs created by DED per fiscal year	556	1,560	1,372	1,163	1,163
Amount of federal grant funding received by County incubator companies (in millions)	5.2	4.4	4.4	4.4	4.4
Amount of private equity financing received by County incubator companies (in millions)	11.8	16.9	16.9	16.9	16.9
Number of intellectual property issued to County incubator companies ¹	43	38	38	38	38
Number of new jobs created by incubator companies during the incubation period ²	165	180	0	0	0
Percent of active prospects successfully closed per fiscal year ³	20%	25%	30%		
Total new prospects developed	53	64	64	64	64
Jobs created by existing business expansion within three years of DED involvement ⁴	362	709	720	730	730
Jobs created by new business attraction within three years of DED involvement ⁵	194	758	769	781	781
Total new capital investment by businesses currently located in the County through DED involvement (in millions) ⁶	74	380	320	258	258

	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Total new capital investment by newly attracted businesses and start-up businesses through DED involvement (in millions) ⁷	5	141	57	68	68
New commercial space occupied by businesses currently located in the County through DED involvement (sq. feet)	756,178	368,850	1,049,458	724,832	750,000
New commercial space occupied by newly attracted businesses and start-up businesses through DED involvement (sq. feet) ⁸	28,484	316,457	240,314	195,085	200,000

¹ The County's incubator network is currently going through the strategic evaluation, as the market demand and the functionalities of the incubator have changed in the last several years. As such, pending adoption of new strategies and programs, all performance measurements related to the incubators will likely change.

² This measure will no longer be reported from FY13. By definition and physical design, the incubators are not established to accomodate rapid or big job growth "during incubation period." An emphasis will be on monotoring the post-graduation job creation. In addition, the County's incubator network is currently going through the strategic evaluation, as the

³ Due to the ambiguity and difficulty in interpreting and monitoring this measure, from FY13 on this measure will not be used.

⁴ From FY13 on this measure is renamed "Jobs created by existing expansions through DED involvement."

⁵ From FY13, this measure is renamed as "Jobs created by new business attractions and start-ups through DED involvement."

⁶ The projection is an average of previous three years, unless DED has actual prospects in the pipeline with confined investment number.

⁷ Increase from FY11 to FY12, and the decrease from FY12 to FY13 is caused by several large projects like COSTCO, Teva Pharmaceuticals, and Filmore being captured in FY12.

⁸ Projections are average of three previous years.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	1,771,869	6.00
Add: Funding for Montgomery County Cultural Fund for the Arts and Humanities	200,000	0.00
Enhance: Social Media Marketing and Administrative Support (Abolish a Business Development Specialist and Create a Public Relations Specialist and a Principal Administrative Aide)	28,001	1.00
Add: Hispanic Chamber Local Small Business Reserve Program (LSBPRP) Outreach	25,000	0.00
Add: Asian Pacific American Chamber of Commerce (APACC) Initiative to Learn Business Opportunities and Practices in the County	20,000	0.00
Add: Bethesda Green Financing Outreach Program	15,000	0.00
Shift: Remove Chargeback from County Executive's Office for Special Projects Manager	-174,660	-1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	428,686	7.00
FY14 CE Recommended	2,313,896	13.00

Notes: Beginning in FY13 and throughout FY14, Economic Development is reorganizing its structure, which impacts the Marketing and Business Development and Business Empowerment programs.

Business Empowerment

The Division of Business Empowerment provides a variety of programs and services to the County's small and minority business community through creative initiatives and partnerships with community organizations, business groups, private enterprises, and other public agencies. Services include providing technical publications and services, workshops and conferences, the business mentorship program, and convening targeted business development events in areas such as procurement and contracting. Serving as the primary resource and advocate for small businesses in Montgomery County, this program addresses the unique needs of the small business community and helps with short- and long-range economic development strategies for the County.

The Division of Business Empowerment is also expanding service delivery by providing a Small Business Navigator to assist small businesses with their compliance with County policies and regulations. This person will promote communications between a small business and County departments or agencies that the small business must interact with. Efforts will also be made to identify changes that could improve turn around, eliminate duplication, resolve conflicts and eliminate unnecessary regulations and requirements.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Number of new jobs created by incubator companies post graduation ¹	50	59	109	109	109
Percent of participants satisfied with DED sponsored technical assistance and training programs	97%	94%	96%	96%	96%

¹ The County's incubator network is currently going through the strategic evaluation, as the market demand and the functionalities of the incubator have changed in the last several years. As such, pending adoption of new strategies and programs, all performance measurements related to the incubators will likely change.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	1,089,354	7.75
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-511,311	-3.75
FY14 CE Recommended	578,043	4.00

Notes: Beginning in FY13 and throughout FY14, Economic Development is reorganizing its structure, which impacts the Marketing and Business Development and Business Empowerment programs.

Workforce Services

The Workforce Services (WS) program ensures that Montgomery County has a well-prepared, educated, trained, and adaptable workforce to meet the current and future needs of business, and that the County's workforce has the tools and resources to successfully compete in a global economy.

The Workforce Investment Board (WIB) provides advice and oversight on workforce development activities and policy. The 30-member WIB is composed of business representatives (51%), community leaders, and public officials. The Board is appointed by the County Executive in accordance with the Workforce Investment Act (WIA) of 1998 and Montgomery County Executive Order No. 159-02. The WIB does much of its work through its committees, which include the Communications, Outreach, and Board Development; Executive; Finance; Program Planning; Quality Assurance; and Youth Council committees. The work of the Board is defined by its Strategic Plan. The Staff provides support to the Board and its committees.

WS is funded by \$3 million in Federal Government, State of Maryland, and Montgomery County funds. The majority of annual formula funding received is through WIA grants to implement the One-Stop career system. This system is operated locally as MontgomeryWorks, and provides an array of vocational assessment, job readiness, job training, and job placement services to dislocated workers, low-income adults, older workers, disadvantaged workers, and youth. The WIB provides policy oversight and guidance for the expenditure of funds, which enables local businesses and the public and private sectors to work collaboratively in meeting the workforce development needs of Montgomery County. Program staff provides overall administrative support of the WIA grants and are responsible for fiscal monitoring and accounting, program monitoring and review, new program and grant development, legislation development, and contract management for the WIA and County programs.

Services are provided at the MontgomeryWorks One-Stop Workforce Centers in Wheaton and Germantown and are operated as a consortium with the Department of Licensing, Labor, and Regulation, the Workforce Solutions Group (formerly Career Transition Center, Inc.), Maryland Job Service, and other non-profit and local agency partners. MontgomeryWorks serves the businesses of the County on an ongoing basis and also provides direct services to adult and youth residents. In FY11, MontgomeryWorks served over 14,000 adult and youth clients with core services, intensive counseling services, and occupational skills training. Youth services are provided through the Maryland Multicultural Youth Center, which is operated by the Latin American Youth Council (LAYC) while TransCen offers a full range of services to youth with disabilities.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Number of customers assisted with job placements for unemployed adults - dislocated, older, and disadvantaged workers. ¹	12,900	13,200	13,200	13,200	13,200
Number of employers assisted with recruitment	120	120	120	120	120
Number of employers assisted with training	40	40	40	40	40

¹ The County received additional federal stimulus grants at the end of FY09, but FY10 placements will decrease due to the continuing rise in unemployment. To reflect the anticipated improvement in the job market, DED projects a gradual increase in placements in FY11 and FY12.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	3,233,024	3.00
Add: Maryland Department of Labor Licensing and Regulation Grant	100,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	736	0.00
FY14 CE Recommended	3,333,760	3.00

Agricultural Services

This program encompasses the promotion of agriculture as a viable component of the County's business and economic sector, as well as the preservation of farmland as a resource for future agricultural production capabilities. The Department of Economic Development co-sponsors farmers' markets, an annual farm tour, and other activities which promote agricultural products. The goal of the Agricultural Preservation Program is to acquire easements to protect 70,000 acres of farmland in the Agricultural Reserve. This goal was achieved in January 2009, one year prior to the 2010 target date. Agricultural Services also provides farmers with zoning and master plan technical assistance and coordinates the County's Weed Control and Deer Donation programs.

The Montgomery Soil Conservation District (MSCD) is considered a political subdivision of the State and is staffed by County, State, and Federal employees. Programs offered by MSCD include an array of technical advice for conservation and natural resource planning, as well as a variety of educational opportunities. MSCD staff assist farmers and landowners in the County with Soil Conservation and Water Quality Plans, provide technical assistance for conservation practices, and administer a variety of Federal and State cost-share programs which help fund projects to prevent soil erosion and improve water quality. Many of these programs are designed to help protect local waterways and the Chesapeake Bay. The MSCD provides a number of programs that focus on educating Montgomery County residents about the benefits of agriculture, conservation, and natural resources management. Other services include small pond review, drainage advice for residential landowners, and administering the Cover Crop program in the County.

The Cooperative Extension Office serves as the agricultural outreach education component of the University of Maryland. This agency is funded cooperatively through local, State, and Federal governments. Farmers, families, and youth are the primary audiences of the Extension Office. Educational programs for farmers include raising crops and livestock, protecting the environment, farm and business management, marketing commodities, and pest management. Programs for families and youth include: home horticulture, family budgeting, consumer education with a focus on promoting positive parenting skills and healthful diets and lifestyles, leadership development, and traditional 4-H youth development programs. The Extension Office's professional staff utilizes an extensive network of volunteers to assist them in program delivery. Extension Office personnel manage a diverse group of over 3,000 volunteers to respond to over 100,000 information requests a year. Outreach education programs are delivered informally through one-on-one contacts, telephone assistance, the internet, classes and workshops, field days, radio, TV, and print media.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Cumulative farm acres protected	71,832	71,832	71,832	71,832	71,832
Number of farm businesses assisted	160	160	160	160	160

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	540,473	3.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-3,444	0.00
FY14 CE Recommended	537,029	3.30

Special Projects

The Division of Special Projects administers all aspects of DED's public-private partnerships programs, encompassing the Department's capital projects, legislative activities, strategic planning endeavors and new program development. The program builds programmatic relationships with local academic institutions and Federal installations to advance the County's economic base. In addition, the program oversees the development and management of the Shady Grove Life Sciences Center and planning for new science and technology centers in the east County area at White Oak, and manages the Conference Center NDA. The Special Projects Division also initiated and implements such activities as the development of the Department's new web site and workshops on GSA leasing activities.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	568,330	4.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-244,795	-2.00
FY14 CE Recommended	323,535	2.00

Finance and Administration

This program is responsible for managing and servicing all departmental administrative functions including fiscal, procurement, grant applications and monitoring, IT, human resources allocation and management, market research and data analysis, and formulating and monitoring the operating and capital improvement budgets. This program also administers four financing programs under the Economic Development Fund: the Economic Development Grant and Loan program, the Technology Growth program, the Impact Assistance Fund, and the Small Business Revolving Loan program. This program also works in concert with Marketing and Business Development and Business Empowerment staff to promote the development of high technology and professional services companies within Montgomery County, and applies and negotiates financial assistance from the State for the County's businesses.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	4,737,737	5.00
Increase Cost: Operating Funds	325	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY13	-766,038	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	267,795	-1.00
FY14 CE Recommended	4,239,819	4.00

BUDGET SUMMARY

	Actual FY12	Budget FY13	Estimated FY13	Recommended FY14	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,566,996	2,953,551	2,805,393	2,843,969	-3.7%
Employee Benefits	671,263	809,966	759,618	829,247	2.4%
County General Fund Personnel Costs	3,238,259	3,763,517	3,565,011	3,673,216	-2.4%
Operating Expenses	3,514,885	5,434,416	5,782,366	4,810,012	-11.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	6,753,144	9,197,933	9,347,377	8,483,228	-7.8%
PERSONNEL					
Full-Time	35	34	34	35	2.9%
Part-Time	3	4	4	4	—
FTEs	26.50	29.05	29.05	29.30	0.9%
REVENUES					
Miscellaneous Revenues	9,152	0	163,300	163,300	—
Other Intergovernmental	0	48,710	48,710	48,710	—
County General Fund Revenues	9,152	48,710	212,010	212,010	335.2%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCG Personnel Costs	0	0	0	0	—
Operating Expenses	3,585,846	2,742,854	2,742,854	2,842,854	3.6%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	3,585,846	2,742,854	2,742,854	2,842,854	3.6%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	3,455,838	2,742,854	2,742,854	2,842,854	3.6%
State Grants	130,008	0	0	0	—
Grant Fund MCG Revenues	3,585,846	2,742,854	2,742,854	2,842,854	3.6%
DEPARTMENT TOTALS					
Total Expenditures	10,338,990	11,940,787	12,090,231	11,326,082	-5.1%
Total Full-Time Positions	35	34	34	35	2.9%
Total Part-Time Positions	3	4	4	4	—
Total FTEs	26.50	29.05	29.05	29.30	0.9%
Total Revenues	3,594,998	2,791,564	2,954,864	3,054,864	9.4%

FY14 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY13 ORIGINAL APPROPRIATION	9,197,933	29.05
<u>Changes (with service impacts)</u>		
Add: Funding for Montgomery County Cultural Fund for the Arts and Humanities [Marketing and Business Development]	200,000	0.00
Enhance: Social Media Marketing and Administrative Support (Abolish a Business Development Specialist and Create a Public Relations Specialist and a Principal Administrative Aide) [Marketing and Business Development]	28,001	1.00
Add: Hispanic Chamber Local Small Business Reserve Program (LSBPRP) Outreach [Marketing and Business Development]	25,000	0.00
Add: Asian Pacific American Chamber of Commerce (APACC) Initiative to Learn Business Opportunities and Practices in the County [Marketing and Business Development]	20,000	0.00
Add: Bethesda Green Financing Outreach Program [Marketing and Business Development]	15,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY14 Compensation Adjustment	100,040	0.00
Increase Cost: Group Insurance Adjustment	14,626	0.00
Increase Cost: Other Labor Contract Costs	4,618	0.00

	Expenditures	FTEs
Increase Cost: Retirement Adjustment	2,821	0.00
Increase Cost: Printing and Mail Adjustment	998	0.00
Increase Cost: Motor Pool Adjustment	906	0.00
Increase Cost: Operating Funds [Finance and Administration]	325	0.00
Technical Adj: FTE Adjustment due to Rounding	0	0.25
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum	-58,015	0.00
Decrease Cost: Annualization of FY13 Personnel Costs	-128,327	0.00
Shift: Remove Chargeback from County Executive's Office for Special Projects Manager [Marketing and Business Development]	-174,660	-1.00
Decrease Cost: Elimination of One-Time Items Approved in FY13 [Finance and Administration]	-766,038	0.00
FY14 RECOMMENDED:	8,483,228	29.30

GRANT FUND MCG		
FY13 ORIGINAL APPROPRIATION	2,742,854	0.00
<u>Changes (with service impacts)</u>		
Add: Maryland Department of Labor Licensing and Regulation Grant [Workforce Services]	100,000	0.00
FY14 RECOMMENDED:	2,842,854	0.00

PROGRAM SUMMARY

Program Name	FY13 Approved		FY14 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Marketing and Business Development	1,771,869	6.00	2,313,896	13.00
Business Empowerment	1,089,354	7.75	578,043	4.00
Workforce Services	3,233,024	3.00	3,333,760	3.00
Agricultural Services	540,473	3.30	537,029	3.30
Special Projects	568,330	4.00	323,535	2.00
Finance and Administration	4,737,737	5.00	4,239,819	4.00
Total	11,940,787	29.05	11,326,082	29.30

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY13		FY14	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	470,137	4.20	568,754	4.70
Economic Development Fund	Economic Development Fund	123,814	1.00	122,136	1.00
NDA - Conference Center	County General Fund	115,350	1.00	106,567	1.00
Total		709,301	6.20	797,457	6.70

FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY14	FY15	FY16	FY17	FY18	FY19
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY14 Recommended	8,483	8,483	8,483	8,483	8,483	8,483
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY14	0	-60	-60	-60	-60	-60
Items recommended for one-time funding in FY14, including Bethesda Green Financing Outreach Program, Hispanic Chamber Local Small Business Reserve Program (LSBPRP) Outreach, and Asian Pacific American Chamber of Commerce (APACC) Initiative, will be eliminated from the base in the outyears.						
Labor Contracts	0	130	161	161	161	161
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
Labor Contracts - Other	0	0	-5	-5	-5	-5
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	8,483	8,553	8,579	8,579	8,579	8,579

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY14 Recommended		FY15 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Social Media Marketing and Administrative Support (Abolish a Business Development Specialist and Create a Public Relations Specialist and a Principal Administrative Aide) [Marketing and Business Development]	28,001	1.00	142,846	2.00
Total	28,001	1.00	142,846	2.00