
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 FY12 Operating Budget for the Department of Economic Development is \$8,184,330, a decrease of \$444,840 or 5.2 percent from the FY11 Approved Budget of \$8,629,170. Personnel Costs comprise 36.8 percent of the budget for 33 full-time positions and three part-time positions for 24.5 workyears. Operating Expenses account for the remaining 63.2 percent of the FY12 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 FY11 estimates incorporate the effect of the FY11 savings plan. FY12 and FY13 targets assume the recommended FY12 budget and FY13 funding for comparable service levels.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Organized and completed County Executive's visits to all federal agencies in Montgomery County to meet with agency directors of real estate property, including FDA, NIH, DOE, NIST, NNMC, and GSA to work closely and market the county for retention and attraction of federal tenants and assisting with GSA property disposal.***
- ❖ ***Organized a Supplier Diversity Roundtable comprised of major corporations in the county to encourage them to "Buy Local" and expand procurement opportunities for County businesses.***
- ❖ ***Created The Federal and Academic Technology Transfer Welcome Center in the Shady Grove Innovation Center to enable local businesses to access presentation information, calendar of local and national tech transfer related events, grant deadlines, federal laboratory and academic technology transfer funding resources, technology locators and other resource information in one-stop setting.***
- ❖ ***Productivity Improvements***
 - ***Implemented using social media, Facebook and Twitter to disseminate marketing and program information and engage in opinion survey to reflect in policy recommendation and strategy setting in County's economic development.***

PROGRAM CONTACTS

Contact Peter Bang of the Department of Economic Development at 240.777.2008 or Alison Dollar of the Office of Management and Budget at 240.777.2781 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 attraction and retention of those businesses to the County. This includes industry sectors including telecommunications, biotechnology, information technology, advanced engineering, green energy, and professional services. The major focus of the program includes pursuing leads generated by the Department's business development specialists and a business visitation program to retain existing businesses. Business specialists meet with company representatives during business visits, conferences, and other events to offer assistance. They also serve as liaisons to business organizations to help identify and assist new and expanding companies. Assistance includes needs assessment, financial and training assistance, site identification, and expediting and coordinating business development. The program provides clients with land-use planning expertise, economic analysis, 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's economic vision.

| Program Performance Measures | Actual FY09 | Actual FY10 | Estimated FY11 | Target FY12 | Target FY13 |
|--|------------------------|------------------------|---------------------------|------------------------|------------------------|
| Jobs created by existing business expansion within three years of DED involvement | 945 | 1009 | 660 | 759 | 759 |
| Jobs created by new business attraction within three years of DED involvement | 857 | 532 | 635 | 744 | 744 |
| Total new capital investment by newly attracted businesses and start-up businesses through DED involvement (in millions) | 20 | 32 | 16 | 20 | 20 |
| Percent of active prospects successfully closed per fiscal year | 16% | 19% | 17% | 17% | 17% |
| Total new capital investment by businesses currently located in the County through DED involvement (in millions) | 187 | 512 | 128 | 133 | 133 |
| New commercial space occupied by newly attracted businesses and start-up businesses through DED involvement (sq. feet) | 237,800 | 184,613 | 140,000 | 160,000 | 160,000 |
| New commercial space occupied by businesses currently located in the County through DED involvement (sq. feet) | 1,096,000 | 1,881,022 | 919,466 | 929,257 | 929,257 |
| Total new prospects developed | 92 | 107 | 75 | 75 | 75 |
| Actual total jobs created by DED per fiscal year | 680 | 600 | 500 | 500 | 500 |

| FY12 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY11 Approved | 873,190 | 5.8 |
| Decrease Cost: World Trade Center Institute Support | -5,000 | 0.0 |
| Decrease Cost: Technology Council of Maryland Support | -10,000 | 0.0 |
| Decrease Cost: Abolish Business Development Specialist-MBD | -117,950 | -1.0 |
| Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 97,960 | 0.2 |
| FY12 CE Recommended | 838,200 | 5.0 |

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.

In addition, this program 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 leaseable space. These facilities provide office and lab space, high-level business support services, and innovative programming to over 145 promising entrepreneurs. The Innovation Network is poised for expansion within the next few years with the Department currently seeking a developer for Site II, the future home of the East County Center for Science and Technology. 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 FY09 | Actual FY10 | Estimated FY11 | Target FY12 | Target FY13 |
|---|------------------------|------------------------|---------------------------|------------------------|------------------------|
| Amount of federal grant funding received by County incubator companies (in millions) | 5.9 | 4.3 | 5.2 | 4.4 | 4.4 |
| Amount of private equity financing received by County incubator companies (in millions) | 28 | 10.8 | 11.8 | 16.9 | 16.9 |
| Number of intellectual property issued to County incubator companies | 58 | 14 | 43 | 38 | 38 |
| Number of new jobs created by incubator companies during the incubation period | 125 | 181 | 165 | 180 | 180 |
| Number of new jobs created by incubator companies post graduation | 46 | 51 | 50 | 49 | 49 |
| Percent of participants satisfied with DED sponsored technical assistance and training programs | NA | 92% | 94% | 96% | 96% |

| FY12 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY11 Approved | 1,059,660 | 7.8 |
| Decrease Cost: Small Business Development Center Support | -5,000 | 0.0 |
| Decrease Cost: Incubator Program - Abolish Two Incubator Positions- Business Development Specialist and Office Services Coordinator | -147,240 | -2.0 |
| Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 44,760 | 1.2 |
| FY12 CE Recommended | 952,180 | 7.0 |

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 Board Development, Communications and Outreach, Executive, Finance, Program Operations and Oversight, and Youth Council committees. Staff provides support to the Board by implementing directives and policy initiatives.

WS is funded by \$3 million in Federal Government, State of Maryland, and Montgomery County funds. In FY 09, WS received \$1.3 million dollars from the American Reinvestment and Recovery Act. The funds must be spent by June 30, 2011, although the majority of funding was expended in FY10. 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 FY10, 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 FY09 | Actual FY10 | Estimated FY11 | Target FY12 | Target FY13 |
|--|------------------------|------------------------|---------------------------|------------------------|------------------------|
| Number of employers assisted with training | 40 | 40 | 40 | 40 | 40 |
| Number of employers assisted with recruitment | 120 | 120 | 120 | 120 | 120 |
| Number of DED job related placements for unemployed adults-dislocated, older, and disadvantaged workers ¹ | 13,775 | 12,650 | 12,900 | 13,200 | 13,200 |

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.

| FY12 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY11 Approved | 3,268,820 | 3.8 |
| Add: Latin American Youth Center Workforce Development for Youth | 200,000 | 0.0 |
| Reduce: Workforce Services - Abolish Program Manager II Position | -90,670 | -1.0 |
| Decrease Cost: Workforce Services | -372,500 | 0.0 |
| Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -36,030 | 0.2 |
| FY12 CE Recommended | 2,969,620 | 3.0 |

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 FY09 | Actual FY10 | Estimated FY11 | Target FY12 | Target FY13 |
|-------------------------------------|------------------------|------------------------|---------------------------|------------------------|------------------------|
| Cumulative farm acres protected | 70,832 | 71,332 | 71,832 | 71,832 | 71,832 |
| Number of farm businesses assisted | 94 | 140 | 160 | 160 | 160 |

| FY12 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY11 Approved | 631,780 | 4.6 |
| Shift: Funding for Agricultural Programs to the CIP | -129,930 | -1.8 |
| Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -7,630 | 0.2 |
| FY12 CE Recommended | 494,220 | 3.0 |

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. The

program also administers the Department's overall communications efforts through mass and electronic communication, maintenance of the Department's web site, and media relations. 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.

| FY12 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY11 Approved | 564,960 | 4.0 |
| Decrease Cost: Abolish Special Projects Position and Reallocate Portion to Operating Expenses | -52,820 | -1.0 |
| Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | -94,910 | 0.0 |
| FY12 CE Recommended | 417,230 | 3.0 |

Finance and Administration

This program is responsible for developing the department's short and long term strategies, and managing and servicing all departmental administrative functions including fiscal, procurement, grant applications and monitoring, IT, and human resources allocation and management. 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.

| FY12 Recommended Changes | Expenditures | WYs |
|--|---------------------|------------|
| FY11 Approved | 2,230,760 | 4.8 |
| Increase Cost: Energy Costs for the Incubator Program | 260,120 | 0.0 |
| Increase Cost: Property Tax Increase at Rockville Innovation Center | 35,250 | 0.0 |
| Increase Cost: Condominium Fees at the Rockville Innovation Center | 22,800 | 0.0 |
| Decrease Cost: Funding for a Sr. Financial Specialist Position in Finance and Administration | -53,800 | -1.0 |
| Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program | 17,750 | -0.3 |
| FY12 CE Recommended | 2,512,880 | 3.5 |

BUDGET SUMMARY

| | Actual FY10 | Budget FY11 | Estimated FY11 | Recommended FY12 | % Chg Bud/Rec |
|--|-------------------|------------------|-------------------|---------------------|------------------|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 3,507,256 | 2,866,950 | 2,886,370 | 2,407,080 | -16.0% |
| Employee Benefits | 969,074 | 852,250 | 829,510 | 602,380 | -29.3% |
| County General Fund Personnel Costs | 4,476,330 | 3,719,200 | 3,715,880 | 3,009,460 | -19.1% |
| Operating Expenses | 2,723,180 | 2,565,950 | 2,528,100 | 2,830,850 | 10.3% |
| Capital Outlay | 0 | 0 | 0 | 0 | — |
| County General Fund Expenditures | 7,199,510 | 6,285,150 | 6,243,980 | 5,840,310 | -7.1% |
| PERSONNEL | | | | | |
| Full-Time | 46 | 38 | 38 | 33 | -13.2% |
| Part-Time | 3 | 3 | 3 | 3 | — |
| Workyears | 40.6 | 30.8 | 30.8 | 24.5 | -20.5% |
| REVENUES | | | | | |
| State Salary Reimb: Soil Cons District Mgr | 53,108 | 48,710 | 48,710 | 48,710 | — |
| County General Fund Revenues | 53,108 | 48,710 | 48,710 | 48,710 | — |
| 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 | 3,930,827 | 2,344,020 | 2,344,020 | 2,344,020 | — |
| Capital Outlay | 0 | 0 | 0 | 0 | — |
| Grant Fund MCG Expenditures | 3,930,827 | 2,344,020 | 2,344,020 | 2,344,020 | — |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| Workyears | 0.2 | 0.0 | 0.0 | 0.0 | — |
| REVENUES | | | | | |
| Workforce Investment Act/Federal Economic Stimulus | 1,135,990 | 0 | 0 | 0 | — |
| Workforce Investment Act Grants | 1,691,628 | 2,344,020 | 2,344,020 | 2,344,020 | — |
| Disability Program Navigator | 189,120 | 0 | 0 | 0 | — |
| Wagner-Peyser Grant | 349,709 | 0 | 0 | 0 | — |
| MD Neg Brac | 19,156 | 0 | 0 | 0 | — |
| State General Funds | 174,599 | 0 | 0 | 0 | — |
| TANF | 130,146 | 0 | 0 | 0 | — |
| ARRA Early Intervention | 171,591 | 0 | 0 | 0 | — |
| ARRA Maryland Business Works | 68,888 | 0 | 0 | 0 | — |
| Grant Fund MCG Revenues | 3,930,827 | 2,344,020 | 2,344,020 | 2,344,020 | — |
| DEPARTMENT TOTALS | | | | | |
| Total Expenditures | 11,130,337 | 8,629,170 | 8,588,000 | 8,184,330 | -5.2% |
| Total Full-Time Positions | 46 | 38 | 38 | 33 | -13.2% |
| Total Part-Time Positions | 3 | 3 | 3 | 3 | — |
| Total Workyears | 40.8 | 30.8 | 30.8 | 24.5 | -20.5% |
| Total Revenues | 3,983,935 | 2,392,730 | 2,392,730 | 2,392,730 | — |

FY12 RECOMMENDED CHANGES

| | Expenditures | WYs |
|--|------------------|-------------|
| COUNTY GENERAL FUND | | |
| FY11 ORIGINAL APPROPRIATION | 6,285,150 | 30.8 |
| Changes (with service impacts) | | |
| Add: Latin American Youth Center Workforce Development for Youth [Workforce Services] | 200,000 | 0.0 |
| Reduce: Workforce Services - Abolish Program Manager II Position [Workforce Services] | -90,670 | -1.0 |
| Other Adjustments (with no service impacts) | | |
| Increase Cost: Energy Costs for the Incubator Program [Finance and Administration] | 260,120 | 0.0 |
| Increase Cost: Restore Personnel Costs - Furloughs | 81,430 | 1.2 |
| Increase Cost: Property Tax Increase at Rockville Innovation Center [Finance and Administration] | 35,250 | 0.0 |
| Increase Cost: Annualization of FY11 Lapsed Positions | 32,200 | 0.3 |
| Increase Cost: Condominium Fees at the Rockville Innovation Center [Finance and Administration] | 22,800 | 0.0 |
| Increase Cost: Printing and Mail Adjustment | 1,980 | 0.0 |
| Increase Cost: Motor Pool Rate Adjustment | 1,510 | 0.0 |
| Increase Cost: Help Desk - Desk Side Support | 1,080 | 0.0 |
| Decrease Cost: Small Business Development Center Support [Business Empowerment] | -5,000 | 0.0 |
| Decrease Cost: World Trade Center Institute Support [Marketing and Business Development] | -5,000 | 0.0 |
| Decrease Cost: Technology Council of Maryland Support [Marketing and Business Development] | -10,000 | 0.0 |
| Decrease Cost: Verizon Frame Relay Replacement | -22,100 | 0.0 |
| Decrease Cost: Retirement Adjustment | -35,720 | 0.0 |
| Decrease Cost: Group Insurance Adjustment | -38,480 | 0.0 |
| Decrease Cost: Abolish Special Projects Position and Reallocate Portion to Operating Expenses [Special Projects] | -52,820 | -1.0 |
| Decrease Cost: Funding for a Sr. Financial Specialist Position in Finance and Administration [Finance and Administration] | -53,800 | -1.0 |
| Decrease Cost: Abolish Business Development Specialist-MBD [Marketing and Business Development] | -117,950 | -1.0 |
| Shift: Funding for Agricultural Programs to the CIP [Agricultural Services] | -129,930 | -1.8 |
| Decrease Cost: Incubator Program - Abolish Two Incubator Positions- Business Development Specialist and Office Services Coordinator [Business Empowerment] | -147,240 | -2.0 |
| Decrease Cost: Workforce Services [Workforce Services] | -372,500 | 0.0 |
| FY12 RECOMMENDED: | 5,840,310 | 24.5 |
| GRANT FUND MCG | | |
| FY11 ORIGINAL APPROPRIATION | 2,344,020 | 0.0 |
| FY12 RECOMMENDED: | 2,344,020 | 0.0 |

PROGRAM SUMMARY

| Program Name | FY11 Approved | | FY12 Recommended | |
|------------------------------------|------------------|-------------|------------------|-------------|
| | Expenditures | WYs | Expenditures | WYs |
| Marketing and Business Development | 873,190 | 5.8 | 838,200 | 5.0 |
| Business Empowerment | 1,059,660 | 7.8 | 952,180 | 7.0 |
| Workforce Services | 3,268,820 | 3.8 | 2,969,620 | 3.0 |
| Agricultural Services | 631,780 | 4.6 | 494,220 | 3.0 |
| Special Projects | 564,960 | 4.0 | 417,230 | 3.0 |
| Finance and Administration | 2,230,760 | 4.8 | 2,512,880 | 3.5 |
| Total | 8,629,170 | 30.8 | 8,184,330 | 24.5 |

CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY11 | | FY12 | |
|----------------------------|---------------------------|----------------|------------|----------------|------------|
| | | Total\$ | WYs | Total\$ | WYs |
| COUNTY GENERAL FUND | | | | | |
| CIP | CIP | 385,460 | 3.0 | 417,930 | 4.6 |
| Economic Development Fund | Economic Development Fund | 126,490 | 1.0 | 120,540 | 1.0 |
| NDA - Conference Center | County General Fund | 116,170 | 1.0 | 115,460 | 1.0 |
| Total | | 628,120 | 5.0 | 653,930 | 6.6 |

FUTURE FISCAL IMPACTS

| Title | CE REC. FY12 | FY13 | FY14 | (\$000's) FY15 | FY16 | FY17 |
|---|-----------------|--------------|--------------|-------------------|--------------|--------------|
| This table is intended to present significant future fiscal impacts of the department's programs. | | | | | | |
| COUNTY GENERAL FUND | | | | | | |
| Expenditures | | | | | | |
| FY12 Recommended | 5,840 | 5,840 | 5,840 | 5,840 | 5,840 | 5,840 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| Energy Tax Increase | 0 | -260 | -260 | -260 | -260 | -260 |
| These figures represent the decrease of the Energy Tax for the Rockville Innovation Center, Wheaton Business Innovation Center, Germantown Innovation Center, Shady grove Innovation Center, and the Silver Spring Innovation Center. Energy Tax increase sunsets effective FY13. | | | | | | |
| Motor Pool Rate Adjustment | 0 | 7 | 7 | 7 | 7 | 7 |
| Subtotal Expenditures | 5,840 | 5,587 | 5,587 | 5,587 | 5,587 | 5,587 |