

Mission Statement

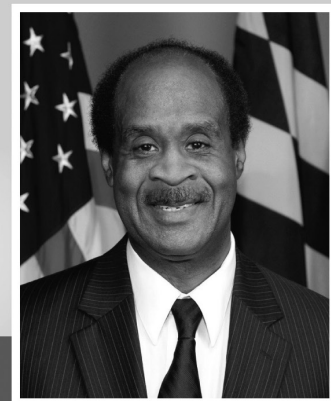
MONTGOMERY COUNTY GOVERNMENT

WE pursue the common good by working for and with Montgomery County's diverse community members to provide:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

AS dedicated public servants, the employees of the Montgomery County government strive to embody in our work these essential values:

- | | | |
|-------------------|-----------------|------------------------------|
| • Collaboration | • Inclusiveness | • Knowledge |
| • Competence | • Innovation | • Respect for the Individual |
| • Fiscal Prudence | • Integrity | • Transparency |



Isiah Leggett
ISIAH LEGGETT

www.montgomerycountymd.gov

About Montgomery County

Montgomery County was established by the State Convention in 1776, and from its establishment until 1948, the Montgomery County government functioned under the County Commission system. In 1948, the voters adopted a charter giving the County home rule and a council-manager form of government. In 1968, the voters approved a new charter providing for separate legislative and executive branches of government, with legislative power vested in an elected County Council and executive power in an elected County Executive. The new charter became effective with the election of the County Executive and Council in November 1970. The Montgomery County Council is composed of nine members, four of whom are elected by all voters in the County. The remaining five Councilmembers are each elected from one of five Councilmanic districts.

Montgomery County contains 497 square miles (or 316,000 acres) of land area. The County population was 1,004,709 in 2012, consisting of 47.8 percent White (non-Hispanic) and 52.2 percent cultural minorities. About 39.1 percent of Maryland's foreign-born population resides in Montgomery County.

The 2012 median household income was \$94,965. The County's estimated labor force for September 2013 is 538,848 with an unemployment rate of 4.9 percent. Montgomery County is an employment center with 59.6 percent of the workforce residing and working in the County. For the 2013 Fall enrollment, 151,607 pupils were registered in the County's schools.



FY15 Approved Operating Budget and FY15-20 Public Services Program

July 2014 ■ Volume 1

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George Leventhal, Vice President

Phil Andrews

Roger Berliner

Cherri Branson

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Nancy Floreen

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Montgomery County, Maryland ■ Office of Management and Budget

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Montgomery County
Maryland**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Montgomery County Government, Maryland for its annual budget for the fiscal year beginning July 1, 2013.

In order to receive this award a governmental unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for the period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

MONTGOMERY COUNTY GOVERNMENT
APPROVED FY15 OPERATING AND CAPITAL BUDGETS
AND
APPROVED FY15-20 CAPITAL IMPROVEMENTS PROGRAM (CIP)
OPERATING BUDGET

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County Executive
County Council President

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MONTGOMERY COUNTY GOVERNMENT
APPROVED FY15 OPERATING AND CAPITAL BUDGETS
AND
APPROVED FY15-20 CAPITAL IMPROVEMENTS PROGRAM (CIP)

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County Executive
County Council President

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MONTGOMERY COUNTY GOVERNMENT
APPROVED FY15 OPERATING AND CAPITAL BUDGETS
AND
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OFFICE OF MANAGEMENT AND BUDGET

Isiah Leggett
County Executive

MEMORANDUM

July 1, 2014

TO: Interested Readers

FROM: Isiah Leggett, County Executive 

SUBJECT: FY15 Operating and Capital Budgets
FY15-20 Capital Improvements Program (CIP)

These volumes contain the Approved FY15 Operating and Capital Budgets and the FY15-20 Capital Improvements Program (CIP) for Montgomery County. In accordance with the law and after receiving my recommendations and the advice of interested parties through public hearings and other means, the County Council approved the budgets on May 22, 2014, for the fiscal year that begins on July 1. These budgets reflect our joint efforts to fund public services and capital investment consistent with the expectations of Montgomery County residents at affordable and fair levels of taxation.

The total FY15 Operating Budget from all sources of funds is \$4.996 billion, an increase of \$184.5 million or 3.8 percent from the Approved FY14 Budget. Because Capital Budget appropriations can be made for multiple fiscal years, comparisons of the Capital Budget from one fiscal year to the next do not provide useful information.

As detailed in the budget highlights and in the appropriate departmental sections, these budgets continue to support what I believe are our most important shared priorities:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

This budget includes a 1.4 cent property tax rate decrease and a property tax credit of \$692 per owner-occupied residential household, which maintains a progressive property tax structure. This budget

funds the collective bargaining agreements negotiated with the County's three unions, and continues the strategic restoration of some of our most important services, particularly in the public safety area, that were dramatically reduced as the County faced serious budget challenges. Tax supported reserves are fully funded and CIP PAYGO is funded at the policy level. Additionally, the annual required contribution for retiree health insurance is fully funded in FY15, meeting an important goal I set when I took office in 2006.

In order to reduce costs and minimize our use of paper, we have provided an abbreviated version of the Operating Budget for each County Government Department. You may view a more detailed description of each department's budget by visiting the Office of Management and Budget webpage at www.montgomerycountymd.gov/omb.

You are invited to read the contents of these volumes for a description of the Approved Operating and Capital Budgets and CIP. Please call the Office of Management and Budget at (240) 777-2800 for further information. This information is also available on the Internet on the Montgomery County home page at www.montgomerycountymd.gov/omb.

Message from the Council President

The FY15 Operating Budget and the FY15-20 Capital Improvements Program approved by the Council on May 22, 2014 are fiscally responsible and will make our strong community even stronger.

Many people have made this result possible. I would like to thank my Council colleagues and Council staff for their hard work. Thank you as well to County Executive Isiah Leggett and his staff for providing a sound starting point and productive collaboration. I also appreciate the contributions of MCPS, Montgomery College, M-NCPPC, and WSSC.



I also want to thank the thousands of people in our broad community who testified at our public hearings and offered excellent ideas via letters, email, and phone calls. That's what our open and inclusive budget process is all about.

The result of this collaboration is a balanced and sustainable budget that achieves many important goals. It fully funds our world-class public school system. It provides major new support to Montgomery College, one of the best community colleges in the nation. It adds new resources to our outstanding parks system. It gives a major boost to critical services that suffered badly during the Great Recession, including our library system, our Police and Fire and Rescue Service, Corrections, our safety net services, our transportation system, and other functions that mean so much to the quality of life in our County. We were also able to provide additional support to our nonprofit partners whom we rely on to provide many services and programs that enhance the lives of our residents.

All these advances are reinforced by our far-reaching new six-year Capital Improvements Program. And our budget once again provides fair compensation increases to our employees.

At the same time, our budget is fiscally responsible, with reserves at historic highs, in keeping with our AAA bond rating. And for the third year in a row, we have reduced the energy tax increase that was needed in 2010 to help us survive the worst ravages of the recession. All of us have worked hard to come together on this budget. I am proud of what we have achieved on behalf of our great community.

A handwritten signature in cursive script, appearing to read "Craig Rice".

Craig Rice
President, Montgomery County Council

How to Read the Budget

INTRODUCTION

The County's Approved Operating and Capital Budgets and the Approved FY15-20 Capital Improvements Program (CIP) are published in two volumes. Volume I contains a comprehensive picture of the Operating Budget year beginning July 1, including changes from the previous fiscal year. Volume II contains the approved Capital Budget and the approved Capital Improvements Program.

This publication is available on the County's web site: www.montgomerycountymd.gov in a new format for FY15. Through Socrata's GovStat platform, the operating budget will be interactive and complements the County's OpenData initiatives, adding rich content, making it user and mobile friendly, and adding an advanced search engine. Also, as part of the County's effort to reduce paper usage, the following sections of the budget are only published on the internet: Highlights, Linkage to County Result Areas, Accomplishments and Initiatives, Program Descriptions, Program Performance Measures, Program Approved Changes, Charges to Other Departments, and Annualization of Personnel Costs and Full-Time Equivalents (FTEs).

CONTENTS OF THE OPERATING BUDGET DOCUMENT

The major components of the Approved Operating Budget and Public Services Program are described below in order of appearance in this document.

Message and Highlights

The message summarizes the financial status of the County and how the budget is funded. The highlights provide a listing of major program initiatives and changes approved in the budget.

Debt Service

Debt service is the amount the County must pay each year for the principal and interest on the County's bonded and other indebtedness. Debt service is presented both in terms of the specific bond allocations by category and fund and by sources of revenue, including six-year projections of debt service requirements.

Agencies Summaries

A summary of approved funding is provided for the budgets of Montgomery County Government, Montgomery County Public Schools, Montgomery College, the Montgomery County and bi-county (administration) portions of the Maryland-National Capital Park and Planning Commission (M-NCPPC), and the Montgomery County and bi-county portions of the Washington Suburban Sanitary Commission. A summary of the Housing Opportunities Commission budget is also included, containing the operating budget appropriation. In addition, a section describing the Montgomery County Revenue Authority is provided.

County Government Approved Department Budgets

The approved budgets for departments and offices of the County Government are provided for the following:

- Legislative Branch (the County Council and legislative offices and boards);
- Judicial Branch (Circuit Court and State's Attorney), and
- Executive Branch (departments with functions related to General Government; Public Safety; Transportation; Health and Human Services; Libraries, Culture, and Recreation; Community Development and Housing; Environment; and Other County Functions).

The presentations include: the department's mission statement; linkage to County result areas; accomplishments and initiatives; performance measures; description and cost of programs; approved expenditure, revenue, and workforce allocations for the department; approved changes for next fiscal year's budget; charges to other departments, and information about future fiscal impacts. For more detailed information about department displays, see the section on "Department Budget Presentations" below.

Non-Departmental Accounts (NDAs)

The Non-Departmental Accounts section contains expenses essential to the operation of the County government which either do not fall within the functional assignment of any department or agency or provide for expenditures related to more than one department or agency. Examples include various grants to municipal governments, contributions to other funds, County government memberships (e.g., Maryland Association of Counties), and certain legally-mandated programs. Responsibility for administration of NDAs is assigned by the Chief Administrative Officer to specific departments. Although classified as an NDA, all utilities expenditures of the County government are displayed in a separate section to provide combined data on costs by energy type and user departments.

Budget Summary Schedules

The Summary Schedules section contains aggregate fiscal data for all agencies for which the County Council sets tax rates, makes levies, or approves programs and/or budgets. The schedules include expenditure and funding totals by agency, department, government function, and source of funding, with both dollar amounts and staffing (i.e. full-time equivalents (FTEs) and positions). Revenues are described and detailed by agency, fund, and type. Ten-year historical trends are also included for major expenditure categories, revenue sources, the government workforce, and tax rates.

Approved Resolutions

Resolutions are passed to express the policy of the Council on certain items or programs or are passed to direct certain types of administrative action. The resolutions included in the Approved FY15 Operating Budget Book specify appropriations for Montgomery County Government and Outside Agencies.

DEPARTMENT BUDGET PRESENTATIONS

For each department within Montgomery County government and for most agency summaries, the budget presentation includes:

Mission Statement: the overall purpose of the department (or major division), including the goals or results it expects to achieve for the community or its function in the County government.

Budget Overview: approved appropriations for the department, with changes from the prior fiscal year, in dollars, full time equivalents, and percentage change.

Linkages to County Result Areas: denotes which of the County Executive's eight result areas relate to the department.

Performance Measures: provides key measures that apply to the department as a whole or to multiple programs. Each measure gives actual data for the past two completed fiscal years, an estimate for the current fiscal year, and targets for the next two fiscal years. These targets represent the department's principal performance goals. Program performance measures that relate to only one program are listed with the relevant program as noted below.

Accomplishments and Initiatives: provides a summary of major department accomplishments completed in the last year and the anticipated results of the approved funding for next fiscal year. In addition, productivity improvements within the department are described.

Program Contacts: department and Office of Management and Budget (OMB) contacts for the budget, including phone numbers.

Program Descriptions: provides a descriptive narrative of the program, including, as applicable:

- Nature, functions, and features of program activity;
- The public need to which the program responds;
- Who or what benefits from the program activity, and
- What the resources allocated will provide to the community.

Program Performance Measures: lists performance measures that apply to only one of the department's programs. Actual performance data are shown for the previous two fiscal years, as well as estimates for the current fiscal year and targets for the next two fiscal years. The FY15 and FY16 figures represent performance goals for the relevant program.

Program Approved Changes: A table displays the approved program expenditures and FTEs for next fiscal year compared to the current year's approved budget, including an itemization of key changes within individual programs based on approved budget actions. Budget changes that relate to a unique program are listed individually within each program approved changes

chart. Budget changes that affect more than one program, such as compensation changes, are summarized in a miscellaneous adjustment item for each affected program.

Budget Summary: summary data for the department, including actual expenditures for the prior fiscal year, the approved budget and estimated expenditures for the current fiscal year, and the approved budget for the coming fiscal year. The presentation includes, by fund, expenditures within appropriation category (Personnel Costs, Operating Expenses, Capital Outlay, and Debt Service); personnel requirements (full-time and part-time positions and FTEs); and related revenue sources. Appropriation categories and related components within the Budget Summary include:

- **Salaries and Wages:** the cost of all salary expenses for both full-time and part-time positions, including other personnel cost adjustments (e.g., overtime, shift differential, multilingual pay, etc.).
- **Employee Benefits:** social security, group insurance, and retirement. Additional information regarding employee benefits may be found in the Workforce/Compensation chapter of this document.
- **Operating Expenses:** those costs required to support the operations of the agency, including such items as contracted services, printing, motor pool, and office supplies.
- **Debt Service (for M-NCPPC, Parking Lot Districts, Solid Waste Disposal, Liquor Control, and Montgomery Housing Initiative funds only):** the annual payment of principal and interest on bonded indebtedness (for both general obligation and other debt) incurred by departments/agencies funded by a Special or Enterprise fund.
- **Capital Outlay:** funding for the acquisition of fixed assets that have a value of \$5,000 or more and a useful life of more than one year.

Personnel categories within the Budget Summary include full and part-time positions as well as full-time equivalents (FTEs). FTEs reflect staff time charged to the department's operating budget. One FTE is the equivalent to 2,080 work hours or 260 workdays.

Related revenues listed in the Budget Summary are generated or received by the department as a direct result of its activities. These include user fees, permits and licenses, grants, intergovernmental aid and reimbursements, and other miscellaneous revenues.

Approved Changes Crosswalk: describes department-wide expenditure and FTE changes from the current year's approved budget to next fiscal year's approved budget. The crosswalk includes:

- Additional items funded in next year's approved budget for new or expanded services.
- Decreases from last year's approved budget relating to reduction in service or elimination of one-time funding in the base for printers, servers, etc.
- Compensation adjustments.
- Group insurance and retirement rate adjustments.
- Rate adjustments for other expenses such as motor pool, printing and mail, occupational medical, risk management, etc.
- Increases or reductions in charges to or from other departments (including charges to the CIP).
- Shifts in resources to another department.
- Other personnel cost adjustments, including changes related to annualization of current year increments; position or job class reclassifications; staff turnover; and lapse changes.
- Other operating expense changes, including inflation adjustments for contracts, rent, etc.

The presentation is organized under two categories: first by items with service impacts, then by other adjustments with no service impacts. Under each category, the items are organized by largest to smallest dollar value change. For items that affect a single program, the name of the relevant program is shown in parentheses. If no program is shown, the adjustment affects several programs.

A verb precedes each approved crosswalk item. The following verbs describe service impact changes:

Verb and Definition
Add – New funding for services that presently do not exist.
Enhance – More of an existing service or improvement to the quality of an existing service.
Eliminate – Total elimination of an existing service, with no anticipation of the service being provided by another entity.
Reduce – Reduction but not elimination of an existing service.

Restore - To reverse a recommendation to Shift or Reduce a service.
--

The following verbs describe other adjustments with no service impact changes:

Verb and Definition
Increase Cost – Additional expenditures to provide the same quantity and scope of existing services (e.g., compensation or benefit increases).
Decrease Cost – Reduction in cost without service impact (e.g., elimination of one-time items approved in the current fiscal year).
Shift – The transfer of service delivery and attendant costs between County Government departments; or elimination or reduction of a service, with the anticipation that the service will be provided by another entity (e.g., State, private sector).
Replace – County assumption of responsibilities previously provided by a non-county entity or funded by a restricted grant (e.g. Federal/State/private).
Technical Adjustment – Used to indicate shifts between expenditure categories or changes in FTEs with no net budget impact.

Program Summary: listing of each program, including approved expenditures and full-time equivalents (FTEs).

Charges to Other Departments: provides listing of Personnel and Operating Expenses charged to other departments or to the capital budget. The amounts in the table are not reflected in the expenditure or FTE figures displayed in the Budget Summary.

Annualization of Personnel Costs: identifies next fiscal year's annualized cost for the lapsed portion of new approved positions as most new positions are budgeted for only a portion of the fiscal year.

Debt Service

MISSION STATEMENT

This section provides budget data for the repayment of general obligation bond issues, and other long- and short-term financing for public facilities, equipment, and infrastructure in the Debt Service Fund for all tax supported County agencies (MCG, M-NCPPC, MCPS, and Montgomery College), as well as other associated costs. Non-tax supported debt repayment related to the MHI Property Acquisition Fund and Water Quality Protection bonds are also included.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for Debt Service is \$348,909,400 an increase of \$29,225,530 or 9.1 percent from the FY14 approved budget of \$319,683,870. This amount includes long-term lease expenditures of \$7,195,620, short-term financing of \$19,257,750 and other long-term debt of \$11,340,820. The budget excludes \$65,630 in debt service, which is appropriated in a non-tax supported fund.

FY15 Approved Changes

The Debt Service appropriation increase of 9.1 percent is primarily due to additional financing needs for General Obligation (G.O.) Bonds, short-term leases and other long-term debt.

G.O. Bonds are issued by the County to finance a major portion of the construction of long-lived additions or improvements to the County's publicly-owned infrastructure. The County's budget and fiscal plan for these improvements is known as the Capital Improvements Program (CIP) and is published separately from the Operating Budget and Public Services Program. Currently, G.O. Bonds are anticipated to fund approximately 48.1 percent of the County's capital expenditures for the six years of the Approved FY15-20 CIP. Other long-term debt includes financing for the Silver Spring Music Venue, Site II Acquisition, Affordable Housing, Stormwater Management Water Quality Protection Charge Bonds, and Qualified Energy Conservation Bonds.

Long-term leases are similar to debt service in that they are long-term commitments of County funds for the construction or purchase of long-lived assets. They are displayed and appropriated within the Debt Service Fund. Short-term financings, where the payments represent a substantial County commitment for the acquisition of assets which have a shorter life, but still result in a substantial asset, are also displayed and appropriated within this Fund.

The FY15 Debt Service budget is predicated on the bond issue requirements in the Approved CIP, adjusted for inflation, and implementation of the capital program at a projected 86.5 percent rate for FY15-FY20. An interest cost of 5.5 percent was budgeted for the Fall 2014 issue. Projected interest rates for bond issues for FY15 through FY20 are based on current market conditions. Under these projections and assumptions, total Debt Service will increase from \$348.9 million in FY15 to \$439.0 million by FY20.

PROGRAM CONTACTS

Contact Jacqueline Carter of the Department of Finance at 240.777.8979 or Christopher Mullin of the Office of Management and Budget at 240.777.2772 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
DEBT SERVICE					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Debt Service G.O. Bonds	264,496,750	283,663,290	279,867,012	311,115,210	9.7%
Debt Service Other	27,286,282	25,493,180	21,479,480	27,578,980	8.2%
Capital Outlay	0	0	0	0	—
Debt Service Expenditures	291,783,032	309,156,470	301,346,492	338,694,190	9.6%
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	6,111,775	5,778,730	5,811,730	5,928,730	2.6%
Investment Income	114	70,000	0	0	—
Miscellaneous Revenues	1,284,836	0	0	0	—
Debt Service Revenues	7,396,725	5,848,730	5,811,730	5,928,730	1.4%
DEBT SERVICE - NON-TAX SUPPORTED					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service - Non-Tax Supported Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Debt Service Other	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
Capital Outlay	0	0	0	0	—
Debt Service - Non-Tax Supported Expenditures	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
Total Expenditures	298,312,207	319,683,870	309,313,892	348,909,400	9.1%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	0.00	0.00	0.00	0.00	—
Total Revenues	7,396,725	5,848,730	5,811,730	5,928,730	1.4%

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT

	Actual FY12	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App	App % GO Bonds
GO BOND DEBT SERVICE EXPENDITURES							
General County	30,543,387	31,544,095	43,669,580	43,034,578	47,398,490		15.5%
Roads & Storm Drains	55,703,984	60,350,215	60,881,770	60,263,490	68,437,830		22.4%
Public Housing	-	-	8,430	13,570	65,640		0.0%
Parks	8,524,688	9,192,758	9,215,400	9,167,030	9,906,220		3.2%
Public Schools	115,105,587	121,987,885	124,466,930	122,759,135	133,221,530		43.5%
Montgomery College	13,544,588	14,902,744	15,783,460	15,443,075	17,841,820		5.8%
Bond Anticipation Notes/Commercial Paper	468,332	753,371	1,255,000	700,000	1,000,000		
Bond Anticipation Notes/Liquidity & Remarketing	3,275,481	2,719,343	3,000,000	3,000,000	3,000,000		
Cost of Issuance	645,489	623,713	1,180,600	850,000	1,000,000		
Total General Fund	227,811,536	242,074,124	259,461,170	255,230,878	281,871,530	8.6%	90.4%
Fire Tax District Fund	6,686,464	6,886,445	7,084,290	7,098,665	8,438,020		2.8%
Mass Transit Fund	3,620,529	6,235,302	8,199,410	8,642,566	11,046,940		3.6%
Recreation Fund	8,106,417	9,270,330	8,918,420	8,894,903	9,758,720		3.2%
Bradley Noise Abatement Fund	24,864	23,549	-	-	-		0.0%
Cabin John Noise Abatement Fund	7,388	7,000	-	-	-		0.0%
Total Tax Supported Other Funds	18,445,662	22,422,626	24,202,120	24,636,134	29,243,680	20.8%	9.6%
TOTAL TAX SUPPORTED	246,257,198	264,496,750	283,663,290	279,867,012	311,115,210	9.7%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	246,257,198	264,496,750	283,663,290	279,867,012	311,115,210	9.7%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	1,903,886	309,649	645,340	645,340	981,140		
Revenue Authority - HHS Piccard Drive	633,038	636,870	638,690	638,690	638,580		
Silver Spring Garages	5,554,164	5,070,347	-	-	-		
Revenue Authority - Recreation Pools	2,325,680	2,323,016	1,834,050	1,834,050	1,834,300		
Fire and Rescue Equipment	4,459,475	4,418,126	3,780,600	3,780,600	3,741,600		
TOTAL LONG-TERM LEASE EXPENDITURES	14,876,243	12,758,008	6,898,680	6,898,680	7,195,620	4.3%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	4,645,524	5,659,962	6,347,200	5,660,200	6,780,200		
Libraries System Modernization	-	-	53,000	-	98,000		
Ride On Buses	3,798,450	3,801,617	5,815,700	3,802,000	6,675,950		
Public Safety System Modernization	2,186,770	4,373,540	5,519,600	4,373,600	5,223,600		
Fuel Management System	-	-	165,000	-	480,000		
TOTAL SHORT-TERM LEASE EXPENDITURES	10,630,744	13,835,119	17,900,500	13,835,800	19,257,750	7.6%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue - Tax supported	244,712	293,155	294,000	294,000	295,610		
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	400,000		
Qualified Energy Conservation Bond - Tax supported	-	-	-	51,000	430,000		
MHI-HUD Loan - Non-Tax supported	71,725	69,769	67,730	67,730	65,630		
Water Quality Protection Charge Bonds - Non-Tax supported	-	2,122,601	3,017,000	3,017,000	3,019,200		
MHI - Property Acquisition Fund - Non-Tax supported	4,088,162	4,406,574	7,510,400	4,950,400	7,196,010		
TOTAL OTHER LONG-TERM DEBT	4,804,599	7,292,099	11,289,130	8,780,130	11,406,450	1.0%	
DEBT SERVICE EXPENDITURES							
Tax Supported	272,408,897	291,783,032	309,156,470	301,346,492	338,694,190		
Non-Tax Supported - Other Long-term Debt	4,159,887	6,598,944	10,595,130	8,035,130	10,280,840		
TOTAL DEBT SERVICE EXPENDITURES	276,568,784	298,381,976	319,751,600	309,381,622	348,975,030	9.1%	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	219,829,713	235,481,958	253,612,440	249,452,148	276,092,800		
Other Interest: Installment Notes, Interest & Penalties	2,225,680	1,284,836	-	-	-		
BAN/Commercial Paper Investment Income	17,222	114	70,000	-	-		
Federal Subsidy on General Obligation Bonds	6,278,732	6,111,775	5,778,730	5,778,730	5,778,730		
Premium on General Obligation Bonds	642,202	-	-	-	-		
Total General Fund Sources	228,993,549	242,878,683	259,461,170	255,230,878	281,871,530		
Fire Tax District Funds	6,571,643	6,799,377	7,084,290	7,098,665	8,438,020		
Mass Transit Fund	2,816,245	5,805,704	8,199,410	8,642,566	11,046,940		
Recreation Fund	7,843,508	8,982,438	8,918,420	8,894,903	9,758,720		
Bradley Noise Abatement Fund	24,864	23,549	-	-	-		
Cabin John Noise Abatement Fund	7,388	7,000	-	-	-		
Total Other Funding Sources	17,263,648	21,618,068	24,202,120	24,636,134	29,243,680		
TOTAL GO BOND FUNDING SOURCES	246,257,197	264,496,751	283,663,290	279,867,012	311,115,210		
NON GO BOND FUNDING SOURCES							
General Funds	15,568,095	16,743,522	13,897,830	12,029,830	14,697,130		
MHI Fund - HUD Loan	71,725	69,769	67,730	67,730	65,630		
Water Quality Protection Fund	-	2,122,601	3,017,000	3,017,000	3,019,200		
MHI - Property Acquisition Fund	4,088,162	4,406,574	7,510,400	4,950,400	7,196,010		
Federal Subsidy - Qualified Energy Conservation Bond	-	-	-	33,000	150,000		
Mass Transit Fund	3,798,450	3,801,617	5,815,700	3,802,000	6,675,950		
Recreation Fund	2,325,680	2,323,016	1,834,050	1,834,050	1,834,300		
Fire Tax District Fund	4,459,475	4,418,126	3,945,600	3,780,600	4,221,600		
TOTAL NON GO BOND FUNDING SOURCES	30,311,587	33,885,225	36,088,310	29,514,610	37,859,820		
TOTAL FUNDING SOURCES	276,568,784	298,381,976	319,751,600	309,381,622	348,975,030		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	320,000,000	295,000,000	295,000,000	295,000,000	324,500,000		
Council SAG Approved Bond Funded Expenditures	325,000,000	295,000,000	295,000,000	295,000,000	324,500,000		

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT						
	Approved FY15	Projected FY16	Projected FY17	Projected FY18	Projected FY19	Projected FY20
GO BOND DEBT SERVICE EXPENDITURES						
General County	47,398,490	54,200,320	59,542,110	62,930,250	68,264,100	68,079,940
Roads & Storm Drains	68,437,830	68,574,830	70,458,400	72,543,450	76,097,440	83,901,580
Public Housing	65,640	64,050	62,480	60,730	58,980	57,230
Parks	9,906,220	9,151,000	9,415,820	10,386,820	11,137,080	11,824,010
Public Schools	133,221,530	142,029,940	149,382,880	151,512,300	156,786,050	161,673,520
Montgomery College	17,841,820	20,546,920	22,580,320	24,473,280	24,824,430	25,795,560
Bond Anticipation Notes/Commercial Paper	1,000,000	1,750,000	3,000,000	4,250,000	5,500,000	7,000,000
Bond Anticipation Notes/Liquidity & Remarketing	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Cost of Issuance	1,000,000	1,023,000	1,051,200	1,078,000	1,103,400	1,127,800
Total General Fund	281,871,530	300,340,060	318,493,210	330,234,830	346,771,480	362,459,640
Fire Tax District Fund	8,438,020	8,128,130	8,599,860	9,516,070	11,194,180	13,633,090
Mass Transit Fund	11,046,940	13,419,710	14,110,660	15,640,870	16,835,800	17,646,210
Recreation Fund	9,758,720	8,987,480	9,378,870	9,431,170	9,194,310	8,862,040
Total Tax Supported Other Funds	29,243,680	30,535,320	32,089,390	34,588,110	37,224,290	40,141,340
TOTAL TAX SUPPORTED	311,115,210	330,875,380	350,582,600	364,822,940	383,995,770	402,600,980
TOTAL GO BOND DEBT SERVICE EXPENDITURES	311,115,210	330,875,380	350,582,600	364,822,940	383,995,770	402,600,980
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	981,140	985,040	988,540	986,640	989,440	991,850
Revenue Authority - HHS Piccard Drive	638,580	641,520	642,500	-	-	-
Revenue Authority - Recreation Pools	1,834,300	1,836,050	1,834,050	1,834,450	1,832,250	-
Fire and Rescue Equipment	3,741,600	3,723,200	3,715,800	3,717,900	-	-
TOTAL LONG-TERM LEASE EXPENDITURES	7,195,620	7,185,810	7,180,890	6,538,990	2,821,690	991,850
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	6,780,200	7,130,200	7,130,200	3,499,000	2,484,500	1,470,000
Libraries System Modernization	98,000	128,500	128,500	128,500	128,500	30,500
Ride On Buses	6,675,950	8,492,540	9,234,790	5,433,590	5,433,590	5,433,590
Public Safety System Modernization	5,223,600	6,990,600	6,302,800	4,330,000	4,330,000	3,480,000
Fire and Rescue Apparatus	-	1,010,200	1,667,500	2,361,200	2,994,100	3,505,000
Fuel Management System	480,000	960,000	960,000	960,000	960,000	480,000
TOTAL SHORT-TERM LEASE EXPENDITURES	19,257,750	24,712,040	25,423,790	16,712,290	16,330,690	14,399,090
OTHER LONG-TERM DEBT						
Silver Spring Music Venue - Tax supported	295,610	295,100	290,500	290,800	291,000	291,000
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	400,000	400,000
Qualified Energy Conservation Bond - Tax supported	430,000	324,500	325,500	326,500	327,000	321,500
MHI-HUD Loan - Non-Tax supported	65,630	63,480	61,274	59,021	56,727	54,396
Water Quality Protection Charge Bonds - Non-Tax supported	3,019,200	3,020,250	7,432,400	7,430,100	12,646,200	12,839,650
MHI - Property Acquisition Fund - Non-Tax supported	7,196,010	7,196,110	7,200,310	7,208,010	7,201,510	7,205,600
TOTAL OTHER LONG-TERM DEBT	11,406,450	11,299,440	15,709,984	15,714,431	20,922,437	21,112,146
DEBT SERVICE EXPENDITURES						
Tax Supported	338,694,190	363,792,830	384,203,280	389,091,520	404,166,150	419,004,420
Non-Tax Supported - Other Long-term Debt	10,280,840	10,279,840	14,693,984	14,697,131	19,904,437	20,099,646
TOTAL DEBT SERVICE EXPENDITURES	348,975,030	374,072,670	398,897,264	403,788,651	424,070,587	439,104,066
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	276,092,800	294,633,060	313,043,210	324,884,830	341,701,480	357,589,640
Federal Subsidy on General Obligation Bonds	5,778,730	5,707,000	5,450,000	5,350,000	5,070,000	4,870,000
Total General Fund Sources	281,871,530	300,340,060	318,493,210	330,234,830	346,771,480	362,459,640
Fire Tax District Fund	8,438,020	8,128,130	8,599,860	9,516,070	11,194,180	13,633,090
Mass Transit Fund	11,046,940	13,419,710	14,110,660	15,640,870	16,835,800	17,646,210
Recreation Fund	9,758,720	8,987,480	9,378,870	9,431,170	9,194,310	8,862,040
Total Other Funding Sources	29,243,680	30,535,320	32,089,390	34,588,110	37,224,290	40,141,340
TOTAL GO BOND FUNDING SOURCES	311,115,210	330,875,380	350,582,600	364,822,940	383,995,770	402,600,980
NON GO BOND FUNDING SOURCES						
General Funds	14,697,130	16,749,460	16,067,540	9,825,440	8,818,840	6,859,350
MHI Fund - HUD Loan	65,630	63,480	61,274	59,021	56,727	54,396
Water Quality Protection Fund	3,019,200	3,020,250	7,432,400	7,430,100	12,646,200	12,839,650
MHI - Property Acquisition Fund	7,196,010	7,196,110	7,200,310	7,208,010	7,201,510	7,205,600
Federal Subsidy - Qualified Energy Conservation Bond	150,000	146,000	141,000	136,000	131,600	125,500
Mass Transit Fund	6,675,950	8,492,540	9,234,790	5,433,590	5,433,590	5,433,590
Recreation Fund	1,834,300	1,836,050	1,834,050	1,834,450	1,832,250	-
Fire Tax District Fund	4,221,600	5,693,400	6,343,300	7,039,100	3,954,100	3,985,000
TOTAL NON GO BOND FUNDING SOURCES	37,859,820	43,197,290	48,314,664	38,965,711	40,074,817	36,503,086
TOTAL FUNDING SOURCES	348,975,030	374,072,670	398,897,264	403,788,651	424,070,587	439,104,066
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	324,500,000	324,500,000	324,500,000	324,500,000	324,500,000	324,500,000
Council SAG Approved Bond Funded Expenditures	324,500,000	324,500,000	324,500,000	324,500,000	324,500,000	324,500,000
ESTIMATED INTEREST RATE	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

County Government

MISSION STATEMENT

The mission of the Montgomery County Government is to provide for the peace, good government, health, safety, and welfare of the County in accordance with, and under authority of, the Constitution and laws of Maryland, and the Montgomery County Charter. To accomplish this mission, the Montgomery County Government provides: public laws and oversight through the County Council and the offices and boards of the Legislative Branch; the administration of judicial offices; and public programs, services, and infrastructure through the County Executive and departments, offices, boards, and commissions within the Executive Branch.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the County Government is \$1,937,841,943 an increase of \$80,334,851 or 4.3 percent from the FY14 approved budget of \$1,857,507,092 (excludes debt service). The total approved FY15 tax supported operating budget for the County Government is \$1,516,043,556, an increase of \$55,185,277 or 3.8 percent from the FY14 approved tax supported budget of \$1,460,858,279.

The County Government is the agency responsible for providing general services to residents. To do this, the agency is organized functionally into departments, offices, boards, and commissions which undertake all activities and operations of the government. County Government accounting information is organized by fund; this includes both tax supported and non-tax supported special funds, which either encompass an entire department or portions thereof. Detailed budget presentations on each of these organizational units and funds are displayed, organized by function, in the following sections of this document.

Government Functions

The County Government functions organize departments, offices, boards, and commissions by related activity. The functions of the Montgomery County Government are:

- General Government
- Public Safety
- Transportation
- Health and Human Services
- Libraries, Culture and Recreation
- Community Development and Housing
- Environment
- Other County Functions

Government Funds

County government funds are typically categorized by tax supported and non-tax supported funds. Tax supported funds are financed through Countywide taxes or special tax rates assessed on a geographic area encompassing the users of the respective services. In addition to taxes, these funds are also supported by inter-governmental aid, user fees, and other resources. Non-tax supported funds include enterprise funds and grants. Enterprise funds are operations that are financed and operated in a manner similar to private enterprise. The cost of providing these functions is primarily recovered through user charges.

PROGRAM CONTACTS

Contact Alex Espinosa of the Office of Management and Budget at 240.777.2767 for more information regarding this agency's operating budget.

Montgomery County Public Schools

MISSION STATEMENT

The Montgomery County Public Schools (MCPS) operates a countywide system of public schools for students from pre-kindergarten through high school. For the 2013-14 school year (FY14), 151,289 students in pre-kindergarten classes through grade 12 attend 202 separate public educational facilities. For the 2014-15 school year (FY15), enrollment is estimated at 154,178 students.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for Montgomery County Public Schools is \$2,276.8 million, an increase of \$51.3 million or 2.3 percent from the FY14 approved budget of \$2,225.4 million.

Tax Supported Funding for the Public Schools

For FY15, the total tax supported portion of the approved Operating Budget (excluding grants and enterprise funds) is \$2,138.1 million, an increase of \$53.7 million or 2.6 percent over the FY14 approved Operating Budget. In FY15, County revenue will provide 66.5 percent of the public schools' operating budget.

The table below summarizes the contributions to MCPS programs that are appropriated in other departments or agencies.

Additional County Support for MCPS FY15	
MCPS Budget (in millions)	\$2,138.1
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	\$133.2
• Pre-funding retiree health benefits	\$85.5
• Support services	\$57.2
• Technology modernization	\$24.8
Total additional County funding	\$300.7
Total expenditures for MCPS	\$2,438.8

Sources: Approved FY15 Operating and Capital Budgets

Additional information regarding the Montgomery County Public Schools' budget request is available in the FY15 MCPS Operating Budget adopted by the Board of Education on June 17, 2014. Copies of the budget are available at Montgomery County libraries, on the MCPS web site, and, upon request, from the school system.

LINKAGE TO COUNTY RESULT AREAS

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

- ❖ ***Children Prepared to Live and Learn***

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Support MCPS programs through expenditures in other County departments, such as Health and Human Services, Public Libraries, Recreation, Community Use of Public Facilities, and Police.***
- ❖ ***Make a County contribution to MCPS of \$1,515.0 million, including \$38.2 million in carryover and \$37.8 million of local contribution for State retirement.***
- ❖ ***Provide resources to accommodate the enrollment of 154,178 students.***

❖ **Productivity Improvements**

- ***Four MCPS high schools rank in the top 100 of The Washington Post's 2013 High School Challenge and all 25 MCPS high schools appear on this list, which only includes the top 9 percent of high schools in the country.***
- ***Eight MCPS high schools made the U.S. News & World Report 2013 list of Best High Schools. MCPS had the top six high schools in the state of Maryland. U.S. News & World Report also ranked six MCPS high schools among the nation's best for Science, Technology, Engineering, and Mathematics (STEM) education.***
- ***A historic high of 33,642 Advanced Placement (AP) exams were taken by MCPS students in 2013. Students earned a college-ready score (3 or higher) on 73 percent of those exams.***
- ***MCPS has one of the highest graduation rates among the nation's largest school districts, according to an Education Week report. The Schott Foundation reports that MCPS has the highest graduation rate in the nation for African American males among the nation's largest districts.***

PROGRAM CONTACTS

Contact Thomas Klausing of the Montgomery County Public Schools at 301.279.3547 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
CURRENT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MCPS Personnel Costs	0	0	0	0	—
Operating Expenses	2,056,273,539	2,084,338,368	2,069,838,368	2,138,069,401	2.6%
Capital Outlay	0	0	0	0	—
Current Fund MCPS Expenditures	2,056,273,539	2,084,338,368	2,069,838,368	2,138,069,401	2.6%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	582.95	20,032.00	20,032.00	20,391.94	1.8%
REVENUES					
Basic State Aid	302,187,876	305,782,989	305,782,989	310,456,913	1.5%
Federal Revenues	504,490	400,000	200,000	400,000	—
Foster Care/Miscellaneous	281,377	400,000	400,000	400,000	—
GCEI - Geographic Cost of Education Index	32,796,296	33,636,554	33,636,554	34,394,095	2.3%
Students With Disabilities	49,873,129	48,568,815	50,018,815	51,202,771	5.4%
Thornton Legislation	170,316,007	179,615,574	179,615,574	184,221,187	2.6%
Transportation	36,100,856	36,985,683	36,985,683	38,090,967	3.0%
Tuition-Other Sources	4,184,544	3,725,708	3,975,708	3,875,708	4.0%
Current Fund MCPS Revenues	596,244,575	609,115,323	610,615,323	623,041,641	2.3%
GRANT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCPS Personnel Costs	0	0	0	0	—
Operating Expenses	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
Capital Outlay	0	0	0	0	—
Grant Fund MCPS Expenditures	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	7.00	590.30	590.30	564.90	-4.3%
REVENUES					
Federal Grants	72,775,609	72,280,788	72,280,788	69,455,580	-3.9%
Private Grants	901,113	8,448,354	8,448,354	8,448,354	—
State Grants	2,859,930	0	0	0	—
Grant Fund MCPS Revenues	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
FOOD SERVICE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Food Service Fund Personnel Costs	0	0	0	0	—
Operating Expenses	51,249,507	51,189,670	51,189,670	51,222,406	0.1%
Capital Outlay	0	0	0	0	—
Food Service Fund Expenditures	51,249,507	51,189,670	51,189,670	51,222,406	0.1%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	582.95	582.95	585.45	0.4%
REVENUES					
Child Care Food Service	0	1,334,335	1,334,335	1,334,335	—
Federal Food	29,210,879	28,797,309	28,797,309	28,821,508	0.1%
Sale of Meals	20,479,164	18,821,419	18,821,419	18,829,956	0.0%
State Food	1,097,324	2,236,607	2,236,607	2,236,607	—
Food Service Fund Revenues	50,787,367	51,189,670	51,189,670	51,222,406	0.1%
REAL ESTATE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Real Estate Fund Personnel Costs	0	0	0	0	—

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Operating Expenses	3,026,997	2,920,399	2,920,399	3,166,047	8.4%
Capital Outlay	0	0	0	0	—
Real Estate Fund Expenditures	3,026,997	2,920,399	2,920,399	3,166,047	8.4%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.50	7.00	7.00	7.00	—
REVENUES					
Real Estate Fund	3,026,997	2,920,399	2,920,399	3,166,047	8.4%
Real Estate Fund Revenues	3,026,997	2,920,399	2,920,399	3,166,047	8.4%
FIELD TRIP FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Field Trip Fund Personnel Costs	0	0	0	0	—
Operating Expenses	1,664,949	1,917,672	1,917,672	1,895,960	-1.1%
Capital Outlay	0	0	0	0	—
Field Trip Fund Expenditures	1,664,949	1,917,672	1,917,672	1,895,960	-1.1%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	472.14	4.50	4.50	4.50	—
REVENUES					
Field Trip Fees	1,735,962	1,917,672	1,917,672	1,895,960	-1.1%
Field Trip Fund Revenues	1,735,962	1,917,672	1,917,672	1,895,960	-1.1%
ENTREPRENEURIAL ACTIVITIES FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Entrepreneurial Activities Fund Personnel Costs	0	0	0	0	—
Operating Expenses	2,604,177	2,848,540	2,848,540	2,910,612	2.2%
Capital Outlay	0	0	0	0	—
Entrepreneurial Activities Fund Expenditures	2,604,177	2,848,540	2,848,540	2,910,612	2.2%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	12.60	12.60	12.60	—
REVENUES					
Entrepreneurial Activities Fee	2,235,250	2,848,540	2,848,540	2,910,612	2.2%
Entrepreneurial Activities Fund Revenues	2,235,250	2,848,540	2,848,540	2,910,612	2.2%
INSTRUCTIONAL TELEVISION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Instructional Television Fund Personnel Costs	0	0	0	0	—
Operating Expenses	1,379,731	1,477,261	1,477,261	1,595,624	8.0%
Capital Outlay	0	0	0	0	—
Instructional Television Fund Expenditures	1,379,731	1,477,261	1,477,261	1,595,624	8.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	4.50	12.50	12.50	13.50	8.0%
DEPARTMENT TOTALS					
Total Expenditures	2,192,735,552	2,225,421,052	2,210,921,052	2,276,763,984	2.3%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	1,091.09	21,241.85	21,241.85	21,579.89	1.6%
Total Revenues	730,566,803	748,720,746	750,220,746	760,140,600	1.5%

Montgomery College

MISSION STATEMENT

Montgomery Community College provides postsecondary educational programs from campuses located in Takoma Park/Silver Spring, Rockville, and Germantown. It serves four broad groups of students:

- Those who want the first two years of a university education, either for an associate's degree or preparatory to another program;
- Those who want to prepare for a career not requiring a bachelor's degree;
- Highly capable high school juniors and seniors who participate in special programs; and
- Adults who want to continue their education, either to improve job skills or for personal enrichment.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for Montgomery College is \$297.1 million, an increase of \$17.1 million or 6.1 percent from the FY14 approved budget of \$280 million. Related revenues, not including the County contribution, are approximately \$167.5 million, a decrease of .4 percent from the approved FY14 budget.

Montgomery College's approved budget is not detailed in this document. That budget may be found on the College's web site at www.montgomerycollege.edu/Departments/budget or obtained by contacting the Office of Budget and Management Studies, Montgomery College, 900 Hungerford Drive, Room 345, Rockville, Maryland, 20850, phone 240.567.7290.

LINKAGE TO COUNTY RESULT AREAS

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

- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

PROGRAM CONTACTS

Contact Linda Hickey of the Montgomery College at 240.567.7292 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
CURRENT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MC Personnel Costs	0	0	0	0	—
Operating Expenses	211,233,214	227,727,695	220,214,452	243,770,455	7.0%
Capital Outlay	0	0	0	0	—
Current Fund MC Expenditures	211,233,214	227,727,695	220,214,452	243,770,455	7.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	1,715.10	1,715.10	1,785.10	4.1%
REVENUES					
Current Fund: Interest	59,980	55,000	55,000	55,000	—
Current Fund: Other Revenue	1,287,860	1,135,000	1,135,000	1,135,000	—
Current Fund: Performing Arts Center	53,155	135,000	135,000	135,000	—
Fed. State & Priv. Gifts & Grants	400,000	325,000	325,000	325,000	—
Other Student Fees: Current Fund	1,473,159	1,697,759	1,668,717	1,438,157	-15.3%
State Aid	30,268,786	31,688,491	31,688,491	34,238,669	8.0%
Tuition and Fees: Current Fund	84,222,987	85,555,492	82,094,404	82,221,884	-3.9%
Current Fund MC Revenues	117,765,927	120,591,742	117,101,612	119,548,710	-0.9%
EMERGENCY REPAIR FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Emergency Repair Fund Personnel Costs	0	0	0	0	—
Operating Expenses	349,973	350,000	350,000	350,000	—
Capital Outlay	0	0	0	0	—
Emergency Repair Fund Expenditures	349,973	350,000	350,000	350,000	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	0.00	0.00	0.00	—
REVENUES					
EPMRF: Investment Income Non-Pooled	444	0	400	0	—
Emergency Repair Fund Revenues	444	0	400	0	—
GRANT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MC Personnel Costs	0	0	0	0	—
Operating Expenses	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
Capital Outlay	0	0	0	0	—
Grant Fund MC Expenditures	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal/State/Private Grants	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
Grant Fund MC Revenues	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
AUXILIARY FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Auxiliary Fund Personnel Costs	0	0	0	0	—
Operating Expenses	4,639,630	5,771,815	4,871,501	5,838,157	1.1%
Capital Outlay	0	0	0	0	—
Auxiliary Fund Expenditures	4,639,630	5,771,815	4,871,501	5,838,157	1.1%
PERSONNEL					
Full-Time	0	0	0	0	—

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	1,711.10	50.00	50.00	50.00	—
REVENUES					
Auxiliary Fund: Interest Income	5,853	10,000	10,000	12,000	20.0%
Other Revenues: Miscellaneous	932,053	1,321,715	862,596	1,849,000	39.9%
Other Revenues: Performing Arts Center	349,811	350,000	387,108	0	—
Sales	3,184,800	3,703,900	2,875,320	3,612,400	-2.5%
Auxiliary Fund Revenues	4,472,517	5,385,615	4,135,024	5,473,400	1.6%
WORKFORCE DEVELOPMENT & CONTINUING ED					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Workforce Development & Continuing Ed Personnel Costs	0	0	0	0	—
Operating Expenses	12,630,438	17,411,500	13,590,000	18,200,205	4.5%
Capital Outlay	0	0	0	0	—
Workforce Development & Continuing Ed Expenditures	12,630,438	17,411,500	13,590,000	18,200,205	4.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	85.00	85.00	93.50	10.0%
REVENUES					
Other Revenues: Interest	37,450	30,000	30,000	30,000	—
Other Revenues; Miscellaneous	28,521	380,000	20,000	380,000	—
State Aid	5,729,766	6,147,053	6,147,053	6,541,288	6.4%
Tuition and Fees: Continuing Education	6,737,764	9,450,000	6,840,000	9,650,000	2.1%
Workforce Development & Continuing Ed Revenues	12,533,501	16,007,053	13,037,053	16,601,288	3.7%
CABLE TELEVISION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Cable Television Fund Personnel Costs	0	0	0	0	—
Operating Expenses	1,242,752	1,380,800	1,375,000	1,505,000	9.0%
Capital Outlay	0	0	0	0	—
Cable Television Fund Expenditures	1,242,752	1,380,800	1,375,000	1,505,000	9.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	11.00	11.00	11.00	—
REVENUES					
Cable: Other Revenue	398	0	400	0	—
Cable Television Fund Revenues	398	0	400	0	—
ENDOWMENT FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Endowment Fund Personnel Costs	0	0	0	0	—
Operating Expenses	0	263,000	65,000	263,000	—
Capital Outlay	0	0	0	0	—
Endowment Fund Expenditures	0	263,000	65,000	263,000	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	1,205	1,000	1,000	1,000	—
Endowment Fund Revenues	1,205	1,000	1,000	1,000	—
MAJOR FACILITIES RESERVE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Major Facilities Reserve Fund Personnel Costs	0	0	0	0	—
Operating Expenses	2,349,156	3,500,000	2,400,000	3,500,000	—

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Capital Outlay	0	0	0	0	—
Major Facilities Reserve Fund Expenditures	2,349,156	3,500,000	2,400,000	3,500,000	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest Income	17,049	15,000	18,000	20,000	33.3%
Student Fees	3,213,930	3,300,000	3,100,000	3,075,000	-6.8%
Major Facilities Reserve Fund Revenues	3,230,979	3,315,000	3,118,000	3,095,000	-6.6%
MC GRANTS TAX SUPPORTED FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
MC Grants Tax Supported Fund Personnel Costs	0	0	0	0	—
Operating Expenses	400,000	400,000	400,000	400,000	—
Capital Outlay	0	0	0	0	—
MC Grants Tax Supported Fund Expenditures	400,000	400,000	400,000	400,000	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	50.00	0.00	0.00	0.00	—
TRANSPORTATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Transportation Fund Personnel Costs	0	0	0	0	—
Operating Expenses	2,092,977	3,000,000	2,200,000	3,500,000	16.7%
Capital Outlay	0	0	0	0	—
Transportation Fund Expenditures	2,092,977	3,000,000	2,200,000	3,500,000	16.7%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	85.00	1.00	1.00	1.00	—
REVENUES					
Miscellaneous Other	275,647	250,000	218,000	21,000	-91.6%
Student Fees	2,481,513	2,500,000	2,370,000	2,975,000	19.0%
Transportation Fund Revenues	2,757,160	2,750,000	2,588,000	2,996,000	8.9%
DEPARTMENT TOTALS					
Total Expenditures	245,133,398	279,967,810	257,401,008	297,099,817	6.1%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	1,847.10	1,862.10	1,862.10	1,940.60	4.2%
Total Revenues	150,957,389	168,213,410	151,916,544	167,488,398	-0.4%

Maryland-National Capital Park and Planning Commission

MISSION STATEMENT

The Maryland-National Capital Park and Planning Commission (M-NCPPC) in Montgomery County manages physical growth and plans communities, protects and stewards natural, cultural and historical resources, and provides leisure and recreational experiences.

BUDGET OVERVIEW

Park Fund

The FY15 Approved Budget is \$90,169,939 including debt service of \$5,142,738, with an associated real property tax rate of \$0.056 per \$100 of assessed value and a personal property tax rate of \$0.140 per \$100 of assessed value for the Park Fund.

Administration Fund

The FY15 Approved Budget is \$28,709,985 with an associated real property tax rate of \$0.017 per \$100 of assessed value and a personal property tax rate of \$0.043 per \$100 of assessed value for the Administration Fund.

ALA Debt Service

The FY15 Approved Budget for ALA debt service funding is \$282,860, with an associated real property tax rate of \$0.001 per \$100 of assessed value and a personal property tax rate of \$0.003 per \$100 of assessed value for ALA debt service.

Grant Fund

The FY15 Approved Budget is \$550,000; \$400,000 of which is associated with the Park Fund and \$150,000 of which is associated with the Administration Fund.

Enterprise Fund

The FY15 Approved Budget is \$8,639,917.

Property Management Fund

The FY15 Approved Budget is \$1,026,320.

Special Revenue Funds

The FY15 Approved Budget is \$5,744,249.

CIP Current Revenue

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue Funding.

PROGRAM CONTACTS

Contact John Kroll of the M-NCPPC at 301.454.1731 or Amy Wilson of the Office of Management and Budget at 240.777.2775 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
ADMINISTRATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Administration Fund Personnel Costs	0	0	0	0	—
Operating Expenses	23,397,963	27,680,994	27,600,994	28,709,985	3.7%
Capital Outlay	0	0	0	0	—
Administration Fund Expenditures	23,397,963	27,680,994	27,600,994	28,709,985	3.7%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	174.28	174.28	179.35	2.9%
REVENUES					
Intergovernmental	435,988	400,400	400,400	400,400	—
Investment Income	15,963	54,000	21,000	20,500	-62.0%
Property Tax	25,853,216	25,965,553	26,031,084	25,395,989	-2.2%
User Fees	390,430	235,000	236,000	240,580	2.4%
Administration Fund Revenues	26,695,597	26,654,953	26,688,484	26,057,469	-2.2%
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	0	0	0	0	—
Operating Expenses	75,758,557	80,101,467	80,101,467	85,027,201	6.1%
Debt Service Other	4,433,012	3,887,100	3,887,100	5,142,738	32.3%
Capital Outlay	0	0	0	0	—
Park Fund Expenditures	80,191,569	83,988,567	83,988,567	90,169,939	7.4%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	5.00	635.10	635.10	657.10	3.5%
REVENUES					
Facility User Fees	1,955,682	2,048,939	2,048,939	2,356,200	15.0%
Intergovernmental	2,146,460	2,037,862	2,037,862	2,468,155	21.1%
Investment Income	-68,776	5,000	5,000	5,000	—
Miscellaneous	220,289	106,500	106,500	122,000	14.6%
Property Tax	77,724,077	76,468,661	76,661,178	83,657,376	9.4%
Park Fund Revenues	81,977,732	80,666,962	80,859,479	88,608,731	9.8%
ALA DEBT SERVICE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
ALA Debt Service Fund Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Debt Service Other	310,710	297,600	297,600	282,860	-5.0%
Capital Outlay	0	0	0	0	—
ALA Debt Service Fund Expenditures	310,710	297,600	297,600	282,860	-5.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	28.55	0.00	0.00	0.00	—
REVENUES					
Property Tax	1,680,687	1,686,287	1,685,497	1,723,014	2.2%
ALA Debt Service Fund Revenues	1,680,687	1,686,287	1,685,497	1,723,014	2.2%
GRANT FUND MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MNCPPC Personnel Costs	0	0	0	0	—
Operating Expenses	78,296	550,000	550,000	550,000	—
Capital Outlay	0	0	0	0	—
Grant Fund MNCPPC Expenditures	78,296	550,000	550,000	550,000	—

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	118.90	0.00	0.00	0.00	—
REVENUES					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	78,296	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	78,296	550,000	550,000	550,000	—
ENTERPRISE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Enterprise Fund Personnel Costs	0	0	0	0	—
Operating Expenses	8,048,757	9,210,269	8,676,081	8,639,917	-6.2%
Debt Service Other	870,956	227,957	227,957	0	—
Capital Outlay	0	0	0	0	—
Enterprise Fund Expenditures	8,919,713	9,438,226	8,904,038	8,639,917	-8.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	173.40	116.00	116.00	110.30	-4.9%
REVENUES					
Fees and Charges	6,284,292	6,323,008	6,007,855	6,055,910	-4.2%
Intergovernmental	11,883	0	0	0	—
Merchandise Sales	640,199	722,100	622,800	627,350	-13.1%
Non-Operating Revenues/Interest	7,983	22,200	22,200	8,000	-64.0%
Rentals	2,896,220	2,963,500	2,987,925	3,036,245	2.5%
Enterprise Fund Revenues	9,840,577	10,030,808	9,640,780	9,727,505	-3.0%
PROP MGMT MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Prop Mgmt MNCPPC Personnel Costs	0	0	0	0	—
Operating Expenses	839,471	906,458	906,458	1,026,320	13.2%
Capital Outlay	0	0	0	0	—
Prop Mgmt MNCPPC Expenditures	839,471	906,458	906,458	1,026,320	13.2%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	6.00	6.00	7.00	16.7%
REVENUES					
Investment Income	1,820	5,600	1,800	1,820	-67.5%
Rental Income	927,095	900,000	900,000	1,024,500	13.8%
Prop Mgmt MNCPPC Revenues	928,915	905,600	901,800	1,026,320	13.3%
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Special Revenue Funds Personnel Costs	0	0	0	0	—
Operating Expenses	4,897,488	5,754,671	5,393,428	5,744,249	-0.2%
Capital Outlay	0	0	0	0	—
Special Revenue Funds Expenditures	4,897,488	5,754,671	5,393,428	5,744,249	-0.2%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	625.60	27.17	27.17	24.85	-8.5%
REVENUES					
Intergovernmental	303,431	55,000	55,000	55,000	—
Investment Income	7,811	20,800	20,500	8,300	-60.1%
Miscellaneous	92,492	0	0	0	—
Service Charges	3,970,589	2,719,476	2,675,800	2,634,700	-3.1%
Special Revenue Funds Revenues	4,374,323	2,795,276	2,751,300	2,698,000	-3.5%

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	118,635,210	128,616,516	127,641,085	135,123,270	5.1%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	951.45	958.55	958.55	978.60	2.1%
Total Revenues	125,576,127	123,289,886	123,077,340	130,391,039	5.8%

Housing Opportunities Commission

MISSION STATEMENT

The mission of the Housing Opportunities Commission (HOC) is to make housing available to eligible families of low and moderate income and to provide necessary support services to encourage resident self-sufficiency.

To achieve this mission, the County provides funding for the Commission to manage the following public service programs:

- Affordable Housing Development: acquires Moderately Priced Dwelling Units (MPDUs) for rental to lower-income families;
- Public Housing Management: maintains community norms and relationships between Homeowner Associations (HOAs) and public housing residents;
- Services to Residents in Assisted Housing: provides counseling and support services to low-income individuals and families in assisted housing;
- Housing Resource Service: provides customer service, Housing Choice Voucher Program client services, and information on affordable housing programs including home buying; and
- Community Relations: responds to community concerns through the Good Neighbor Program which conducts community surveys and meets with Homeowners Associations and other community groups to discuss affordable housing issues.

BUDGET OVERVIEW

Complete information regarding the budget of the HOC is available by contacting the Public Affairs Office of the Commission at 240.773.9000. Copies of the budget are available online at www.hocmc.org.

The FY15 Approved appropriation in the Non-Departmental Account for services to be provided by the HOC is \$6,376,480. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of \$283,170 from the FY14 approved budget of \$6,093,310.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

PROGRAM CONTACTS

Contact Terri Fowler of the Housing Opportunities Commission at 240.773.9107 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this agency's operating budget.

Revenue Authority

MISSION STATEMENT

The purpose of the Montgomery County Revenue Authority is to own and operate self-sustaining projects to support the County's education, economic development, human services, recreation, and transportation needs through enterprises conducted within its authority as a public corporation. To accomplish its goals, the Authority engages in activities to:

- Construct, improve, equip, furnish, and maintain projects devoted wholly or partially for the public good, use, or general welfare;
- Initiate public projects designed to stimulate employment or economic growth;
- Develop and operate recreational facilities in the County; and
- Assist in financing County government projects through the issuance of Revenue Authority bonds or other debt.

AGENCY DESCRIPTION

The Revenue Authority is an instrumentality of Montgomery County and a public corporation created in accordance with State law in 1957 to construct and operate a variety of self-supporting projects. In 1992, State legislation authorized Montgomery County to establish the Revenue Authority in local law. In December 1992, the County Council enacted legislation that recreated the Revenue Authority in local law (Montgomery County Code Chapter 42), and the operations of the existing Authority were assumed. The Revenue Authority Board consists of six members, five of whom serve five-year staggered terms, and are appointed by the County Executive, subject to confirmation by the County Council. In 1998, the County Council amended County Code Chapter 42 to add the Chief Administrative Officer (CAO) to the Board as a non-voting member. The Revenue Authority is authorized to issue its own revenue bonds which are repaid solely from funds of, and revenues received by, the Authority. General tax receipts are not used for either the retirement of debt for projects developed and operated by the Authority or for the operating costs of the Agency. Authority projects and debt are tax exempt under State law unless declared taxable by the Authority. The Revenue Authority publishes an annual report and is required to publish its annual budget by May 1 of each fiscal year.

BUDGETARY REQUIREMENTS

The six-year Capital Improvements Program (CIP) of the Revenue Authority and the Capital Budget are subject to Executive review and Council approval, with further Executive approval required prior to the start of any specific project. Operating costs of maintaining, preparing, and operating Authority projects, including payment of principal and interest on bonds issued, are funded from rates, tolls, rents, and charges to users of its projects, such as golf course fees. The Revenue Authority Board of Directors reviews Operating Budget recommendations of its staff during April, publishes its budget by May 1, and adopts an Operating Budget for the forthcoming fiscal year by July 1.

PROGRAM CONTACTS

Contact Keith Miller, Executive Director of the Revenue Authority at 301.762.9080 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this agency's operating budget.

Washington Suburban Sanitary Commission

MISSION STATEMENT

The Washington Suburban Sanitary Commission (WSSC) is a bi-county governmental agency established in 1918 by an act of the Maryland General Assembly. It is charged with the responsibility of providing water and sanitary sewer service within the Washington Suburban Sanitary District, which includes most of Montgomery and Prince George's counties. In Montgomery County, the Town of Poolesville and portions of the City of Rockville are outside of the District.

BUDGET OVERVIEW

The total adopted FY15 Operating Budget for the Washington Suburban Sanitary Commission is \$707,190,000, an increase of \$8,417,000 or 1.2% from the FY14 approved budget of \$698,773,000. The total adopted FY15 Capital Budget is \$625,381,000, a decrease of \$116,806,000 or 15.7% from the FY14 approved budget of \$742,187,000.

The WSSC approved budget is not detailed in this document. The WSSC budget may be obtained from WSSC's Budget Group at the Headquarters Building, 14501 Sweitzer Lane, Laurel, Maryland 20707, phone 301.206.8110 or from their website at www.wsscwater.com.

PROGRAM CONTACTS

Contact Letitia Carolina-Powell of the Washington Suburban Sanitary Commission at 301.206.8379 or Matt Schaeffer of the Office of Management and Budget at 240.777.2751 for more information regarding this agency's capital and operating budgets.

County Council

MISSION STATEMENT

The mission of the County Council is to legislate for the peace, good government, health, safety, and welfare of Montgomery County and establish policies under which a system of public administration and finance provides services effectively, efficiently, and equitably.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the County Council is \$10,382,000, an increase of \$540,475 or 5.5 percent from the FY14 Approved Budget of \$9,841,525. Personnel Costs comprise 91.8 percent of the budget for 81 full-time positions and six part-time positions, and a total of 79.05 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 8.2 percent of the FY15 budget.

PROGRAM CONTACTS

Contact Mary Jane Berry of the County Council at 240.777.7930 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Councilmember Offices

The nine elected County Councilmembers enact all local laws, oversee zoning and planning, appropriate funding for the budgets of public agencies, establish spending affordability guidelines, set property tax rates, and meet as the County Board of Health. The Council holds regular weekly sessions and conducts public hearings and worksessions throughout the year. Each Councilmember serves on two of the following six Council Committees: Education; Health and Human Services; Government Operations and Fiscal Policy; Planning, Housing, and Economic Development; Public Safety; and Transportation, Infrastructure, Energy and Environment. Five Councilmembers are elected by district, and four are elected countywide.

Councilmembers have staffs which are responsible for carrying out their work programs. The County Charter provides for a Confidential Aide for each Councilmember. Staff may consist of interns, analysts, legislative service coordinators, legislative senior aides, and other administrative personnel.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,720,512	44.45
Increase Cost: Legislative Senior Aides	191,490	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,343	0.00
FY15 Approved	4,975,345	46.45

Council Staff Operations

Council Staff Operations is responsible for four activities in support of the Council: Legislative Program, Planning, and Budget; Legislative Information Services; Office of the Clerk of the Council; and Administration.

Legislative Program, Planning, and Budget staff perform research and analysis on issues before the Council and prepare written reports and recommendations for all agenda items at Council sessions and Committee meetings. Staff also respond to requests from individual Councilmembers for research, legal advice, and data relevant to their work program. Staff draft legislation and resolutions for Council action; analyze reports, bills, plans, and budgets forwarded to the Council by the County Executive and County agencies; and advise Councilmembers on issues related to the Council work program. Personnel in this unit provide staffing for the Charter Review Commission and other groups created by the Council and represent the Council at meetings held on issues before the Council.

Legislative Information Services performs the public relations function of the Council. In order to facilitate two-way communication between the Council and County residents, staff prepare informational materials, serve as first-line telephone contact with the public, provide information about the legislative process, update the Council's website, and produce programs for the County's cable

channel. Staff inform Councilmembers of the views of citizens through a correspondence control system, telephone tabulation system, and documentation of petitions. Legislative Information Services arranges for and provides notice of public hearings and assembles packets of background material for Councilmembers, the press, and the public.

The Office of the Clerk of the Council prepares and maintains all official records of the Council; attends meetings of the Council and its six committees; writes minutes; processes resolutions and legislation; prepares Council and Committee agendas; arranges for both regular and special meetings; and tracks sunset, expiration, and deadline dates of legislation and regulations.

Administration performs the Council's personnel, procurement, payroll, and budgetary functions; provides supervision; manages the automation system for the legislative branch; monitors inventory and office space; coordinates program issues; and serves as liaison between Councilmembers and program staff. The staff in this unit contribute to the Legislative Program, Planning, and Budget work program. The administrative staff also provide staff orientation, training for the automation and telephone systems, backup support for all programs, volunteer coordination, and receptionist coverage for Councilmember offices.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,121,013	32.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	285,642	0.00
FY15 Approved	5,406,655	32.60

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,384,680	6,687,265	6,661,415	7,110,721	6.3%
Employee Benefits	2,066,732	2,247,615	2,350,494	2,424,084	7.9%
County General Fund Personnel Costs	8,451,412	8,934,880	9,011,909	9,534,805	6.7%
Operating Expenses	619,752	906,645	861,104	847,195	-6.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	9,071,164	9,841,525	9,873,013	10,382,000	5.5%
PERSONNEL					
Full-Time	69	79	79	81	2.5%
Part-Time	13	6	6	6	—
FTEs	75.18	77.05	77.05	79.05	2.6%
REVENUES					
Other Charges/Fees	-1,400	0	0	0	—
County General Fund Revenues	-1,400	0	0	0	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	9,841,525	77.05
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	296,272	0.00
Increase Cost: Legislative Senior Aides [Councilmember Offices]	191,490	2.00
Increase Cost: Annualization of FY14 Personnel Costs	74,923	0.00
Increase Cost: Retirement Adjustment	21,907	0.00
Increase Cost: Group Insurance Adjustment	15,333	0.00
Increase Cost: Printing and Mail	3,278	0.00
Decrease Cost: Operating Expenses	-62,728	0.00
FY15 APPROVED:	10,382,000	79.05

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Councilmember Offices	4,720,512	44.45	4,975,345	46.45
Council Staff Operations	5,121,013	32.60	5,406,655	32.60
Total	9,841,525	77.05	10,382,000	79.05

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	168,984	1.30	179,358	1.30
NDA - Legislative Branch Communications Outreach	County General Fund	188,170	2.00	169,813	2.00
Total		357,154	3.30	349,171	3.30

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	10,382	10,382	10,382	10,382	10,382	10,382
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	67	67	67	67	67
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-4	-4	-4	-4	-4
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	10,382	10,446	10,446	10,446	10,446	10,446

Board of Appeals

MISSION STATEMENT

The mission of the Board of Appeals is to implement the flexibility provided in the Zoning Ordinance as approved by the County Council and to assist County residents in understanding and participating in the special exception, variance, and administrative appeal process.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Board of Appeals is \$566,596, a decrease of \$25,962 or 4.4 percent from the FY14 Approved Budget of \$592,558. Personnel Costs comprise 89.9 percent of the budget for three full-time positions, and a total of 3.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.1 percent of the FY15 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**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Program Measures					
Number of administrative appeals decided	12	11	6	6	6
Number of administrative appeals heard	12	12	12	12	12
Number of administrative appeals filed	9	9	9	9	9
Number of variances decided	16	16	16	16	16
Average days to issue written Special Exceptions ¹	27	15	15	15	15
Average days to issue Notices of Special Exception hearings ²	14	19	10	7	7
Number of work sessions held	30	24	27	27	27
Average days to issue Notices of Variances hearings	7	11	12	7	7
Number of special exceptions decided	30	34	6	6	6
Number of special exceptions heard	50	32	9	9	9
Number of variances filed	20	13	32	32	32
Number of variances heard	20	10	25	25	25
Average days to Variances hearing	83	64	45	45	45
Number of special exceptions filed	44	21	9	9	9
Average days to issue Notices of Administrative Appeals hearings	14	11	5	5	5
Average days to issue written administrative appeals ³	36	45	45	45	45
Average days to issue written variances ⁴	30	18	23	23	23
Average days to Administrative Appeals hearing ⁵	103	74	52	52	52
Average days to Special Exceptions hearing ⁶	130	149	120	120	120
Number of administrative actions taken	300	259	250	250	250
Number of walk-in clients assisted	500	206	200	200	200
Number of telephone inquiries answered	1,500	500	600	600	600

¹ Board of Appeals Rule 9.1 requires issuance of special exception opinions within 30 days of close of record.

² County Code requires mailing of written notices of hearings within 7 days after the filing of any appeal, petition for special exception, request for a variance, or other matter within the Board's jurisdiction.

³ Board of Appeals Rule 9.1 requires issuance of administrative appeal opinions within 45 days of close of record.

⁴ Board of Appeals Rule 9.1 requires issuance of variance opinions within 30 days of close of record.

⁵ County Code requires that the hearing on an administrative appeal be held not fewer than 30 days following the issuance of the written notice of the hearing.

⁶ County Code requires that the hearings for special exceptions be held not fewer than 60 days following the issuance of the written notice of hearing, and that the hearing on any other matter within the Board's jurisdiction be held not fewer than 30 days.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ *The Board utilizes volunteer office help to try to meet statutory deadlines.*
- ❖ *Office paper is recycled for use as scratch pads and notepads.*
- ❖ *Correspondence and information are transmitted electronically.*

PROGRAM CONTACTS

Contact Katherine Freeman of the Board of Appeals at 240.777.6600 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Zoning Related Hearings and Administrative Appeals

The Board of Appeals hears requests for special exceptions and variances as provided in the Zoning Ordinance. The Zoning Ordinance requires that requests for certain uses (special exceptions) be considered for approval by the Board. Development standards for each zone are also set by the Zoning Ordinance. Variances from these standards require approval by the Board. The Board of Appeals also holds hearings and rules on appeals from administrative actions of certain governmental departments and agencies, as provided in the County Code.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	378,110	387,405	366,314	382,027	-1.4%
Employee Benefits	126,089	148,170	124,945	127,462	-14.0%
County General Fund Personnel Costs	504,199	535,575	491,259	509,489	-4.9%
Operating Expenses	51,439	56,983	53,087	57,107	0.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	555,638	592,558	544,346	566,596	-4.4%
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
REVENUES					
Board of Appeals Fees	202,687	306,334	306,334	306,334	—
Other Charges/Fees	1,485	0	0	0	—
County General Fund Revenues	204,172	306,334	306,334	306,334	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	592,558	3.50
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	14,312	0.00
Increase Cost: Retirement Adjustment	1,226	0.00
Increase Cost: Group Insurance Adjustment	760	0.00
Increase Cost: Board Member Stipends	646	0.00
Increase Cost: Printing and Mail	124	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-43,030	0.00
FY15 APPROVED:	566,596	3.50

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	567	567	567	567	567	567
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	3	3	3	3	3
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	567	570	570	570	570	570

Inspector General

MISSION STATEMENT

The mission of the Office of Inspector General is to promote the effectiveness and efficiency of programs and operations of County government and independent County agencies; prevent and detect fraud, waste, and abuse in government activities; and propose ways to increase the legal, fiscal, and ethical accountability of County government and County-funded agencies.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Inspector General is \$757,046, a decrease of \$73,054 or 8.8 percent from the FY14 Approved Budget of \$830,100. Personnel Costs comprise 91.0 percent of the budget for four full-time positions, and a total of five FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 9.0 percent of the FY15 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**
- ❖ **Strong and Vibrant Economy**
- ❖ **Vital Living for All of Our Residents**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Program Measures					
Percent of audit recommendations accepted	67%	100%	90%	75%	75%
Percent of complaints reviewed and action initiated within five business days	90%	96%	100%	98%	98%
Percent of inquiries completed within 60 days	70%	72%	93%	85%	85%
Percent of complaints resolved or referred to management within 90 days	70%	89%	86%	85%	85%
Percent of audit/inspection/investigation reports completed within 180 days	50%	50%	50%	50%	50%

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***In addition to anticipated issues arising from complaints, the OIG will in FY 2015-2017 focus on two areas: acquisitions and procurements; and accountability of County Government, Independent County agencies, employees, and others receiving Montgomery County funds.***
- ❖ ***Use data analytics to the fullest extent possible in our future activities to identify management/internal control weaknesses or deficiencies of organizations and technology systems; to allow auditors to review 100 percent of available data rather than just a smaller statistical sample; and to detect "needles in a haystack" instances of fraud. All OIG staff members received training in the use of data analytics tools during FY 2014.***
- ❖ ***The OIG will use contract subject matter experts to assist in conduct of specific audits and investigations. As necessary and cost effective, we will supplement OIG staff with qualified external subject matter expert contractors where specific expertise is required by OIG in order to address technical issues beyond the expertise of OIG staff. The specific subject matter expertise required and the related costs will depend on external circumstances that the OIG can neither predict nor control. Accordingly, while the one-time, non-recurring cost associated with acquisition of expertise for a major review was appropriated and is included in FY 2014, this cost is not included in amounts projected for FY 2015-2017.***

-
- ❖ ***The OIG will leverage resources, continuing efforts to make our reviews a partnership between OIG staff and the audited entity which will ultimately be charged with the task of implementing changes in response to OIG findings and recommendations. This approach will enhance our mutual understanding of the issues without sacrificing our independence or objectivity.***

PROGRAM CONTACTS

Contact Ed Blansitt of the Office of Inspector General at 240.777.8241 or Crystal B. Salley of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Inspector General

The Inspector General conducts independent audits, reviews, and investigations; receives and investigates credible complaints; reports possible violations of the law to law enforcement or another appropriate organization; notifies the County Council and Executive of serious problems in programs; reviews legislation and regulations to strengthen controls and increase accountability; and submits reports with recommendations to appropriate officials. The Inspector General periodically conducts projects jointly with other government agencies and contractors.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	447,884	535,547	549,639	569,225	6.3%
Employee Benefits	91,003	126,458	115,574	119,519	-5.5%
County General Fund Personnel Costs	538,887	662,005	665,213	688,744	4.0%
Operating Expenses	106,767	168,095	167,752	68,302	-59.4%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	645,654	830,100	832,965	757,046	-8.8%
PERSONNEL					
Full-Time	4	5	5	4	-20.0%
Part-Time	1	0	0	0	—
FTEs	4.80	5.00	5.00	5.00	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	830,100	5.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	32,342	0.00
Increase Cost: Group Insurance Adjustment	760	0.00
Increase Cost: Retirement Adjustment	253	0.00
Increase Cost: Printing and Mail	207	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-6,616	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-100,000	0.00
FY15 APPROVED:	757,046	5.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	757	757	757	757	757	757
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	10	10	10	10	10
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	757	768	768	768	768	768

Legislative Oversight

MISSION STATEMENT

The mission of the Office of Legislative Oversight is to determine the effectiveness of legislation enacted by the County Council, and to make findings and recommendations concerning the performance, management, and operation of programs and functions for which funds are appropriated or approved by the Council.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Legislative Oversight is \$1,435,503, an increase of \$80,901 or 6.0 percent from the FY14 Approved Budget of \$1,354,602. Personnel Costs comprise 98.2 percent of the budget for 11 full-time positions, and a total of 11.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 1.8 percent of the FY15 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***

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***OLO's FY14 Work Program includes 18 projects. Of those, 15 are research and evaluation projects.***
- ❖ ***During FY14, OLO completed projects on a range of topics including: the legally-mandated evaluation of the Bethesda Urban Partnership; a review of injuries, injury-related leave and overtime in the Montgomery County Fire and Rescue Service; a report on youth and work in Montgomery County; and a review of how the County can harness the power of data analytics.***
- ❖ ***OLO also completed projects on the County's economic development incentive programs; municipal tax duplication; coordination between the County and utilities on construction projects in County rights-of-way; the practices used by Montgomery County and other jurisdictions to manage the design and construction of public facilities; best practices in open data initiatives; and continued its work on the County's structural budget deficit.***
- ❖ ***OLO's FY13 report on recent changes to the State's new Maintenance of Effort law described its implications for County Fiscal Planning and significantly impacted future budget deliberations.***
- ❖ ***The OLO report on employee work hours and leave presented data on County Government workforce availability and described the factors that influence availability. This resulted in more effective oversight of leave and overtime use.***
- ❖ ***OLO's report on the achievement gap in Montgomery County updated a 2008 OLO report on this topic to provide a current snapshot of the achievement gap in Montgomery County Public Schools and the school system's progress in narrowing the achievement gap over the past five years.***
- ❖ ***Productivity Improvements***
 - ***OLO collaborated with Council staff to implement Council-endorsed recommendations related to wellness programs, disease management, and consolidation of group insurance spending data across agencies. Recommendations from the report on the County's economic development incentive programs will lead to better data collection and reporting procedures for economic development incentive programs.***
 - ***As a result of the OLO report on workforce availability, ongoing reports from the Executive on employee availability and leave use will be submitted to the Council and lead to better monitoring of leave practices***

PROGRAM CONTACTS

Contact Chris Cihlar of the Office of Legislative Oversight at 240.777.7987 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Legislative Oversight

The Office of Legislative Oversight (OLO) conducts program evaluations, base budget reviews, audits, and other special studies in accordance with a Council-approved work program. OLO studies the effectiveness of legislation enacted by the Council and makes findings and recommendations concerning the performance, management, and operation of programs and functions for which funds are approved or appropriated by the Council. OLO is also the designated administrator for the Council's audit contracts, as required under Section 315 of the County Charter.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	943,084	967,463	972,739	1,073,102	10.9%
Employee Benefits	294,623	336,393	334,485	336,199	-0.1%
County General Fund Personnel Costs	1,237,707	1,303,856	1,307,224	1,409,301	8.1%
Operating Expenses	37,503	50,746	49,724	26,202	-48.4%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	1,275,210	1,354,602	1,356,948	1,435,503	6.0%
PERSONNEL					
Full-Time	8	11	11	11	—
Part-Time	3	0	0	0	—
FTEs	10.30	11.00	11.00	11.00	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	1,354,602	11.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	50,365	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	24,309	0.00
Increase Cost: Retirement Adjustment	3,681	0.00
Increase Cost: Group Insurance Adjustment	2,090	0.00
Increase Cost: Printing and Mail	456	0.00
FY15 APPROVED:	1,435,503	11.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved No inflation or compensation change is included in outyear projections.	1,436	1,436	1,436	1,436	1,436	1,436
Labor Contracts These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.	0	11	11	11	11	11
Subtotal Expenditures	1,436	1,447	1,447	1,447	1,447	1,447

Merit System Protection Board

MISSION STATEMENT

The mission of the Merit System Protection Board is to oversee the merit system and protect employee and job applicant rights guaranteed under the merit system law.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Merit System Protection Board is \$158,297, a decrease of \$16,440 or 9.4 percent from the FY14 Approved Budget of \$174,737. Personnel Costs comprise 90.2 percent of the budget for no full-time positions and two part-time positions, and a total of one FTE. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 9.8 percent of the FY15 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***

PROGRAM CONTACTS

Contact Robyn Scates of the Merit System Protection Board at 240.777.6620 or Crystal B. Saltee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Merit System Oversight

The Merit System Protection Board oversees the merit system and protects employee and job applicant rights guaranteed under the merit system; conducts or authorizes periodic audits of the classification system; comments on any proposed changes in the merit system law or regulations; reviews the need to amend laws or regulations; and adjudicates appeals from grievances, removals, demotions, and suspensions upon request of the employee. Personnel Management Oversight includes investigations, audits, or special studies of all aspects of the merit system. The Board publishes an annual report and convenes an annual public forum on personnel management issues.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	47,824	127,960	113,146	108,776	-15.0%
Employee Benefits	4,181	31,269	30,676	34,013	8.8%
County General Fund Personnel Costs	52,005	159,229	143,822	142,789	-10.3%
Operating Expenses	75,253	15,508	18,959	15,508	—
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	127,258	174,737	162,781	158,297	-9.4%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.00	1.00	1.00	1.00	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	174,737	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	3,195	0.00
Increase Cost: Group Insurance Adjustment	380	0.00
Increase Cost: Board Member Stipend Increase	200	0.00
Increase Cost: Retirement Adjustment	165	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-20,380	0.00
FY15 APPROVED:	158,297	1.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	158	158	158	158	158	158
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	158	158	158	158	158	158

Zoning and Administrative Hearings

MISSION STATEMENT

The mission of the Office of Zoning and Administrative Hearings is to conduct due process hearings in land use and other administrative matters in a manner that protects the rights of the participants, provides a complete record in each case, results in a thorough and balanced report or decision and serves the public interest.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Zoning and Administrative Hearings is \$587,415, a decrease of \$24,364 or 4.0 percent from the FY14 Approved Budget of \$611,779. Personnel Costs comprise 87.0 percent of the budget for three full-time positions and one part-time position, and a total of 3.75 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 13.0 percent of the FY15 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**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Program Measures					
Number of Hearing Examiner decisions overturned on appeal ¹	1	0	0	0	0
Total cases completed ²	43	52	28	30	30
Average time from filing a case until hearing is held (months) ³	4.5	4.5	4	4	4
Percentage of Hearing Examiner recommendations accepted by County Council, the Human Rights Commission and the CCOC, and the percentage of Hearing Examiner decisions upheld by the Board of Appeals	98	100	100	100	100
Percentage of all legal deadlines and requirements met	100	100	100	100	100

¹ The District Council accepted the Hearing Examiners' recommendations in the six cases in which Hearing Examiner reports and recommendations were submitted in FY 2013. The Board of Appeals accepted the Hearing Examiners' recommendations in all of the special exceptions it decided in FY 2013.

² The decline in the number of cases completed thus far in FY14 does not accurately reflect OZAH's FY14 workload. OZAH processed some very time-consuming matters in FY14, including DPA 13-02, which required 8 days of hearings, and S-2863, in which 28 days of hearings have been held to date. There has also been a recent influx of time-consuming HRC cases.

³ The scheduling of hearings in rezoning and special exception cases will continue to be dictated by the time needed by M-NCPPC Technical Staff and the Planning Board to complete their reviews.

ACCOMPLISHMENTS AND INITIATIVES

❖ **OZAH has actively participated in the project to re-write the County's Zoning Ordinance and the project to streamline the process for handling zoning and permitting applications.**

PROGRAM CONTACTS

Contact Martin Grossman of the Office of Zoning and Administrative Hearings at 240.777.6667 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Zoning and Administrative Hearings

The Hearing Examiner receives applications for certain zoning matters decided by the County Council; schedules and conducts public hearings; prepares and issues reports and recommendations for County Council action; hears and decides special exception and conditional use cases; schedules and conducts referral hearings from other departments, such as the Commission on Human Rights and the Commission on Common Ownership Communities; maintains administrative records for public inspection; collects zoning application fees; responds to public inquiries on zoning cases and certain special exception cases; and works with other County agencies in the preparation, revision, and review of procedural rules, fee schedules, and zoning text amendments. Administrative support involves preparing legal advertising and other forms of notice; providing court reporter services for hearings before the Hearing Examiners; coordinating the public hearing calendar; preparation of the Office's annual budget; printing and mailing; and general office services.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	359,392	439,860	389,686	411,359	-6.5%
Employee Benefits	78,091	95,629	95,174	99,642	4.2%
County General Fund Personnel Costs	437,483	535,489	484,860	511,001	-4.6%
Operating Expenses	77,586	76,290	49,813	76,414	0.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	515,069	611,779	534,673	587,415	-4.0%
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	1	1	1	1	—
FTEs	3.75	3.75	3.75	3.75	—
REVENUES					
Board of Appeals Fees	1,100	0	0	0	—
Zoning Fees	11,717	65,000	65,000	65,000	—
Other Charges/Fees	-2,150	0	0	0	—
County General Fund Revenues	10,667	65,000	65,000	65,000	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	611,779	3.75
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	25,120	0.00
Increase Cost: Group Insurance Adjustment	760	0.00
Increase Cost: Retirement Adjustment	684	0.00
Increase Cost: Printing and Mail	124	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-51,052	0.00
FY15 APPROVED:	587,415	3.75

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved No inflation or compensation change is included in outyear projections.	587	587	587	587	587	587
Labor Contracts These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.	0	8	8	8	8	8
Subtotal Expenditures	587	595	595	595	595	595

Circuit Court

MISSION STATEMENT

The mission of the Circuit Court is to serve Sixth Judicial Circuit residents in the determination of litigation in serious criminal matters, substantive civil cases, domestic and child support cases in accordance with the Constitution while administering justice in an honest, fair, and efficient manner.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Circuit Court is \$13,979,092, an increase of \$836,716 or 6.4 percent from the FY14 Approved Budget of \$13,142,376. Personnel Costs comprise 79.5 percent of the budget for 112 full-time positions and four part-time positions, and a total of 114.01 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 20.5 percent of the FY15 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***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Circuit Court increased the number of staff attorneys at its Family Law Self Help Center in FY14 by hiring an attorney who is bilingual to serve the increasing number of Spanish-speaking residents who seek assistance with their family law matters.***
- ❖ ***For the past three fiscal years, the Court maintained its TPR performance allowing only one case to close over the Maryland Judiciary's case time standard.***
- ❖ ***In FY13, the Court maintained performance for Domestic Relations cases and continued to exceed the Maryland Judiciary's case time standard performance goals for this case type.***
- ❖ ***In FY13, the Court met the Maryland Judiciary's case time standard performance goal of closing 98% of non-foreclosure civil cases in 548 days as it did in FY11 and FY12.***
- ❖ ***Productivity Improvements***
 - ***Automated the tracking of the Court's To Be Assigned (TBA) docket to ensure that case events are reached on their scheduled dates and that current scheduling practices minimize unnecessary delay.***
 - ***Implemented video bench warrant and body attachment hearings as a means to ensure the safety and security of court patrons and staff during ongoing construction of the Judicial Center and the Judicial Center Annex.***
 - ***Updated policies and practices related to the Juvenile Differentiated Case Management (DCM) plan. New scheduling functionality allows the court to easily monitor the setting of juvenile events within statutory guidelines.***
 - ***Automated the monitoring of compliance with criminal statute that requires the completion and submission of sentencing guidelines worksheets to the Maryland State Commission on Criminal Sentencing Policy.***

- **Examined wait time associated with domestic violence ex-parte hearings to ensure that there is no discernible difference between Family Justice Center clients who participate via video-conference and those individuals who file their petition at the Court.**

PROGRAM CONTACTS

Contact Judy Rupp of the Circuit Court at 240.777.9103 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Administration

The Administrative Office of the Circuit Court serves as a conduit for many operations of the Court. The Court Administrator's role is to facilitate the administrative functions of the Court and to develop policies to enhance systems performance while maintaining the independence of the judiciary. Basic functions performed by the Court Administrator and staff include the following: fiscal administration of the budget; human resources; case flow management and statistics; technology management; information management; jury management; space management; intergovernmental liaison; and public information.

The Trial Court Researchers, funded in part by the Trial Court Research Partnership Grant, provide research and statistical support for judiciary-wide research projects; prepare reports based on statistics and other data collected from the Montgomery County Circuit Court; establish links to national research/statistical sources relative to courts; and analyze court-wide programs, functions, and organizations to determine whether current management systems accomplish objectives efficiently.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Case Filings (includes re-opened cases)					
Criminal (including District Court appeals)	6,808	6,978	7,082	7,186	7,186
Civil (including Registrar of Wills, District Court appeals)	11,958	14,603	14,849	15,096	15,096
Domestic Relations	15,089	15,463	15,697	15,932	15,932
Juvenile (including Delinquency, CINA, and TPR)	3,706	3,382	3,178	2,973	2,973
TOTAL Case Filings	37,561	40,426	40,806	41,187	41,187
Case Terminations (includes re-opened cases)					
Criminal	6,715	6,962	7,062	7,162	7,162
Civil	12,498	15,059	15,359	15,658	15,658
Domestic Relations	15,244	15,590	15,854	16,118	16,118
Juvenile	3,674	3,460	3,279	3,099	3,099
TOTAL Case Terminations	38,131	41,071	41,554	42,038	42,038
Case Clearance Rate (includes re-opened cases)¹					
Criminal	99%	100%	100%	100%	100%
Civil	105%	103%	103%	104%	104%
Domestic Relations	101%	101%	101%	101%	101%
Juvenile	99%	102%	103%	104%	104%
OVERALL Case Clearance Rate	102%	102%	102%	102%	102%
Total Trials	1,607	1,753	1,817	1,881	1,881

¹ Clearance rate measures how efficiently a court is processing its caseload by dividing the number of cases terminated by the number of case filings for a given time period (expressed in terms of percentage).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,016,599	9.55
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	232,391	0.73
FY15 Approved	3,248,990	10.28

Adjudication

Adjudication encompasses support staff for the Judiciary and DCM. Conceptually, this division monitors case assignment (criminal, civil, and family cases), provides expedited case disposition for incarcerated offenders, and provides judicial supervision consistent with the complexity of each case filed. Adjudication and DCM improves the efficiency of case processing and reduces the demand for judicial intervention at various stages of litigation. To minimize case delay, each case is assigned to an appropriate track that allows for the performance of pre-trial tasks and allocates the appropriate level of judicial intervention. Tracks are monitored for performance and are evaluated based on established performance measures.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,048,959	31.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	228,600	1.00
FY15 Approved	3,277,559	32.00

Family Division Masters

Family Division Masters are qualified individuals appointed by the Judges of the Circuit Court to hear family matters and make reports and recommendations based on testimony and analysis of the testimony received at hearing. Family Division Judges continue to review the recommendations, make rulings and issue orders based on the recommendations of the Family Division Masters and any exceptions filed.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	842,960	8.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-48,022	-1.00
FY15 Approved	794,938	7.00

Case Assignment

The Assignment Office schedules and maintains all hearings, trials, and motion dates as well as special event dates for Judges and Family Division Masters of the Court, and ensures that these events are scheduled in accordance with the Court's Differentiated Case Management plans. The Assignment Office maintains all scheduling information related to criminal indictments and information; criminal jury demands and appeals; civil, juvenile, and family trial assignments; civil, family, and juvenile motions; and bench warrants. The Assignment Office also manages all courtroom information sheets, locates all files for assigned calendars, reviews each file, and delivers files to various court hearing rooms.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,222,904	14.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	54,233	0.00
FY15 Approved	1,277,137	14.00

Jury

The Jury Office manages prospective and active jurors for civil and criminal proceedings. In accordance with Maryland Courts and Judicial Proceedings, Title 8, every citizen may serve as a juror and must serve when summoned. The Jury Commissioner and staff dispatch questionnaires to prospective jurors using information gathered from voter registration and Motor Vehicle Administration listings. The Jury Commissioner maintains a qualified jury pool from the individuals who are determined to be qualified as jurors under Maryland Courts and Judicial Proceedings § 8-207.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	726,964	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.	17,383	0.00
FY15 Approved	744,347	4.00

Family Division Services

This program provides a variety of services for children and families, most of them funded by the Family Law Grant. Services include case managers that provide day-to-day management of cases between Family Division Masters, judges, counsel, and litigants; custody mediation involving litigants in an effort to obtain a settlement of custody issues prior to litigation; the Family Law Self Help Center (formerly the Pro Se Project) staffed by attorneys and paralegals to help individuals representing themselves in uncomplicated family law cases involving divorce, custody and child support; psychological evaluations when psychological testing is necessary as an adjunct to arriving at a decision in the best interest of the children; best interest attorney (formerly guardian ad litem) appointments to specifically represent the interests of children; and operating expenses associated with managing the division.

Family Division Services also handles adoption investigations, as well as child custody and visitation evaluations. After the establishment of a Court Order, independent evaluations for child custody and visitation, and adoption investigations are conducted by Court staff possessing substantial experience in social science or suitable credentials in the field of social work. The evaluator

meets with the litigants and children and interviews professionals and collateral references to ascertain the appropriate custodial situation for the children.

The Juvenile Division is also a part of Family Division Services and is responsible for oversight of delinquency petitions, CINA petitions, TPR petitions, Voluntary Placement petitions, and Petitions for Peace Orders. These matters, which are governed by strict statutory timeframes, require a high degree of judicial oversight by the Court on a long term basis.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	685,918	9.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	23,783	-1.00
FY15 Approved	709,701	8.00

Technical Services

Technical Services manages the central recording location that electronically records all courtroom and hearing room proceedings for the Judicial Center and Grey Courthouse. All video conferencing between the Circuit Court, District Court, Montgomery County Detention Center, and Montgomery County Correctional Facility is handled through this division. This equipment is used on a daily basis in order to conduct bond hearings via a video connection. Copies of court transcripts and cassettes are purchased through this division. The Court's website and internal servers for the Court and Clerk's Office are administered by Technical Services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	849,787	10.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	52,130	0.00
FY15 Approved	901,917	10.00

Law Library

The Law Library supports the research activities of the Court, the Bar, and the public and is the only law library open to the public in Montgomery County. The Library has a comprehensive collection of law, including U.S. statutes and the codes of Maryland, Washington, D.C., Virginia, and local ordinances. It has a complete collection of judicial opinions and a variety of subject treatises and reference materials. The Law Library also offers free access to the major on-line legal databases. Library staff are available to answer questions regarding the library and its collection but cannot give legal opinions or advice. The staff will provide limited assistance over the telephone and by e-mail.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	427,121	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,816	0.00
FY15 Approved	436,937	3.00

Trust and Guardianships

The Trust Office administers the case files for fiduciary entities (primarily guardianships) who are required to comply with the reporting requirements set forth in the Maryland Court Rules, Title 10, Guardians and Other Fiduciaries. The reports required to be filed include the Inventory and Information Report and Annual Fiduciary Report for guardianships of the property of a minor or disabled person and the Annual Report for guardianships of the person of a disabled person. The Trust Clerk examines the Annual Fiduciary Reports filed and prepares the Report of Trust Clerk for the Court.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	178,782	2.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,749	0.00
FY15 Approved	191,531	2.50

Grants

The Family Law Grant is funded by the State and provides services to families to reduce conflict and introduce the parties involved in litigation to problem-solving techniques to help reduce future litigation. See the Family Division Services Program for a description of the services supported by this grant.

The Trial Court Research Partnership Grant supports two Trial Court Researchers assigned to the Administration Program. These individuals provide research, analysis, statistical support, and related reports on County and judiciary-wide research projects.

The Montgomery County Adult Office of Problem Solving grant is funded by the State. The mission of the Adult Drug Court is to eliminate drug abuse, crime, and their consequences by forging continuing partnerships with the Court, health treatment providers, concerned community organizations, and law enforcement. By leveraging its partnerships and its authority, the Court directs substance-abusing offenders into evaluation and treatment to achieve personal responsibility and productive citizenship.

The Rule of Law Grant is designed to improve the capacity of international legal institutions to implement reform. This initiative has been instrumental in the development of educational programs for bar associations, judges, lawyers, administrators, and - more recently - the executive and legislative branches of government. It has promoted the adoption of alternative dispute resolution methods, provided instruction in the use of technology, and trained legal professionals to effectively implement reforms to bring justice to citizens and help ensure a more democratic society.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,142,382	26.45
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	253,653	-3.22
FY15 Approved	2,396,035	23.23

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,828,861	6,164,589	5,904,631	6,616,302	7.3%
Employee Benefits	2,224,896	2,283,827	2,280,580	2,284,932	0.0%
County General Fund Personnel Costs	8,053,757	8,448,416	8,185,211	8,901,234	5.4%
Operating Expenses	2,363,267	2,551,579	2,639,079	2,681,823	5.1%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	10,417,024	10,999,995	10,824,290	11,583,057	5.3%
PERSONNEL					
Full-Time	89	90	90	89	-1.1%
Part-Time	5	5	5	3	-40.0%
FTEs	90.10	91.05	91.05	90.78	-0.3%
REVENUES					
Master's Salary Reimbursement	289,287	306,658	168,912	168,912	-44.9%
State Interpreter Fee Reimbursement	289,264	314,709	314,709	314,709	—
State Jury Fee Reimbursement	440,290	404,245	415,400	404,245	—
County General Fund Revenues	1,018,841	1,025,612	899,021	887,866	-13.4%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	1,585,667	1,343,354	1,343,354	1,660,475	23.6%
Employee Benefits	458,353	621,974	621,974	558,507	-10.2%
Grant Fund MCG Personnel Costs	2,044,020	1,965,328	1,965,328	2,218,982	12.9%
Operating Expenses	128,450	177,053	177,053	177,053	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	2,172,470	2,142,381	2,142,381	2,396,035	11.8%
PERSONNEL					
Full-Time	22	22	22	23	4.5%
Part-Time	4	4	4	1	-75.0%
FTEs	26.40	26.45	26.45	23.23	-12.2%
REVENUES					
State Grants	2,172,470	2,142,381	2,142,381	2,396,035	11.8%
Grant Fund MCG Revenues	2,172,470	2,142,381	2,142,381	2,396,035	11.8%
DEPARTMENT TOTALS					
Total Expenditures	12,589,494	13,142,376	12,966,671	13,979,092	6.4%
Total Full-Time Positions	111	112	112	112	—
Total Part-Time Positions	9	9	9	4	-55.6%
Total FTEs	116.50	117.50	117.50	114.01	-3.0%
Total Revenues	3,191,311	3,167,993	3,041,402	3,283,901	3.7%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	10,999,995	91.05
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY14 Personnel Costs	299,441	-0.27
Increase Cost: Annualization of FY14 Compensation Increases	120,833	0.00
Increase Cost: Judicial Center Annex Child Waiting Area	87,500	0.00
Increase Cost: Judicial Center Annex Maintenance and Support Services	50,945	0.00
Increase Cost: Group Insurance Adjustment	17,532	0.00
Increase Cost: Retirement Adjustment	15,012	0.00
Increase Cost: Software Maintenance and Support	12,616	0.00
Increase Cost: Printing and Mail	3,734	0.00
Increase Cost: Motor Pool Rate Adjustment	449	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-25,000	0.00
FY15 APPROVED:	11,583,057	90.78

	Expenditures	FTEs
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	2,142,381	26.45
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of Personnel Costs	253,654	-0.72
Technical Adj: Reduction of Lapsed Mediator Positions	0	-2.50
FY15 APPROVED:	2,396,035	23.23

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Administration	3,016,599	9.55	3,248,990	10.28
Adjudication	3,048,959	31.00	3,277,559	32.00
Family Division Masters	842,960	8.00	794,938	7.00
Case Assignment	1,222,904	14.00	1,277,137	14.00
Jury	726,964	4.00	744,347	4.00
Family Division Services	685,918	9.00	709,701	8.00
Technical Services	849,787	10.00	901,917	10.00
Law Library	427,121	3.00	436,937	3.00
Trust and Guardianships	178,782	2.50	191,531	2.50
Grants	2,142,382	26.45	2,396,035	23.23
Total	13,142,376	117.50	13,979,092	114.01

FUTURE FISCAL IMPACTS

Title	APPR.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	11,583	11,583	11,583	11,583	11,583	11,583
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	121	121	121	121	121
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-9	-9	-9	-9	-9
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	11,583	11,695	11,695	11,695	11,695	11,695

State's Attorney

MISSION STATEMENT

The State's Attorney is a constitutionally created independent agency. The mission of the Office of the State's Attorney is to serve the public interest through the fair and honest administration of justice by exercising its responsibilities to: prosecute criminal violations in Montgomery County; educate the public with regard to criminal justice issues; provide training to lawyers for future service; address inequality and promote fairness in the criminal justice system; ensure access to the criminal justice system; promote professional relations with judges and attorneys; and further the efficient use of criminal justice resources.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of the State's Attorney is \$15,008,249, an increase of \$1,100,415 or 7.9 percent from the FY14 Approved Budget of \$13,907,834. Personnel Costs comprise 95.5 percent of the budget for 118 full-time positions and 13 part-time positions, and a total of 135.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 4.5 percent of the FY15 budget.

LINKAGE TO COUNTY RESULT AREAS

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

❖ ***Safe Streets and Secure Neighborhoods***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Domestic Violence Unit has maintained its current level of service using tax supported funds to include two full time Senior Legal Assistants, one part time Program Specialist and a contractual Special Investigator. These positions were formerly funded through the Department of Justice Arrest grant program and allow the State's Attorney's Office to continue working with our partner agencies at the Family Justice Center.***
- ❖ ***The State's Attorney's Office continues to recruit undergraduate and law school students to volunteer as interns who screen District Court criminal cases, assist in preparing cases for trial, contact witnesses and gather evidence. Our newly designed fellowship program uses law school graduates to assist with Circuit Court cases. In 2012 students donated 27,360 hours to the office for a total of 13.16 FTEs. In Spring and Summer 2013 students donated 22,200 hours to the office for a total of 10.68 FTEs.***
- ❖ ***In 2012 the Gang Prosecution Unit handled a total of 463 cases. From January through September 2013 the unit handled 208 cases.***
- ❖ ***The Special Prosecutions Division prosecutes cases of financial elder abuse and is supported by the Senior Financial Exploitation Prevention Initiative and the Family Violence Division prosecutes cases of physical abuse and neglect of the elderly. The units collaborate with the Elder and Vulnerable Adult Abuse and Neglect Task Force of Montgomery County to combat elder physical and sexual abuse, neglect, and elder financial exploitation.***

PROGRAM CONTACTS

Contact Lisa Russo of the Office of the State's Attorney at 240.777.7407 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Circuit Court Prosecution

The Circuit Court Prosecution program reviews cases for possible filing in the Circuit Court by presenting these cases to the Grand Jury for indictment or filing a Circuit Court information (charging document). After charges are filed, the State's Attorney's Office litigates these cases to disposition. Senior Assistant State's Attorneys provide support and guidance to ongoing police investigations and conduct Grand Jury investigations of major felony, drug distribution, gang crimes, internet crimes, and environmental cases. The Family Violence Unit prosecutes crimes of domestic violence, child abuse, and elder abuse. Prosecutors in this unit have specialized training to attack these difficult and often devastating crimes. In addition, appeals and demands for jury trials in District Court cases are litigated in the Circuit Court.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	6,314,453	51.50
Increase Cost: Gun Violence Grant Increase and Drug Court Grant Reduction	472	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.	369,378	-0.05
FY15 Approved	6,684,303	51.45

District Court Screening

The District Court Screening program resolves cases before the trial date by contacting victims and witnesses to determine what outcome they would like to obtain from the criminal justice system. This program relies on volunteers and is supervised by permanent staff. It provides victim/witness assistance by delivering information about the criminal justice system to victims and witnesses whose cases are expected to go to trial. The Pre-Trial Mediation program is designed to resolve non-violent disputes between individuals. Trained volunteers and a mediation specialist work to resolve issues and reduce to writing an agreement by which all sides will abide.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Bad Check Mediation Program Revenue ¹	3,615	2,000	0	0	0
Rental Return Restitution Program Revenue ²	1,610	500	0	0	0

¹ The goal of this program is to provide the business community with a quick and effective way to recover their losses from bad checks through pretrial mediation without involving the court system. This program is being discontinued at the conclusion of FY13 due to low usage. Merchants have been contacted about how to pursue bad check cases in the future.

² The goals of this program are to recover rental property and/or secure restitution to those merchants that provide rental services to the public without having to involve the criminal court system. This program is being discontinued at the conclusion of FY13 due to low usage. Merchants have been advised how to pursue these charges.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	485,282	5.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-97,074	-1.00
FY15 Approved	388,208	4.50

Juvenile Court Prosecution

The Juvenile Court Prosecution program prosecutes criminal violations committed by juvenile offenders in Montgomery County and performs a preliminary review of all cases in which a juvenile is charged with a violent crime. This includes cases which have been reviewed by the Juvenile Services Administration and then referred to the Office of the State's Attorney. In such cases, formal charges are filed where appropriate, and litigated to disposition in the Juvenile Court, attempting to obtain restitution for victims when possible. This program also provides administrative support to Teen Court, a countywide peer adjudication initiative for non-violent juvenile offenses.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,293,133	14.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	15,289	-1.00
FY15 Approved	1,308,422	13.10

Victim/Witness Court Assistance

This program assists victims in criminal cases that have been designated as “victim-intensive” by virtue of the vulnerability of the victim or the type of crime. Victims receive direct court assistance from a Victim/Witness Coordinator. The Coordinator guides the victim through the judicial process, provides assistance where necessary, and makes referrals to other County agencies as needed. In all other cases, Assistant State's Attorneys provide information and assistance to victims and witnesses. This program is staffed with permanent and volunteer personnel.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	337,825	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.	20,505	0.00
FY15 Approved	358,330	4.00

Special Prosecutions Division

The Special Prosecutions Division program investigates allegations of complex financial crimes such as real estate and other business investment fraud schemes for which the Department of Police is unable to provide investigative resources. The program also investigates allegations of thefts involving attorneys stealing from clients, financial exploitation of elderly victims, and misconduct by public officials. When these investigations support criminal charges, the cases are charged, generally in the Circuit Court, and litigated to disposition by Senior Assistant State's Attorneys. A significant part of this program is attempting to obtain restitution for victims and businesses that have lost money in these complex cases. Program staff also provide guidance to police officers and investigators from other agencies in situations where financial crimes may be suspected.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	472,034	5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	247,575	2.00
FY15 Approved	719,609	7.00

Prosecution Management

Prosecution Management staff coordinate case loads; schedule docket assignments; receive visitors; direct phone calls; and enter and audit data in the Criminal Justice Information System (CJIS) for the Circuit, District, and Juvenile Courts.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,136,607	8.50
Increase Cost: Justware License Maintenance Fees	2,975	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-26,950	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.	62,872	0.50
FY15 Approved	1,175,504	9.00

Administration

Staff provide central services in areas of budget, personnel, automated systems management, general office management, and public information. In addition, staff coordinate efforts and initiatives with other criminal justice agencies.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,188,393	9.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-204,916	-2.50
FY15 Approved	983,477	7.00

District Court Prosecution

The District Court Prosecution program prosecutes criminal cases including misdemeanor arrests, citizen complaints, and serious or incarcerable traffic offenses. The State's Attorney's Office has also implemented a Domestic Violence docket in District Court to ensure that assault cases of a domestic nature and violations of protective orders are given special attention.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,680,107	34.00
Replace: ARREST Grant Funds with General Fund	200,892	2.50
Shift: Reallocation of STOP and Drug Court Personnel Costs to General Fund	29,649	0.28
Shift: Reallocation of STOP and Drug Court Personnel Costs to General Fund (\$29,649)	0	-0.28
Decrease Cost: Contract Attorney Costs to Group State's Attorney I Position	-14,621	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.	494,369	2.05
FY15 Approved	3,390,396	39.55

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	9,739,308	9,858,207	9,840,526	10,834,857	9.9%
Employee Benefits	2,982,570	3,179,617	3,223,093	3,377,834	6.2%
County General Fund Personnel Costs	12,721,878	13,037,824	13,063,619	14,212,691	9.0%
Operating Expenses	824,882	753,012	897,594	678,088	-9.9%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	13,546,760	13,790,836	13,961,213	14,890,779	8.0%
PERSONNEL					
Full-Time	111	114	114	116	1.8%
Part-Time	8	11	11	12	9.1%
FTEs	126.06	130.60	130.60	134.38	2.9%
REVENUES					
Discovery Materials	25,963	55,000	55,000	30,000	-45.5%
Other Charges/Fees	31,865	13,000	13,000	13,000	—
County General Fund Revenues	57,828	68,000	68,000	43,000	-36.8%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	177,166	98,538	98,538	91,209	-7.4%
Employee Benefits	28,281	18,460	18,460	26,261	42.3%
Grant Fund MCG Personnel Costs	205,447	116,998	116,998	117,470	0.4%
Operating Expenses	21,183	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	226,630	116,998	116,998	117,470	0.4%
PERSONNEL					
Full-Time	3	2	2	2	—
Part-Time	1	1	1	1	—
FTEs	2.44	1.50	1.50	1.22	-18.7%
REVENUES					
Federal Grants	154,315	60,000	60,000	60,000	—
State Grants	72,315	56,998	56,998	57,470	0.8%
Grant Fund MCG Revenues	226,630	116,998	116,998	117,470	0.4%
DEPARTMENT TOTALS					
Total Expenditures	13,773,390	13,907,834	14,078,211	15,008,249	7.9%
Total Full-Time Positions	114	116	116	118	1.7%
Total Part-Time Positions	9	12	12	13	8.3%
Total FTEs	128.50	132.10	132.10	135.60	2.6%
Total Revenues	284,458	184,998	184,998	160,470	-13.3%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	13,790,836	130.60
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	674,154	0.00
Replace: ARREST Grant Funds with General Fund [District Court Prosecution]	200,892	2.50
Increase Cost: Annualization of Salary Plan	180,227	0.00
Shift: Reallocation of STOP and Drug Court Personnel Costs to General Fund [District Court Prosecution]	29,649	0.28
Increase Cost: Group Insurance Adjustment	23,465	0.00
Increase Cost: Retirement Adjustment	18,104	0.00
Increase Cost: Printing and Mail	4,730	0.00
Increase Cost: Annualization of FY14 Personnel Costs	4,665	0.00
Increase Cost: Justware License Maintenance Fees [Prosecution Management]	2,975	0.00
Increase Cost: Motor Pool Rate Adjustment	2,653	0.00
Decrease Cost: Contract Attorney Costs to Group State's Attorney I Position [District Court Prosecution]	-14,621	1.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Prosecution Management]	-26,950	0.00
FY15 APPROVED:	14,890,779	134.38
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	116,998	1.50
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Gun Violence Grant Increase and Drug Court Grant Reduction [Circuit Court Prosecution]	472	0.00
Shift: Reallocation of STOP and Drug Court Personnel Costs to General Fund (\$29,649) [District Court Prosecution]	0	-0.28
FY15 APPROVED:	117,470	1.22

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Circuit Court Prosecution	6,314,453	51.50	6,684,303	51.45
District Court Screening	485,282	5.50	388,208	4.50
Juvenile Court Prosecution	1,293,133	14.10	1,308,422	13.10
Victim/Witness Court Assistance	337,825	4.00	358,330	4.00
Special Prosecutions Division	472,034	5.00	719,609	7.00
Prosecution Management	1,136,607	8.50	1,175,504	9.00
Administration	1,188,393	9.50	983,477	7.00
District Court Prosecution	2,680,107	34.00	3,390,396	39.55
Total	13,907,834	132.10	15,008,249	135.60

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Police	County General Fund	101,695	0.50	108,227	0.50
Sheriff	Grant Fund MCG	134,361	2.00	0	0.00
Total		236,056	2.50	108,227	0.50

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	14,891	14,891	14,891	14,891	14,891	14,891
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	199	199	199	199	199
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-11	-11	-11	-11	-11
These figures represent other negotiated items included in the labor agreements.						
Annualization of Salary Plan	0	57	57	57	57	57
This represents the annualization of the State's Attorney's Salary Plan implemented in FY13.						
Section 2-123A mandated Salary Increase	0	3	4	4	4	4
Montgomery County Code Article VII Section 2-123A mandated salary adjustment for the States Attorney.						
Subtotal Expenditures	14,891	15,139	15,139	15,139	15,140	15,140

County Executive

MISSION STATEMENT

The Office of the County Executive provides political leadership to the community and administrative direction to the County's departments and offices. The Office is committed to providing accurate, timely, and effective support to the County Executive and the Chief Administrative Officer (CAO) as they carry out their responsibilities to residents and employees of Montgomery County in an atmosphere that is characterized by excellence, efficiency, openness, equity, and integrity.

BUDGET OVERVIEW

LINKAGE TO COUNTY RESULTS AREAS

The Office of the County Executive supports and also enforces all eight of the County Results Areas.

PERFORMANCE MEASURES

The primary focus of the Office of the County Executive is to provide policy direction, reinforce accountability, and ensure the achievement of results for our residents. In support of these objectives, this office primarily uses the following tools to measure the effectiveness of the policy directions provided to County departments:

1. Departmental performance plans, headline performance measures and program performance measures that are reviewed and monitored on a routine basis;
2. A “Dashboard” reporting system on departments’ headline performance measures and program performance measures that monitors and reports to the public, in real time, the County’s successes and challenges; and
3. High level indicators of County performance and quality of life, that serve as a barometer of County performance benchmarked against a regional and national grouping of comparable jurisdictions.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Kicked off seven projects via the new Innovation Program, including projects dealing with autism technology, open data, food access, interactive touchscreen kiosks, 21st century libraries, and text-to-give.***
- ❖ ***Launched a website for the Innovation Program to solicit ideas from residents and provide updates on projects.***
- ❖ ***Organized three new first-of-a-kind events for the County: a Hackathon in association with the National Day of Civic Hacking, a Montgomery County Data Science Meet-up, and an Open Data Town Hall.***
- ❖ ***Opened the County’s first Innovation Lab at Wheaton High School and assisted with the planning of a project-based curriculum, in collaboration with Montgomery County Public Schools.***
- ❖ ***Created a DC-Regional performance management practitioners consortium to enable the promotion of the CountyStat model, sharing of best practices, benchmarking, and cross-jurisdictional learning opportunities.***
- ❖ ***CountyStat received a Certificate of Excellence Award from ICMA’s Center for Performance Measurement; Montgomery County was one of only 28 jurisdictions in the United States to receive this highest level of recognition.***
- ❖ ***Monitored implementation of 187 recommendations contained in 31 reports issued since FY 2010 by Internal Audit, the Inspector General, and the Office of Legislative Oversight. Departments have reported that most of the recommendations have already been implemented.***
- ❖ ***Issued ten new audit reports that included 39 recommendations for improving internal controls and programmatic operations throughout County government.***
- ❖ ***Conducted six live training sessions on accountability and internal controls.***

❖ **Productivity Improvements**

- **CountyStat's continuous attention to overtime use across County departments has resulted in a reduction of the cost of an hour of overtime in FY13 from FY12 levels.**
- **CountyStat administered the development, distribution and analysis of several internal and external surveys.**

PROGRAM CONTACTS

Contact Sonetta Neufville of the Office of the County Executive at 240.777.2516 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

County Executive - Policy Planning and Development

The County Executive oversees the enforcement of the laws of Montgomery County and provides executive direction to all departments and offices of the County government. The County Executive develops policies; proposes services, programs, budgets, and legislation to the County Council; adopts Executive Orders and Regulations; and appoints citizens to boards, committees, and commissions.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	998,233	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	26,603	0.00
FY15 Approved	1,024,836	7.00

Chief Administrative Officer - Oversight of Executive Branch Departments

The Chief Administrative Officer (CAO) oversees the operations and services of all departments and offices of the Executive Branch. The CAO also advises the County Executive on all administrative and government operations/service related matters and coordinates final review and decision-making on policies, programs, service delivery, budgets, legislation, regulations and related matters. The CAO uses the following tools to carry out his responsibilities:

- 1) CountyStat provides a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County government services in order to improve performance, reinforce accountability and focus on results.
- 2) The Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents concerns that require special attention/response.
- 3) The Criminal Justice Coordinating Commission (CJCC) function seeks to enhance cooperation among the agencies involved in the criminal justice system in Montgomery County and to ensure that they address the issues facing the system.
- 4) The Innovation program provides an organized enterprise approach to innovation in Montgomery County. The core function of this program is to engage County employees and residents in order to facilitate innovation and assist with the design, development and implementation of innovative ideas.
- 5) White Flint Sector Plan implementation is managed by the Implementation Coordinator to ensure that the various public and private elements of the Plan are met. The White Flint area has a State designation as a Transit Oriented Development area. That TOD designation requires that specific performance measures be met by development projects.
- 6) Smart Growth Initiative related development projects are coordinated and facilitated by this office. Multiple development projects involving various County agencies, the Maryland-National Capital Park and Planning Commission and Montgomery County Public Schools are involved in this initiative.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,133,466	19.60
Increase Cost: Annualization of FY14 Personnel Costs	7,110	1.00
Increase Cost: Motor Pool Rate Adjustment	1,967	0.00
Increase Cost: Printing and Mail	1,162	0.00

	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	94,642	0.00
FY15 Approved	3,238,347	20.60

Base Realignment and Closure Grant

This program coordinates the review and analysis of referrals regarding Bethesda Naval Base Realignment related matters and also manages the Base Realignment and Closure grant.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	126,620	1.00
Increase Cost: BRAC Grant Personnel Cost Increase	3,152	0.00
Increase Cost: Annualization of FY14 Personnel Costs	586	0.00
FY15 Approved	130,358	1.00

Internal Audit

The Internal Audit program provides independent strategic risk-based auditing services. The core function of this program is to improve internal controls and provide reasonable assurance of reliable financial reporting; effective and efficient operations; legal and regulatory compliance; fraud investigations and deterrence; and the safeguarding of County assets.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	409,464	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.	7,422	0.00
FY15 Approved	416,886	1.00

Administration

The Administration program provides budget development and analysis, fiscal and inventory control, personnel and payroll management, training and supervision, procurement, and contract administration.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	228,544	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,241	0.00
FY15 Approved	247,785	2.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,911,068	3,232,539	3,212,026	3,329,595	3.0%
Employee Benefits	863,032	933,171	966,574	991,133	6.2%
County General Fund Personnel Costs	3,774,100	4,165,710	4,178,600	4,320,728	3.7%
Operating Expenses	394,510	603,997	509,201	607,126	0.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	4,168,610	4,769,707	4,687,801	4,927,854	3.3%
PERSONNEL					
Full-Time	1	28	28	30	7.1%
Part-Time	0	5	5	5	—
FTEs	1.00	29.60	29.60	30.60	3.4%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	96,204	96,491	96,491	99,558	3.2%
Employee Benefits	18,160	25,645	25,645	26,316	2.6%
Grant Fund MCG Personnel Costs	114,364	122,136	122,136	125,874	3.1%
Operating Expenses	43,713	4,484	4,484	4,484	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	158,077	126,620	126,620	130,358	3.0%
PERSONNEL					
Full-Time	28	1	1	1	—
Part-Time	5	0	0	0	—
FTEs	27.20	1.00	1.00	1.00	—
REVENUES					
Federal Grants	158,077	126,620	126,620	130,358	3.0%
Grant Fund MCG Revenues	158,077	126,620	126,620	130,358	3.0%
DEPARTMENT TOTALS					
Total Expenditures	4,326,687	4,896,327	4,814,421	5,058,212	3.3%
Total Full-Time Positions	29	29	29	31	6.9%
Total Part-Time Positions	5	5	5	5	—
Total FTEs	28.20	30.60	30.60	31.60	3.3%
Total Revenues	158,077	126,620	126,620	130,358	3.0%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	4,769,707	29.60
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	134,061	0.00
Increase Cost: Retirement Adjustment	7,957	0.00
Increase Cost: Annualization of FY14 Personnel Costs [Chief Administrative Officer - Oversight of Executive Branch Departments]	7,110	1.00
Increase Cost: Group Insurance Adjustment	5,890	0.00
Increase Cost: Motor Pool Rate Adjustment [Chief Administrative Officer - Oversight of Executive Branch Departments]	1,967	0.00
Increase Cost: Printing and Mail [Chief Administrative Officer - Oversight of Executive Branch Departments]	1,162	0.00
FY15 APPROVED:	4,927,854	30.60
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	126,620	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: BRAC Grant Personnel Cost Increase [Base Realignment and Closure Grant]	3,152	0.00
Increase Cost: Annualization of FY14 Personnel Costs [Base Realignment and Closure Grant]	586	0.00

	Expenditures	FTEs
FY15 APPROVED:	130,358	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
County Executive - Policy Planning and Development	998,233	7.00	1,024,836	7.00
Chief Administrative Officer - Oversight of Executive Branch Departments	3,133,466	19.60	3,238,347	20.60
Base Realignment and Closure Grant	126,620	1.00	130,358	1.00
Internal Audit	409,464	1.00	416,886	1.00
Administration	228,544	2.00	247,785	2.00
Total	4,896,327	30.60	5,058,212	31.60

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	132,309	1.00	189,998	2.00

FUTURE FISCAL IMPACTS

Title	APPR.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	4,928	4,928	4,928	4,928	4,928	4,928
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	29	29	29	29	29
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-3	-3	-3	-3	-3
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	4,928	4,954	4,954	4,954	4,954	4,954

Board of Elections

MISSION STATEMENT

The mission of the Board of Elections is to register voters, conduct elections, assist persons seeking elective office with candidate filings and campaign fund reports, assist citizens seeking to place questions on the ballot, and preserve election data.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Montgomery County Board of Elections is \$6,725,438, an increase of \$699,025 or 11.6 percent from the FY14 Approved Budget of \$6,026,413. Personnel Costs comprise 51.8 percent of the budget for 28 full-time positions, and a total of 50.98 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 48.2 percent of the FY15 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**
- ❖ **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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **EARLY VOTING:** *In 2013 legislation passed which increased the number of early voting centers in Maryland. With the support of both the County Executive and the County Council, the Montgomery County Board of Elections approved four additional early voting centers beginning with the 2014 Gubernatorial Elections, for a total of nine sites. The four additional early voting locations will provide greater geographic coverage and better serve the County's growing population.*
- ❖ **ELECTION JUDGE MODULE:** *The software application tracks election judge assignments, work history, payments, and provides on-line access for election judges to register for training classes and track participation of high school students and parents in the Future Vote Initiative. The interactive election judge manual provides additional access to election judges, enhancing training and work performance. In FY14 the module was modified to include an on-line election judge questionnaire, reducing paper usage and eliminating the need for mass mailings and manual database entry. These changes reduced the number of temporary personnel required to handle phone calls, complete data entry, and file paperwork.*

PROGRAM CONTACTS

Contact Margaret A. Jurgensen of the Montgomery County Board of Elections at 240.777.8523 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Voter Registration Services

The Voter Registration Services program provides clerical and administrative support to register new voters and maintains the currency of information in the official registry. The Federal Help America Vote Act mandated the establishment of a statewide voter registration database (MDVOTERS) that occurred in 2006 moving the County voter registration database to a statewide platform under the aegis of the State Board of Elections. In addition, this program processes all changes of name, address, and party affiliation and maintains a delete file, removing voters for reasons of death, felony conviction, ineligibility for jury duty, moving out of the

jurisdiction, and other valid legal reasons. The program provides legally-required training for volunteer registrars; responds to various voter and candidate requests for voter registration applications, listings, and CDs of registered voters; verifies nominating or referenda petitions submitted; and issues and canvasses absentee and provisional ballots. Implementation of the National Voter Registration Act of 1993, on January 1, 1995, requires all motor vehicle and State social service agencies to solicit voter registration applications and information changes from every client or customer resulting in an increase in the number of applications and changes received for processing, many of which require research to clarify inaccurate or incomplete information. The program also tracks returned mail and sends a second mailing in order to accurately maintain the database.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Active Registered Voters (000s)	585	620	700	750	800
Number of Voter Registration Transactions (000s) ¹	400	600	700	700	700
Number of provisional ballots issued on election day(s) (Active registered voters) ²	1100	14000	9000	14000	9000
Number of absentee ballots requested (000s) (Active registered voters)	25	45	40	50	40
Number of absentee ballots voted/returned (000s)	12	40	20	25	20

¹ This item reflects all voter registration updates including inactivations and cancellations; document handling including scanning; petitions; correspondence with voters including repeat confirmation mailings. Increase is associated with legal requirements, the implementation of online voter registration, multistate data sharing and new audit requirements.

² Provisional ballots are generally counted in the State of Maryland and largely reflect voters who change their address, appear outside their assigned precinct, or decide to vote in person after requesting an absentee ballot. This high volume of transactions is accomplished in a very short period of time requiring significant overtime.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,706,023	10.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	163,209	7.60
FY15 Approved	1,869,232	18.10

Election Operations

The Election Operations program provides administrative, clerical, and technical support for the conduct of local, State, and Federal elections. The Election Operations program assists individuals seeking elective office with candidate filings; provides information, guidance, and monitoring of required campaign committee filings and financial report submissions; delineates and maintains accurate precinct boundaries; prepares and produces various district and precinct maps; administers the results of redistricting; acquires and maintains required polling places; surveys and monitors compliance of handicapped accessibility at all polling places; obtains and provides all polling place supplies and logistics to properly equip the polling places for voting; and develops training materials, recruits, and trains election judges to staff the polling places. In 2010, the State of Maryland mandated the implementation of early voting in all jurisdictions. Montgomery County is required to provide staffing and supplies for nine early voting centers, open ten hours per day, for eight days prior to each election.

An example of a four-year election cycle, is shown below.

Year One: Federal Primary Elections (FY12)

Year Two: Federal General Elections (FY13)

Year Three: Federal, State and County Primary Elections (FY14)

Year Four: Federal, State and County General Elections (FY15)

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of designated polling places per general election. ¹	266	261	291	291	291
Percent of polling places opening on time	100%	100%	100%	100%	100%
Number of election judges recruited, trained, and placed per general election ²	2126	3186	3200	3300	3200

¹ This figure is adjusted to include days of early voting at each location as polling place equivalents. The department supported five early voting centers for seven days in FY11-FY12, five centers for six days in FY13, and will support nine centers for eight days in FY14-FY16.

² Figures represent the number of trained election judges serving in each election. This figure does not fluctuate as widely as voter turnout due to staffing levels required to support necessary functions at each polling place and early voting location.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,362,510	14.85
Increase Cost: Part-Time Temporary Workers	217,139	5.13
Enhance: Early Voting Expansion	161,351	0.29
Enhance: Polling Place Supplies - General Elections	25,670	0.00

	Expenditures	FTEs
Increase Cost: Election Judge Module Maintenance	6,499	0.00
Increase Cost: Printing and Mail	1,162	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.	-98,089	-0.04
FY15 Approved	2,676,242	20.23

Administration

The Administration program of the Board of Elections includes budget development; fiscal control; administration of personnel and contractual issues; procurement; program planning and evaluation; and coordination and cooperation with Federal, State, and local government agencies, elected officials, and political organizations. This includes ensuring that the requirements of Section 203 of the Voting Rights Act are met by providing all election related materials in both English and Spanish languages. The program is also responsible for providing accessible voting for all registered voters and coordinating all technology needs and activities with the State and County technology systems. Finally, the program is responsible for programming and coordinating resources for a voting system comprised of Touchscreen voting machines, express poll books, and printers and required peripheral equipment for deployment to polling places and early voting centers within Montgomery County.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of electronic poll books prepared and used on election days ¹	860	995	995	995	995
Percent of required voting units per precinct that were operable on general election day	100%	100%	100%	100%	100%
Number of voting units prepared and used on election days ²	2400	3000	3000	3000	3000
Total ballots cast (000s) (Active registered voters) ³	92	460	250	400	300

¹ Fiscal years reflect one election (primary or general).

² All available equipment is slated for deployment in FY13-FY15. In FY16, procurement of a new voting system by the State of Maryland is anticipated with state and local cost sharing. Until then, equipment will be distributed among an increased number of early voting locations.

³ This figure reflects customary fluctuations in turnout for primary vs. general elections, and for gubernatorial vs. presidential election years.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,957,880	6.00
Increase Cost: State Board of Elections Program Management	132,097	0.00
Increase Cost: FY15 Compensation Adjustment	121,888	0.00
Increase Cost: Sample Ballot Printing	25,000	0.00
Increase Cost: Group Insurance Adjustment	5,130	0.00
Increase Cost: Retirement Adjustment	1,945	0.00
Increase Cost: Absentee and Provisional Canvass Expenses	1,032	0.00
Increase Cost: Motor Pool Rate Adjustment	112	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.	-65,120	6.65
FY15 Approved	2,179,964	12.65

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,799,532	2,476,269	2,845,459	2,803,615	13.2%
Employee Benefits	588,613	649,780	638,848	680,866	4.8%
County General Fund Personnel Costs	3,388,145	3,126,049	3,484,307	3,484,481	11.5%
Operating Expenses	2,847,423	2,900,364	2,903,675	3,240,957	11.7%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	6,235,568	6,026,413	6,387,982	6,725,438	11.6%
PERSONNEL					
Full-Time	28	28	28	28	—
Part-Time	0	0	0	0	—
FTEs	31.35	31.35	31.35	50.98	62.6%
REVENUES					
Other Charges/Fees	3,320	2,500	2,500	2,500	—
County General Fund Revenues	3,320	2,500	2,500	2,500	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	6,026,413	31.35
<u>Changes (with service impacts)</u>		
Enhance: Early Voting Expansion [Election Operations]	161,351	0.29
Enhance: Polling Place Supplies - General Elections [Election Operations]	25,670	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Part-Time Temporary Workers [Election Operations]	217,139	5.13
Increase Cost: State Board of Elections Program Management [Administration]	132,097	0.00
Increase Cost: FY15 Compensation Adjustment [Administration]	121,888	0.00
Increase Cost: Sample Ballot Printing [Administration]	25,000	0.00
Increase Cost: Election Judge Module Maintenance [Election Operations]	6,499	0.00
Increase Cost: Group Insurance Adjustment [Administration]	5,130	0.00
Increase Cost: Retirement Adjustment [Administration]	1,945	0.00
Increase Cost: Printing and Mail [Election Operations]	1,162	0.00
Increase Cost: Absentee and Provisional Canvass Expenses [Administration]	1,032	0.00
Increase Cost: Motor Pool Rate Adjustment [Administration]	112	0.00
Technical Adj: Align Temporary/Seasonal FTEs with Budgeted Hours of Work	0	14.21
FY15 APPROVED:	6,725,438	50.98

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Voter Registration Services	1,706,023	10.50	1,869,232	18.10
Election Operations	2,362,510	14.85	2,676,242	20.23
Administration	1,957,880	6.00	2,179,964	12.65
Total	6,026,413	31.35	6,725,438	50.98

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved No inflation or compensation change is included in outyear projections.	6,725	6,725	6,725	6,725	6,725	6,725
Elimination of One-Time Items Approved in FY15 Items approved for one-time funding in FY15, including polling place supplies and phone and modem lines, will be eliminated from the base in the outyears.	0	-46	-46	-46	-46	-46
Labor Contracts These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.	0	39	39	39	39	39
Labor Contracts - Other These figures represent other negotiated items included in the labor agreements.	0	-1	-1	-1	-1	-1
Subtotal Expenditures	6,725	6,717	6,717	6,717	6,717	6,717

Community Engagement Cluster

MISSION STATEMENT

The Community Engagement Cluster (CEC) works to build stronger, more informed and inclusive communities. The Cluster is responsible for strengthening Montgomery County's commitment to civic engagement and community service by engaging residents, organizations, businesses and other community groups. The Cluster maximizes our communities' assets - time, talents, and other resources - working collaboratively to address and resolve community issues.

The cluster is a combination of the five Regional Services Centers, the Commission for Women, and the Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center, that has been operating as one unit since July 1, 2011. As a cluster, these offices/functions have combined facilities, resources, and support staff while retaining staff expertise and experience, as well as most of the objectives of the separate entities involved.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Community Engagement Cluster is \$3,554,030, an increase of \$191,258 or 5.7 percent from the FY14 Approved Budget of \$3,362,772. Personnel Costs comprise 77.9 percent of the budget for 18 full-time positions and two part-time positions, and a total of 22.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 22.1 percent of the FY15 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***
- ❖ ***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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Using staff, volunteers, contract support, and private funding raised through the Fund for Montgomery, the CEC sponsored or played a major role in 27 community events that brought in a combined participation of more than 200,300 residents of Montgomery County. The October 2013 World of Montgomery Festival doubled its turnout over 2012.***
- ❖ ***Montgomery County was selected one of the Best Intergenerational Communities in the United States in 2013.***
- ❖ ***The Volunteer Center strengthens the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs. The Volunteer Center online database of volunteer opportunities with nonprofit and government organizations shows a 27% increase in the number of referrals made and a 37% increase in the number of volunteers when comparing FY12 to FY13. Between July 2011 and June 2012, 640 agencies received 28,473 referrals from 6,927 volunteers. In FY13, the numbers increased to 746 agencies with 36,393 referrals from 9,495 volunteers.***
- ❖ ***The Charles W. Gilchrist Center for Cultural Diversity is the County's Welcome Center for newcomers and helps to build the network of immigrant service providers in the County. The Center has greatly increased its community outreach by participating in more outreach events than ever before, taking its information and referral services to the community. It has also expanded into new satellite locations, including the East County Regional Center and the***

Gaithersburg Library. The Center has also created new job skills programs to meet the needs of county residents.

- ❖ **Funding of the White Flint Downtown Advisory Committee to facilitate promotional, beautification, and maintenance activities including: development of streetscaping guidelines, right-of-way beautification, marketing, and development of a destination web site that includes a development map, retail and dining guide, and apartment/condominium directory.**

PROGRAM CONTACTS

Contact Fariba Kassiri of the Offices of the County Executive at 240.777.2512 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

Community Partnerships

The Office of Community Partnerships (OCP) is a bridge between our diverse community residents and organizations and the County government. The staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's nonprofit and faith community organizations; and coordinates a number of community-building events throughout the year. The Volunteer Center connects residents and businesses to volunteer assignments in hundreds of nonprofits across Montgomery County.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Overall satisfaction with The Office of Community Partnerships' provision of information, access and support to ethnic, multilingual and multicultural communities (scale 1-5)	4.1	4.2	4.6	4.6	4.6

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,045,597	6.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,067	0.00
FY15 Approved	1,052,664	6.50

The Gilchrist Center for Cultural Diversity

The Charles W. Gilchrist Center for Cultural Diversity is the County's Welcome Center for newcomers and helps to build the network of immigrant service providers in the County. The Center offers various immigrant integration services at various locations throughout the County that prepare residents to contribute to our economy and our community.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Gilchrist Center: Overall participant satisfaction with their experience at the Gilchrist Center (scale 1-5)	4.7	4.6	4.7	4.7	4.7
Gilchrist Center: Overall satisfaction of participants in Gilchrist classes (scale 1-5)	4.6	4.7	4.7	4.7	4.7

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	314,183	5.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,147	0.00
FY15 Approved	336,330	5.50

Commission for Women

The Commission for Women's mission is to identify gender-based inequities in laws, policies, practices and procedures, and to advocate remedies by advising the public and the local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Overall satisfaction of the Commissioners with the effectiveness of the CFW's identification of needs, problems and issues for the women of Montgomery County and the advocacy of resolution of these issues (scale 1-5)	4.5	4.8	4.8	4.8	4.8

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	451,109	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,603	0.00
FY15 Approved	471,712	2.00

Regional Centers

The County has five Regional Centers: Bethesda-Chevy Chase, Eastern Montgomery, Mid-County, Silver Spring, and Upcounty. The Regional Directors in each of the County's five regions work with their respective regional citizens advisory boards, residents, community groups, businesses, and other public agencies to proactively seek and gather information and assess community needs, problems and issues in order to provide effective and timely input representing their regions in policy discussions and in liaison between Montgomery County and its residents. The Regional Directors of the Silver Spring, Wheaton and Bethesda/Chevy Chase regions provide oversight of the operations of their respective Urban Districts.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness of the Centers' assessment of community needs, problems and issues (scale 1-5)	4.6	4.5	4.0	4.0	4.0
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness and timeliness of the Centers' service as liaisons between County residents and the government (scale 1-5)	4.4	4.3	4.0	4.0	4.0
Overall satisfaction of the Urban Districts Advisory boards with the effectiveness of the Urban Districts' promotion of their jurisdiction (scale 1-5)	3.6	3.8	4.0	4.0	4.0
Overall satisfaction with Urban Districts' provision of maintenance of streetscape amenities (scale 1-5)	4.3	3.9	4.0	4.0	4.0

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,551,883	8.30
Add: Support for White Flint Downtown Advisory Committee (streetscaping guidelines, maintenance and promotional activities)	75,000	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.	66,441	0.00
FY15 Approved	1,693,324	8.30

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,065,865	1,969,977	2,227,676	2,030,392	3.1%
Employee Benefits	542,198	621,400	651,497	665,686	7.1%
County General Fund Personnel Costs	2,608,063	2,591,377	2,879,173	2,696,078	4.0%
Operating Expenses	424,555	711,205	433,554	786,910	10.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	3,032,618	3,302,582	3,312,727	3,482,988	5.5%
PERSONNEL					
Full-Time	17	17	17	17	—
Part-Time	1	2	2	2	—
FTEs	21.03	21.53	21.53	21.55	0.1%
REVENUES					
Commission for Women Fees	2	0	0	0	—
Facility Rental Fees	8,570	10,500	10,500	10,500	—
Miscellaneous Revenues	20	0	0	0	—
Other Charges/Fees	-1,024	0	0	0	—
Parking Fees	-4,475	0	0	0	—
Recreation Fees	5,160	0	0	0	—
County General Fund Revenues	8,253	10,500	10,500	10,500	—
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	46,539	44,604	44,604	55,076	23.5%
Employee Benefits	11,012	15,586	15,586	15,966	2.4%
Grant Fund MCG Personnel Costs	57,551	60,190	60,190	71,042	18.0%
Operating Expenses	66,274	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	123,825	60,190	60,190	71,042	18.0%
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.77	0.77	0.77	0.75	-2.6%
REVENUES					
Federal Grants	63,965	60,190	60,190	71,042	18.0%
State Grants	59,860	0	0	0	—
Grant Fund MCG Revenues	123,825	60,190	60,190	71,042	18.0%
DEPARTMENT TOTALS					
Total Expenditures	3,156,443	3,362,772	3,372,917	3,554,030	5.7%
Total Full-Time Positions	18	18	18	18	—
Total Part-Time Positions	1	2	2	2	—
Total FTEs	21.80	22.30	22.30	22.30	0.0%
Total Revenues	132,078	70,690	70,690	81,542	15.4%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	3,302,582	21.53
<u>Changes (with service impacts)</u>		
Add: Support for White Flint Downtown Advisory Committee (streetscaping guidelines, maintenance and promotional activities) [Regional Centers]	75,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	95,636	0.00
Increase Cost: Retirement Adjustment	5,160	0.00
Increase Cost: Group Insurance Adjustment	3,905	0.00
Increase Cost: Printing and Mail	705	0.00
Increase Cost: Annualization of FY14 Personnel Costs	0	0.02
FY15 APPROVED:	3,482,988	21.55
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	60,190	0.77
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY14 Personnel Costs	10,852	-0.02
FY15 APPROVED:	71,042	0.75

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Community Partnerships	1,045,597	6.50	1,052,664	6.50
The Gilchrist Center for Cultural Diversity	314,183	5.50	336,330	5.50
Commission for Women	451,109	2.00	471,712	2.00
Regional Centers	1,551,883	8.30	1,693,324	8.30
Total	3,362,772	22.30	3,554,030	22.30

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	3,483	3,483	3,483	3,483	3,483	3,483
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-20	-20	-20	-20	-20
Items approved for one-time funding in FY15, including (development of a streetscape plan for White Flint), will be eliminated from the base in the outyears.						
Labor Contracts	0	21	21	21	21	21
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	3,483	3,482	3,482	3,482	3,482	3,482

County Attorney

MISSION STATEMENT

The mission of the Office of the County Attorney is to act as the chief legal officer of Montgomery County Government and to conduct all its legal business.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of the County Attorney is \$5,381,236, an increase of \$29,443 or 0.6 percent from the FY14 Approved Budget of \$5,351,793. Personnel Costs comprise 91.2 percent of the budget for 72 full-time positions and five part-time positions, and a total of 43.25 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 8.8 percent of the FY15 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***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Automated the fax system to convert incoming faxes as emails and PDF attachments. Users can open fax as email and save them into the case management system, if needed.***
- ❖ ***From July 1, 2012 through June 20, 2013, the Debt Collection (DC) Unit has registered \$14.2 million in collections from debts owed to the County. The DC Unit continues to achieve efficiencies by streamlining the collection workflow process and reducing paper and printing costs with enhanced interface with the Enterprise Imaging system.***
- ❖ ***Continue implementation of the web-based case management system that is integrated with Outlook and with a robust reporting system. The system allows attorneys and managers to manage status of any cases, assemble and manage legal documents, and provide accurate and easy-to-run ad hoc reports.***
- ❖ ***In FY15, include the Debt Collection Unit as a new module in the case management system.***
- ❖ ***In FY15, automate the litigation preservation request process by implementing eDiscovery workflow.***
- ❖ ***Productivity Improvements***
 - ***Installed multi-media LED displays, Liteshow and a sound system in three conference rooms. This improves the facility for depositions and meetings with clients.***
 - ***Installed Windows 7 and Office 2010 on all 75 computers to keep up with the new technologies and prepare for the implementation of the new case management system.***
 - ***Replaced web pages to be part of the new County portal. The new web pages are in compliance with the County's standard and search features.***
 - ***Relocated the Health and Human Service's (HHS) unit from Piccard Drive to the Executive Office Building which allows staff to quickly move from the main office to the courtroom, resulting in less travel time.***

PROGRAM CONTACTS

Contact Dennis Via of the Office of the County Attorney at 240.777.6715 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Insurance Defense Litigation

Provides legal defense for cases involving Montgomery County and fourteen local government Self-Insurance Fund participants (including such entities as the Montgomery County Board of Education, City of Rockville, Maryland-National Capital Park and Planning Commission, Montgomery College, and the Housing Opportunities Commission) and all of their employees. The attorneys appear regularly before State and Federal courts in Maryland and the District of Columbia for trials and oral arguments and before the Workers' Compensation Commission. These cases involve litigation in the following areas: common law torts; Police civil rights claims; Other Federal and State civil rights - constitutional torts; Americans with Disabilities Act; Individuals with Disabilities Education Act; Workers' Compensation; and employment discrimination.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Workers' Compensation hearings	1,889	2144	1900	1900	1900
Worker's Compensation Cases Net Gain to the County	2,411,432	\$2,045,674	\$2,045,674	\$2,045,674	\$2,045,674
Last Settlement Amount Demanded by Plaintiff (\$)	249,259,227	\$91,618,668	\$91,618,668	\$91,618,668	\$91,618,668
Subrogation Collected (\$)	9,199	\$500	0	0	0
Total Paid to Plaintiff by the County (\$)	768,491	\$288,490	\$288,490	\$288,490	\$288,490
Ratio Amount Paid by County Versus Amount Demanded by Plaintiff	.31%	.31%	.31%	.31%	.31%
Total Number of Settlements	41	29	35	35	35
Number of Judgments Paid	12	7	9	9	9
Number of Judgments in County's Favor	53	55	74	74	74
Win/Loss Ratio (Resolution in County's Favor vs. Resolution in Plaintiff's Favor)	84%	89%	89%	89%	89%

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	52,618	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.	289	0.00
FY15 Approved	52,907	0.00

Health and Human Services

The attorneys in this division act as counsel and give legal advice to the Department of Health and Human Services, including the Office of the Director and Management Services, Adult Mental Health, Aging and Disability Services, Children, Youth and Family Services, Child Welfare Services, Crisis, Income and Victim Services, Emergency Services and Public Health Services. The attorneys also represent Child Welfare Services in the Juvenile Court, in cases involving child abuse and child neglect, and Aging and Disability Services in the Circuit Court, in adult guardianship cases.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Children in Need of Assistance (CINA) or Guardianship Hearings	2,422	2279	2279	2279	2279
Number of Adoptions Granted	23	30	30	30	30
Number of CINA Cases Closed	215	141	200	200	200
Number of New Adoption Petitions Filed	24	30	30	30	30
Number of New CINA Petitions Filed	202	198	200	200	200
Number of New Termination of Parental Rights (TPR) Petitions Filed	25	30	30	30	30
Number of Termination of Parents Rights (TPR's) Granted	22	26	26	26	26
Ratio of TPR/CINA Adjudicated Granted/Denied	96.1%	97.87%	97%	97%	97%

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	986,950	7.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,430	0.12
FY15 Approved	992,380	7.52

Finance and Procurement

Acts as counsel and gives legal advice to the County Executive, County Council, and to several County departments, agencies, boards, and commissions. The Division represents the County Government in tax and procurement matters before State, Federal, and local administrative agencies and courts; drafts and reviews agreements, legislation, regulations, and other legal documents; conducts negotiations; and prepares and issues legal opinions.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Code Enforcement - Ratio of Win Versus Loss	97%	97%	97%	97%	97%
Code Enforcement Collected (\$)	471,930	\$393,269	\$393,269	\$393,269	\$393,269
Debt Collection (\$)	15,128,484	\$14,233,604	\$14,233,604	\$14,233,604	\$14,233,604
Forfeitures Collected (\$)	40146	\$10,430	\$10,430	\$10,430	\$10,430

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	661,109	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,637	0.00
FY15 Approved	664,746	6.00

Human Resources and Appeals

Attorneys act as counsel and give legal advice to the following agencies: Montgomery County Fire and Rescue Service, Ethics Commission, Board of Investment Trustees, Office of Human Resources, Department of Correction and Rehabilitation, Office of Public Information, Department of Transportation (Transit Services Division, Taxicab Unit), Human Rights Commission, Board of Appeals, and the Police Department (Internal Affairs Division). Attorneys also defend or prosecute contested cases involving the County, Self-Insurance Fund agencies, and their employees, while pending before State and Federal appellate courts. The mission of the Ethics Commission is to enforce the Montgomery County Code of Ethics that ensures the ethical conduct of individuals who serve in County government.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Judicial Appeals Won	87.5%	45%	68%	68%	68%
Appeals Lost	3	11	7	7	7
Appeals Won	21	9	15	15	15

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	730,645	5.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,020	0.03
FY15 Approved	734,665	5.23

Zoning, Land Use and Economic Development

Represents and advises the County Executive, the County Council, and various County departments, including the Department of General Services, the Department of Transportation, the Department of Housing and Community Affairs, the Department of Economic Development, and the Department of Public Libraries. Represents and advises agencies and commissions, including the Historic Preservation Commission, the Revenue Authority, Community Use of Public Facilities, and the Cable Compliance Commission. Advises the County Executive and County Council regarding telecommunications and cable matters. Represents the County with respect to land acquisitions and real estate transactions. Represents the County before Federal, State, and administrative courts. Drafts legal opinions and amendments to the County code and County regulations.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	276,565	4.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,522	0.00
FY15 Approved	278,087	4.20

Public Interest Litigation

The Division provides litigation and other legal services to County agencies and departments in support of their mission to promote general welfare and protect vulnerable citizens. The Division acts as counsel and gives legal advice to the Police Department, the Departments of Emergency Management and Homeland Security, Environmental Protection, Permitting Services, Consumer Affairs, and Recreation. It also provides counsel to the Office of Landlord and Tenant Affairs, the Historic Preservation Commission, and the

Inspector General's Office. The program represents these entities in contested cases before the County Board of Appeals and in both State and Federal courts. The program also drafts and reviews agreements, legislation, regulations and other legal documents. Attorneys from the program conduct negotiations, issue legal opinions, and testify before public bodies. It is primarily responsible for the processing and prosecution of code enforcement violations from all departments, agencies, boards, and commissions which are presented in the District Court of Maryland. The Debt Litigation or Collection Unit collects all monies owed to Montgomery County that have been referred to the County Attorney, including past due real property taxes, personal property taxes, code enforcement judgments, subrogation claims, bounced checks, unpaid fines, and miscellaneous amounts billed by the County.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Ratio of Costs/Collection	3.2%	3.2%	3.2%	3.3%	3.3%

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,154,804	11.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,353	0.10
FY15 Approved	1,161,157	11.60

Support Services

Provide administrative, research, and technical guidance and support to the other programs within the Department. The program is designed to allow for an equitable distribution of work assignments, to cross-train staff, and to evaluate fairly the performance of the program staff. The program provides administrative support to the Risk Management Fund, and revenue support to the Risk Management Fund, Revenue Authority, and Solid Waste Fund.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	138,320	3.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	761	0.00
FY15 Approved	139,081	3.90

Administration

Provides internal personnel, financial, and operational management for the Office of the County Attorney.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average Internal Customer Satisfaction Rating - General and Timeliness ¹	3.18	3.23	3.23	3.23	3.23

¹ Internal Customer Satisfaction Survey Results (Scale of 1 to 4: 3 = Satisfied; 4 = Very Satisfied)

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,350,782	4.80
Increase Cost: FY15 Compensation Adjustment	245,941	0.00
Increase Cost: Music Licensing	30,000	0.00
Increase Cost: Retirement Adjustment	16,874	0.00
Increase Cost: Office Clerk - Project Search - Collection Unit	16,280	0.50
Increase Cost: Group Insurance Adjustment	8,911	0.00
Increase Cost: Printing and Mail	3,029	0.00
Decrease Cost: Contractor Expenses	-44,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-147,000	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.	-122,604	-0.50
FY15 Approved	1,358,213	4.80

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,470,625	3,481,883	3,369,788	3,623,625	4.1%
Employee Benefits	1,261,090	1,237,794	1,316,726	1,283,466	3.7%
County General Fund Personnel Costs	4,731,715	4,719,677	4,686,514	4,907,091	4.0%
Operating Expenses	1,092,190	632,116	723,868	474,145	-25.0%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	5,823,905	5,351,793	5,410,382	5,381,236	0.6%
PERSONNEL					
Full-Time	71	73	73	72	-1.4%
Part-Time	3	3	3	5	66.7%
FTEs	42.40	43.00	43.00	43.25	0.6%
REVENUES					
Federal Financial Participation Reimbursements	491,748	231,165	231,165	231,165	—
Miscellaneous Revenues	175	0	0	0	—
Other Charges/Fees	43,963	75,000	75,000	75,000	—
Other Fines/Forfeitures	500	0	0	0	—
Other Intergovernmental	0	45,630	45,630	45,630	—
County General Fund Revenues	536,386	351,795	351,795	351,795	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	5,351,793	43.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment [Administration]	245,941	0.00
Increase Cost: Music Licensing [Administration]	30,000	0.00
Increase Cost: Retirement Adjustment [Administration]	16,874	0.00
Increase Cost: Office Clerk - Project Search - Collection Unit [Administration]	16,280	0.50
Increase Cost: Group Insurance Adjustment [Administration]	8,911	0.00
Increase Cost: Printing and Mail [Administration]	3,029	0.00
Decrease Cost: Contractor Expenses [Administration]	-44,000	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-100,592	-0.25
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Administration]	-147,000	0.00
FY15 APPROVED:	5,381,236	43.25

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Insurance Defense Litigation	52,618	0.00	52,907	0.00
Health and Human Services	986,950	7.40	992,380	7.52
Finance and Procurement	661,109	6.00	664,746	6.00
Human Resources and Appeals	730,645	5.20	734,665	5.23
Zoning, Land Use and Economic Development	276,565	4.20	278,087	4.20
Public Interest Litigation	1,154,804	11.50	1,161,157	11.60
Support Services	138,320	3.90	139,081	3.90
Administration	1,350,782	4.80	1,358,213	4.80
Total	5,351,793	43.00	5,381,236	43.25

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Board of Appeals	County General Fund	87,711	0.50	93,141	0.50
Cable Television	Cable Television	102,624	0.50	109,621	0.50
CIP	CIP	331,697	3.00	362,737	3.00
Finance	County General Fund	168,170	1.05	173,849	1.05
Finance	Self Insurance Internal Service Fund	2,525,979	20.00	2,633,229	20.00
Health and Human Services	County General Fund	194,294	2.40	0	0.00
Health and Human Services	Grant Fund MCG	0	0.00	194,294	2.40
Housing and Community Affairs	County General Fund	57,095	0.50	82,898	0.50
Housing and Community Affairs	Montgomery Housing Initiative	160,587	1.00	165,797	1.00
Human Resources	Employee Health Benefit Self Insurance	0	0.00	16,105	0.10
Intergovernmental Relations	County General Fund	24,607	0.30	25,582	0.30
NDA - Mont. County Employee Retirement Plans	County General Fund	7,583	0.05	16,427	0.10
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	121,329	0.80	67,079	0.42
NDA - Mont. County Employee Retirement Plans	Retirement Savings Plan	15,166	0.10	16,427	0.10
NDA - Retiree Health Benefits Trust	Retiree Health Benefits	0	0.00	27,379	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits LTD2	0	0.00	9,583	0.06
Parking District Services	Bethesda Parking District	20,164	0.10	20,907	0.10
Parking District Services	Silver Spring Parking District	40,328	0.20	41,814	0.20
Permitting Services	Permitting Services	160,587	1.00	137,352	1.00
Solid Waste Services	Solid Waste Collection	36,776	0.25	39,047	0.25
Solid Waste Services	Solid Waste Disposal	110,329	0.75	117,140	0.75
Total		4,165,026	32.50	4,350,408	32.50

FUTURE FISCAL IMPACTS

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	5,381	5,381	5,381	5,381	5,381	5,381
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	64	64	64	64	64
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-12	-12	-12	-12	-12
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	5,381	5,434	5,434	5,434	5,434	5,434

Ethics Commission

MISSION STATEMENT

The Ethics Commission exercises authorities granted to it under the Public Ethics Law to promote the public's trust of County government and to ensure the impartiality of County employees, including elected officials, in the execution of their responsibilities.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Ethics Commission is \$355,641, an increase of \$18,634 or 5.5 percent from the FY14 Approved Budget of \$337,007. Personnel Costs comprise 92.5 percent of the budget for three full-time positions, and a total of three FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 7.5 percent of the FY15 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**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Program Measures					
Number of Formal Opinions or Waivers Processed (by calendar year)	8	11	10	10	10
Number of Lobbyists Registered (calendar year)	161	172	172	172	172
Number of Lobbyist Activity Reports (calendar year)	140	214	214	214	214
Number of Financial Disclosure Statements Required (calendar year) ¹	1741	2034	2034	2034	2034
Number of Outside Employment Requests Processed (calendar year)	926	1148	1148	1148	1148

¹ The variance in totals from 2012 to 2013 is attributable to initial financial disclosure reports being accounted for in year filed rather than prior year. The FY13 number is based on actual filings of initial and final financial disclosures plus anticipated filings of required annual reports for calendar year 2013.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **The Commission continues its review of the financial disclosure provisions of the Public Ethics Law with a view toward recommending changes that better address the potential for conflicts of interest.**
- ❖ **The Commission staff is working with the Chief Administrative Officer (CAO) and the Department of Technology Services (DTS) to improve the efficiency and effectiveness of the existing financial disclosure system, while at the same time taking steps to implement longer-range solutions to address system deficiencies.**
- ❖ **Commission staff is working with DTS to create an electronic system for filing non-Police Outside Employment requests. The electronic system will facilitate the filing of the requests, the review of requests, and the management of the process and data associated with the process.**
- ❖ **The Commission is working with the Chief Administrative Officer, the County Attorney, and others to develop County-wide ethics training requirements and content.**
- ❖ **The Commission has Implemented new monitoring, status verification and enforcement processes resulting in receipt of one hundred percent of all required annual financial disclosure reports.**
- ❖ **Productivity Improvements**
 - **The Commission has implemented new online lobbying registration and reporting systems which have been utilized by lobbyists for lobbying activities since the beginning of calendar year 2013.**

-
- ***The Commission has altered the approach toward charging lobbying fees to ensure that each lobbyist in a firm pays the registration fee for each client the lobbyist represents.***
 - ***The Commission, working with the Department of Technology Services and the Office of Human Resources (OHR), has developed a new approach for the distribution of 2013 annual financial disclosure reports, resulting in advancing the launch date of the annual filing season to January 2, 2014, and the elimination of a County-wide OHR process to identify each annual financial disclosure filer.***

PROGRAM CONTACTS

Contact Robert Cobb of the Ethics Commission at 240-777-6674 or Phil Weeda of the Office of Management and Budget at 240-777-2780 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Ethics Program Compliance

Financial Disclosure: The Public Ethics Law requires filing of financial disclosure reports by certain County employees. The Ethics Commission prepares and distributes financial disclosure forms and maintains reports filed by employees; it administers the electronic filing system for reporting and coordinates with the Office of Human Resources and all County agencies as regards to the status of filers, and resolves all anomalous circumstances and questions from filers that routinely arise associated with the filing of financial disclosure reports and the administration of the system designed for that purpose.

Outside Employment: The Public Ethics Law requires that County employees obtain approval from the Ethics Commission prior to engaging in any employment other than County employment. The Ethics Commission prepares and makes available Outside Employment request forms and administers a process pursuant to which agency approvals are obtained. The Ethics Commission staff prepares all requests for consideration by the Ethics Commission, to include obtaining additional information from requestors and County agencies and conducting preliminary legal analysis of requests. The Ethics Commission approves requests, as appropriate, setting conditions on approval as necessary to ensure compliance with ethics requirements, and staff notifies requestors by letter of the disposition of requests. The Ethics Commission publishes and updates approved Outside Employment information required to be made public by the Public Ethics Law.

Lobbying: The Public Ethics Law requires certain persons who spend or receive over \$500 to communicate with County officials and employees to register as lobbyists and to file semi-annual activity reports with the Ethics Commission. Annual registration fees are required and are paid to the Ethics Commission and processed and deposited in the General Fund. The Ethics Commission publishes and updates information required to be made public by the Public Ethics Law.

Complaints, Investigations and Hearings: Pursuant to the Public Ethics Laws, the Ethics Commission receives complaints and, as appropriate: conducts investigations, conducts hearings, makes findings, and imposes sanctions and penalties if warranted.

Advisory Opinions, Waivers, Advice: In accordance with the Public Ethics Law, the Ethics Commission answers inquiries on the application of the Ethics law, publishes opinions, and grants waivers of Ethics Law requirements, as appropriate.

Education: The Ethics Commission conducts public education and other information programs regarding the Ethics Law.

Legislative and Regulatory: The Ethics Commission recommends and prepares new ethics legislation and regulations.

Coordination and Outreach: The Staff of the Ethics Commission coordinates with the County Attorney's Office and the Office of the Inspector General as necessary on legal and investigative matters; the Staff also serves as the principal public resource on the County's ethics laws, to include managing a website that reflects Ethics Commission programs, activities, and publications such as annual reports, approvals of outside employment requests, lobbying data, and waivers and opinions.

Administration: The Staff of the Ethics Commission is responsible for assuring that Ethics Commission meetings are run in accordance with the Open Meetings Act and other applicable law, and the Ethics Commission members are informed and advised as to all material matters under their jurisdiction; Ethics Commission staff are also responsible for budget, procurement, human resources, and resource management for the operation of the office in accordance with Montgomery County policies, and attend required training in these and other office management areas.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	225,234	248,836	198,121	261,162	5.0%
Employee Benefits	47,619	61,738	50,536	67,922	10.0%
County General Fund Personnel Costs	272,853	310,574	248,657	329,084	6.0%
Operating Expenses	53,943	26,433	57,432	26,557	0.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	326,796	337,007	306,089	355,641	5.5%
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
REVENUES					
Miscellaneous Revenues	13,500	0	20,000	20,000	—
Other Charges/Fees	0	15,000	0	0	—
County General Fund Revenues	13,500	15,000	20,000	20,000	33.3%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	337,007	3.00
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	9,958	0.00
Increase Cost: Annualization of FY14 Personnel Costs	7,472	0.00
Increase Cost: Group Insurance Adjustment	570	0.00
Increase Cost: Retirement Adjustment	510	0.00
Increase Cost: Printing and Mail	124	0.00
FY15 APPROVED:	355,641	3.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	356	356	356	356	356	356
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	1	1	1	1	1
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	356	357	357	357	357	357

Finance

MISSION STATEMENT

The mission of the Department of Finance is to prudently manage financial operations, recommend and implement sound fiscal policies, safeguard public assets, and encourage a safe environment on public property.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Finance is \$72,282,004, an increase of \$3,139,549 or 4.5 percent from the FY14 Approved Budget of \$69,142,455. Personnel Costs comprise 20.6 percent of the budget for 126 full-time positions, and a total of 125.68 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 79.4 percent of the FY15 budget.

The Finance Operating Budget is comprised of a General Fund component (the Director's Office and the Divisions of Fiscal Management, Treasury and Controller) and the Division of Risk Management, which is funded by the Liability and Property Coverage Self-Insurance Fund. The total FY15 Operating Budget for the General Fund component is \$13,412,437 an increase of \$1,113,172 or 9.1 percent over the FY14 approved budget of \$12,299,265. Personnel Costs comprise approximately 81.8 percent of the General Fund budget for 116 full-time positions. A total of 95.31 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 18.2 percent of the budget.

The total FY15 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is \$58,869,567, an increase of \$2,026,377 or 3.6 percent over the FY14 approved budget of \$56,843,190. Personnel Costs comprise approximately 6.7 percent of the Self-Insurance Fund budget for 10 full-time positions. A total of 30.37 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 93.3 percent of the budget. Included in the total FTEs are 20.00 FTEs charged to the Self-Insurance Fund by the Office of the County Attorney and 0.37 FTEs charged by the General Fund component of Finance (Controller Division) for services provided in support of Risk Management.

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***

❖ ***Strong and Vibrant Economy***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

❖ ***Successfully retained the County's AAA bond rating from the three major credit rating agencies in the fall of 2013.***

❖ ***In 2013, successfully doubled the investment program with County community banks to support the growth of local jobs, making over \$77 million in capital available for small business loans. Continually looking for ways to raise investment yields and reduce banking costs.***

❖ ***Implementing a comprehensive modernization of the Tax Assessment System and an upgrade of the MUNIS property tax billing system (including moving the system to a Cloud environment). These systems are used in the collection of over \$2 billion in revenues annually.***

❖ ***Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY13 Comprehensive Annual Financial Report (CAFR). This is the 44th year for this achievement--longer than any other government in***

the United States and Canada.

- ❖ **Strengthened the funding mechanism for the Montgomery County Self Insurance Program by ordering an actuarial review of the funding process and the contribution allocation system; making the process stable and sustainable.**
- ❖ **Developed in-house a new electronic Volunteer Registration System that will launch in FY14 to replace the paper registration system.**
- ❖ **Provide departments with workers compensation data and analytical tools to help identify where to focus their cost reduction/worksite safety efforts.**
- ❖ **Risk Management is conducting a Total Absence Management study in collaboration with other County Departments to identify enhancements to existing policies and practices on employee absences to increase employee availability, reduce workplace injuries, reduce backfill overtime, and expedite return to work.**
- ❖ **Benchmarking Montgomery County workers compensation claim and cost data and practices to other Maryland and regional jurisdictions.**
- ❖ **Productivity Improvements**
 - **Implemented the Homestead Tax Credit Program to verify and monitor resident eligibility to receive the County's Homestead Property Tax Credit, Property Tax Credit, and other tax credits. To date, this program has generated \$2,491,540 in additional revenues.**
 - **Developed and implementing a Self Inspection web application to streamline paper-driven processes for the Division of Risk Management and expedite safety inspections.**
 - **Updated the Risk Management page on the Department of Finance intranet website with information on volunteers, information for departments on how to report claims, and how to request assistance from our Occupational Safety and Health Section. An additional website (MCSIP.org) has been added to assist in clearer communication and expedite various claim processes.**
 - **Provided training and additional resources to assist in handling claims for all coverage types that involve Medicare recipients to ensure that all settlements are appropriate and represent Montgomery County Government interests while protecting Medicare benefits.**

PROGRAM CONTACTS

Contact Nancy Moseley of the Department of Finance at 240.777.8886 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Fiscal Management

This program provides effective management of County capital and operating funds and the fiscal analysis and issue management associated with master plan development, economic development, and legislative issues. It is also responsible for accurate revenue and economic forecasting, and publishing reports on economic and revenue analysis on a monthly and quarterly basis for dissemination to the County Council and public. The program's primary goal is to maintain the County's AAA General Obligation Bond debt rating, and to actively invest the County's working capital to minimize risk while generating maximum investment income. Program objectives related to debt and cash management include managing the timely and economic issuance of short- and long-term financial obligations; developing and maintaining strong rating agency and investor relations; preparing accurate and timely financing documents, including the County's Annual Information Statement; ensuring strict compliance with disclosure requirements; coordinating bond counsel review; providing high-quality consulting services for County agencies, managers, staff, elected officials, and residents on issues related to debt and cash management; and managing the County's relationship with the banking and investment community. Program objectives related to policy and fiscal projects include the proactive development of intergovernmental policy alternatives and recommendations, including necessary local and state legislation and regulations; fiscal and economic impact analysis for local and state legislation; fiscal impact analysis and effective management associated with the financing and implementation aspects of Master and Sector Plans; and high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Bond Rating - Rating given to Montgomery County by Fitch, Moody's, and Standard and Poor's (Bond ratings are a measure of the quality and safety of a bond and are based on the issuer's financial condition)	AAA	AAA	AAA	Expected	Expected

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Investment Return Benchmarking – County Return vs. S&P Local Government Investment Pool Index (basis point spread)	4.0	10.0	20.0	20.0	20.0
Interest Rate - Montgomery County General Obligation Bond true interest cost (The interest rate of Montgomery County's most common type of bond)	3.23	2.30	5.0	5.0	5.0
Interest Rate Benchmarking – County GO vs. Municipal Market Data Index (basis point spread)	14.0	2	0	0	0
Investment Return - Rate of return on Montgomery County's investments	0.2%	0.17%	0.19%	0.36%	0.36%
Revenue forecasting - Percent variance between actual revenue and projected revenue ¹	1.1%	2.0%	0.0%	0.0%	0.0%

¹ FY13 is final based on CAFR.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,014,342	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	182,898	1.00
FY15 Approved	1,197,240	8.00

Information Technology

This program provides planning, direction, and support for finance and core business systems, technology, and business processes to support effective and efficient achievement of the Department's mission. Activities are proactively coordinated with the Department of Technology Services, other County departments, vendors, and Department staff to ensure consistency of Department systems and financial controls with countywide automation policies and standards and with appropriate financial control standards. The program oversees and coordinates business requirements analysis, development, selection, procurement, implementation, maintenance, administration, security, and training on and reporting from, the Finance Department's automated systems and applications. This program is also responsible for managing data integrity associated with daily and year-end processing, providing timely response to customer questions and proactive trouble shooting of financial transaction issues, supporting continuity of Finance Department business operations, managing service contracts and vendor relationships, and providing responses to FOIA-related and auditor requests of Finance.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Requests for assistance with computer systems, i.e. Service Tickets (average number of days to close)	4.0	2.0	1.0	1.0	1.0
Oracle: Enterprise Business Solutions (EBS): User service requests processed ¹	1,402	1,400	1,200	1,300	1,300

¹ FY15 potential increase due to DLC.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,357,610	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.	1,223	0.00
FY15 Approved	1,358,833	4.00

Accounts Payable

This program is responsible for timely and accurate payments to vendors for goods and services provided to the County; complying with County policies and procedures; and carrying out State and Federal reporting requirements. Payments to vendors are initiated and approved by individual departments. The Accounts Payable program is responsible for review and final approval of payments of \$10,000 or more, as well as most refunds and other non-expenditure disbursements. Payments under \$10,000 are individually reviewed and approved by operating departments subject to post-payment audit by Accounts Payable.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Procurement Card rebate revenue generated ¹	134,002	264,320	488,600	496,700	498,000

¹ FY12 new contract with JP Morgan Chase; FY13 Single Use Application implemented.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	778,793	9.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	52,864	0.00
FY15 Approved	831,657	9.00

Accounts Receivable

This program is responsible for the timely receipt and accounting for monies due to the County from residents, businesses, and government agencies. In conjunction with the implementation of the Enterprise Resource Planning (ERP) system and associated best practices, this program provides for development of standardized policies and procedures, and provision of services including invoicing/billing, collection, accounting, reconciliation, and reporting reconciliation of monies due. This program will provide greater accountability through improved reporting, enhanced tracking of payment trends, and increased opportunities for maximizing collectibility.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	644,744	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,895	1.00
FY15 Approved	702,639	7.00

General Accounting

This program is responsible for the analysis, interpretation, and presentation of the County's financial position and results of operations through timely, accurate, and professional financial reports. These reports provide public assurance as to the accountability and integrity of the use of County resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates. The program prepares the Comprehensive Annual Financial Report, Debt Service Booklet, as well as numerous other standardized and specialized reports. This program also provides high quality, timely service to County departments through analysis and technical assistance and through preparation, review, and approval of financial transactions.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting ¹	Received	Received	Expected	Expected	Expected

¹ The County has been awarded this certificate more times than any other county in the nation (FY13 = 44 times).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,939,865	18.81
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-3,400	-1.00
FY15 Approved	1,936,465	17.81

Grants Accounting

This program is responsible for the analysis, interpretation, and presentation of the County's financial position relating to grants through timely, accurate, and professional financial reports. These reports provide public assurance as to the accountability and integrity of the use of federal, state, and other outside resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates. The program prepares the Single Audit Report on expenditures of Federal awards, and State Uniform Financial Report, as well as numerous other standardized and specialized reports. This program also provides high quality, timely service to County departments through analysis and technical assistance; and through preparation, review, and approval of grant financial transactions.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	513,745	5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	51,620	0.00
FY15 Approved	565,365	5.00

Payroll

This program is responsible for managing and maintaining the County's payroll system and functions as prescribed by Federal, State, and County laws, and local regulations. The program provides timely and accurate payroll disbursements to County employees, accounts for payroll deductions, issues W-2 statements to account for pre-tax and post-tax benefits, maintains official payroll and leave records, and responds to internal and external inquiries. The program proactively operates in conjunction with other County departments to maintain and develop efficient and effective improvements to the personnel/payroll and electronic timekeeping systems.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	864,731	8.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,832	0.00
FY15 Approved	879,563	8.00

Tax Operations

This program is responsible for the timely and accurate collection and processing of all County administered taxes, including property taxes (which are the County's largest revenue source), transfer and recordation taxes (relating to real property transfers and recordation of instruments of writing), and several excise taxes (fuel/energy, telephone, hotel/motel). The program is also responsible for the administration of the County's Working Families Income Supplement program, the Public Advocate for Assessments and Taxation (Public Advocate) program, and numerous tax credit, deferral, and assistance programs. The property tax portion of this program provides the calculation and distribution of tax bills; accounting and distribution of tax collections to the State of Maryland, municipalities, and other entities; collection of delinquent accounts through the tax lien sale process; and communication of and access to tax and account information by attorneys and title companies for preparation of property settlements; and customer service assistance to the public for complex tax-related matters and issues. The transfer and recordation tax portion of this program ensures that all other taxes, fees, and charges associated with the property tax account are paid in full prior to recording of the deed for that property by the State of Maryland. The Public Advocate program provides an independent review of State-determined property assessment valuations for fairness and accuracy and, therefore, protects the public interest by acting on behalf of the taxpayers and the County.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,842,187	19.35
Increase Cost: Principal Administrative Aide - Project Search Intern	47,440	1.00
Increase Cost: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds	5,280	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.	116,765	0.00
FY15 Approved	2,011,672	20.35

Treasury Operations

This program is responsible for providing coordination and oversight of treasury operations and customer services through the cashiering function. All money received by the County, directly through the Treasury cashiering operation, from other County agencies, or through the internet and bank lockbox operation, is processed, administered, and recorded in a timely fashion in the County's accounting system. This program handles property, transfer and recordation, and excise taxes; fines and fees; and offers specific employee services, such as the fare media pass. Functioning as a banking operation, the tellers are a primary provider of person-to-person customer service to County residents.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	291,078	4.15
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,857	0.00
FY15 Approved	315,935	4.15

Insurance

The Montgomery County Self-Insurance Program, established under County Code 20-37, provides comprehensive property and casualty insurance for the County and participating agencies. The program is funded through contributions from the agencies, which are based upon an annual actuarial analysis of outstanding and projected future claims filed against the participants. The program provides accurate and timely insurance and risk management advice to participating agencies and reduces County and participating agency exposure to risk by: comparing the cost of commercially available coverage to evaluate the best method of funding exposure to loss; transferring contractual risk under indemnification/hold harmless agreements; avoiding risk; operating proactive safety

programs; and purchasing commercial insurance policies.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Workers Compensation - Cost per \$100 of payroll	\$3.05	\$3.16	\$3.33	\$3.30	\$3.37
Workers Compensation - Number of MCG cases resulting in lost work time	544	520	610	625	625
Number of contracted documents reviewed for adequate insurance coverage ¹	7,459	7,389	7,500	7,500	7,500

¹ The number of contracts reviewed depends upon the number of contracts processed by the Office of Procurement (90%) and other departments (10%).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	52,983,643	4.00
Increase Cost: Claims Administration Contract	1,700,250	0.00
Increase Cost: Commercial Insurance	375,000	0.00
Increase Cost: Risk Analyst and Paralegal Contractual Services	113,334	0.00
Increase Cost: Workers' Compensation Payroll Tax	60,003	0.00
Decrease Cost: Biennial Claims Audit	-40,000	0.00
Decrease Cost: Claims Expense	-137,000	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.	10,225	0.00
FY15 Approved	55,065,455	4.00

Occupational Safety and Health

This program coordinates reporting to Federal and State regulatory agencies on health and safety issues. The State-required injury reports and the mandated safety training and record keeping are completed on schedule. The program responds promptly to inspections and queries from the Maryland Occupational Safety and Health Administration. Accident prevention programs are conducted, and training is provided continuously in loss prevention and loss control to promote a safe and healthy work environment for County employees.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Training classes conducted by Safety and Health Specialists ¹	125	68	75	75	75

¹ FY13 implemented a "Train-the-Trainer" program for Fleet Management

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	571,343	3.00
Decrease Cost: Motor Pool Rate Adjustment	-2,514	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.	2,980	0.00
FY15 Approved	571,809	3.00

Legal Services

This program funds activities of the Office of the County Attorney, which provides legal services including investigation, negotiation, and litigation on behalf of the County and agencies that participate in the Self-Insurance Program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,631,289	20.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,940	0.00
FY15 Approved	2,633,229	20.00

Operations and Administration

This program includes operational support for the Department as well as the administrative portions of the Director's Office, the Division of the Controller, the Treasury Division, and the Division of Risk Management. The program provides support for efficient, effective, and timely accomplishment of the Department's mission, including budget development and oversight, personnel administration, strategic planning, and contract administration. The program provides high quality consulting services for County agencies, managers, staff, elected officials, and residents.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,709,085	16.37
Shift: Funds for Kronos (Timekeeping Software) Maintenance Support Contract from Technology Services, Police, and Fire & Rescue	520,131	0.00
Increase Cost: Contractual Resources - Indirect Cost Analysis and Services	40,000	0.00
Increase Cost: Central Duplicating: Imaging Services	22,100	0.00
Increase Cost: Printing and Mail	4,688	0.00
Increase Cost: Printing and Mail	415	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-37,660	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.	-46,617	-1.00
FY15 Approved	4,212,142	15.37

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,072,996	8,046,189	7,060,367	8,441,163	4.9%
Employee Benefits	1,946,846	2,404,593	2,514,751	2,529,612	5.2%
County General Fund Personnel Costs	8,019,842	10,450,782	9,575,118	10,970,775	5.0%
Operating Expenses	1,905,778	1,848,483	2,807,637	2,441,662	32.1%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	9,925,620	12,299,265	12,382,755	13,412,437	9.1%
PERSONNEL					
Full-Time	106	113	113	116	2.7%
Part-Time	2	1	1	0	—
FTEs	84.31	94.31	94.31	95.31	1.1%
REVENUES					
Miscellaneous Revenues	268,213	134,000	488,600	496,700	270.7%
Other Charges/Fees	198,060	272,540	238,200	253,680	-6.9%
Other Fines/Forfeitures	25,321	50,000	50,000	50,000	—
Other Intergovernmental	163,841	154,760	155,890	149,680	-3.3%
County General Fund Revenues	655,435	611,300	932,690	950,060	55.4%
SELF INSURANCE INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,787,608	2,990,140	2,915,064	2,944,729	-1.5%
Employee Benefits	905,776	941,539	941,182	981,499	4.2%
Self Insurance Internal Service Fund Personnel Costs	3,693,384	3,931,679	3,856,246	3,926,228	-0.1%
Operating Expenses	46,009,237	52,911,511	49,997,396	54,943,339	3.8%
Capital Outlay	0	0	0	0	—
Self Insurance Internal Service Fund Expenditures	49,702,621	56,843,190	53,853,642	58,869,567	3.6%
PERSONNEL					
Full-Time	10	10	10	10	—
Part-Time	0	0	0	0	—
FTEs	29.37	30.37	30.37	30.37	—
REVENUES					
Investment Income	16,399	350	33,910	65,810	18702.9%
Miscellaneous Revenues	371,641	0	1,000,000	0	—
Self Insurance Revenues	56,154,716	66,233,195	65,233,195	69,489,767	4.9%
Self Insurance Internal Service Fund Revenues	56,542,756	66,233,545	66,267,105	69,555,577	5.0%
DEPARTMENT TOTALS					
Total Expenditures	59,628,241	69,142,455	66,236,397	72,282,004	4.5%
Total Full-Time Positions	116	123	123	126	2.4%
Total Part-Time Positions	2	1	1	0	—
Total FTEs	113.68	124.68	124.68	125.68	0.8%
Total Revenues	57,198,191	66,844,845	67,199,795	70,505,637	5.5%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	12,299,265	94.31
<u>Other Adjustments (with no service impacts)</u>		
Shift: Funds for Kronos (Timekeeping Software) Maintenance Support Contract from Technology Services, Police, and Fire & Rescue [Operations and Administration]	520,131	0.00
Increase Cost: FY15 Compensation Adjustment	439,042	0.00
Increase Cost: Principal Administrative Aide - Project Search Intern [Tax Operations]	47,440	1.00
Increase Cost: Contractual Resources - Indirect Cost Analysis and Services [Operations and Administration]	40,000	0.00
Increase Cost: Central Duplicating: Imaging Services [Operations and Administration]	22,100	0.00
Increase Cost: Retirement Adjustment	20,001	0.00
Increase Cost: Group Insurance Adjustment	19,770	0.00
Increase Cost: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds [Tax Operations]	5,280	0.00
Increase Cost: Printing and Mail [Operations and Administration]	4,688	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-5,280	0.00
FY15 APPROVED:	13,412,437	95.31
SELF INSURANCE INTERNAL SERVICE FUND		
FY14 ORIGINAL APPROPRIATION	56,843,190	30.37
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Claims Administration Contract [Insurance]	1,700,250	0.00
Increase Cost: Commercial Insurance [Insurance]	375,000	0.00
Increase Cost: FY15 Compensation Adjustment	164,296	0.00
Increase Cost: Risk Analyst and Paralegal Contractual Services [Insurance]	113,334	0.00
Increase Cost: Workers' Compensation Payroll Tax [Insurance]	60,003	0.00
Increase Cost: Retirement Adjustment	10,257	0.00
Increase Cost: Group Insurance Adjustment	5,700	0.00
Increase Cost: Printing and Mail [Operations and Administration]	415	0.00
Decrease Cost: Motor Pool Rate Adjustment [Occupational Safety and Health]	-2,514	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment [Operations and Administration]	-37,660	0.00
Decrease Cost: Biennial Claims Audit [Insurance]	-40,000	0.00
Decrease Cost: Claims Expense [Insurance]	-137,000	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-185,704	0.00
FY15 APPROVED:	58,869,567	30.37

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Fiscal Management	1,014,342	7.00	1,197,240	8.00
Information Technology	1,357,610	4.00	1,358,833	4.00
Accounts Payable	778,793	9.00	831,657	9.00
Accounts Receivable	644,744	6.00	702,639	7.00
General Accounting	1,939,865	18.81	1,936,465	17.81
Grants Accounting	513,745	5.00	565,365	5.00
Payroll	864,731	8.00	879,563	8.00
Tax Operations	1,842,187	19.35	2,011,672	20.35
Treasury Operations	291,078	4.15	315,935	4.15
Insurance	52,983,643	4.00	55,065,455	4.00
Occupational Safety and Health	571,343	3.00	571,809	3.00
Legal Services	2,631,289	20.00	2,633,229	20.00
Operations and Administration	3,709,085	16.37	4,212,142	15.37
Total	69,142,455	124.68	72,282,004	125.68

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	1,376,198	10.50	1,593,724	12.00
Community Use of Public Facilities	Community Use of Public Facilities	4,730	0.04	6,380	0.04
Environmental Protection	Water Quality Protection Fund	372,970	3.20	376,376	3.20
General Services	Printing and Mail Internal Service Fund	6,640	0.05	6,020	0.05
Human Resources	Employee Health Benefit Self Insurance	94,850	0.75	101,260	0.75
Human Resources	Retiree Health Benefits	41,110	0.25	39,920	0.25
NDA - Mont. County Employee Retirement Plans	BIT 457 Deferred Comp. Plan	24,670	0.15	4,790	0.03
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	52,630	0.32	59,090	0.37
NDA - Mont. County Employee Retirement Plans	Retirement Savings Plan	26,320	0.16	11,170	0.07
NDA - Mont. County Employee Retirement Plans	RSP-Disability Benefits LTD2	0	0.00	25,550	0.16
Parking District Services	Bethesda Parking District	59,828	0.70	64,707	0.70
Parking District Services	Montgomery Hills Parking District	5,707	0.05	6,949	0.05
Parking District Services	Silver Spring Parking District	52,258	0.52	56,798	0.52
Parking District Services	Wheaton Parking District	13,257	0.13	15,267	0.13
Permitting Services	Permitting Services	13,660	0.10	11,070	0.10
Solid Waste Services	Solid Waste Collection	90,670	0.34	90,610	0.34
Solid Waste Services	Solid Waste Disposal	219,270	2.38	218,990	2.38
Transportation	Vacuum Leaf Collection	81,320	0.23	81,491	0.23
Total		2,536,088	19.87	2,770,162	21.37

FUTURE FISCAL IMPACTS

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	13,412	13,412	13,412	13,412	13,412	13,412
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	97	97	97	97	97
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-12	-12	-12	-12	-12
These figures represent other negotiated items included in the labor agreements.						
Contractual Resources for Indirect Cost Analysis and Services	0	-40	0	-40	0	-40
Indirect Cost Analysis through contract.						
Subtotal Expenditures	13,412	13,457	13,497	13,457	13,497	13,457
SELF INSURANCE INTERNAL SERVICE FUND						
Expenditures						
FY15 Approved	58,870	58,870	58,870	58,870	58,870	58,870
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	49	49	49	49	49
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Professional Services - Claims Audit Contract	0	40	0	40	0	40
The Claims Audit is conducted every other even year, and is not needed in odd years.						
Retiree Health Insurance Pre-Funding	0	-2	-5	-7	-10	-12
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	58,870	58,956	58,914	58,951	58,909	58,946

General Services

MISSION STATEMENT

The Department of General Services proactively serves the diverse business and service requirements of all County departments, providing a single point of government-to-government service, enabling departments to successfully complete their respective missions and, thereby, adding value to the services performed by Montgomery County to County residents. In so doing, the Department of General Services contributes directly towards the County Executive's objectives of "A Responsive and Accountable County Government," "Healthy and Sustainable Neighborhoods," and "A Strong and Vibrant Economy."

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of General Services is \$37,538,330, an increase of \$2,550,263 or 7.3 percent from the FY14 Approved Budget of \$34,988,067. Personnel Costs comprise 46.8 percent of the budget for 252 full-time positions and four part-time positions, and a total of 190.75 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 53.2 percent of the FY15 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

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***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Department of General Services added two Project Search interns in the Division of Facilities Management and Central Services to assist with customer follow up, file maintenance for Americans with Disabilities Act (ADA) Compliance, and vendor contact.***
- ❖ ***The Office of Procurement received the prestigious Achievement of Excellence in Procurement Award (AEP) from the National Procurement Institute for 2013 performance. The award recognizes organizational excellence in public procurement. Montgomery County is one of only six agencies in Maryland that received this award.***
- ❖ ***The Office of Procurement hosted Contract Administrator Forums for knowledge enrichment and contract administrator enhancement through discussions, lectures, problem-solving exercises, and practical interactive sessions. Sessions included Sustainable Purchasing: Best Practices and Practical Uses and Demystifying the Myth of Oracle and Compliance Issues in Contract Administration.***
- ❖ ***The Office of Procurement is a member of the State of Maryland's Strategic Subcommittee on green purchasing working on legislative issues, communications, and information exchange/networking. It coordinated new desktop computer modernization and copier contracts promoting green certification language and environmentally friendly disposal requirements.***
- ❖ ***The Division of Building Design and Construction (DBDC) works to ensure that all new County buildings meet LEED Silver Certification. DBDC continues to work on the Energy Services Company (ESCO) Pilot Project to save over***

\$200,000 in energy costs per year.

- ❖ **The Executive Office Building/Council Office Building (EOB/COB) Garages Lighting Replacement and Update Project leveraged a grant from the U.S. Department of Energy to replace 685 energy lighting fixtures at two parking facilities with energy-efficient and long-lasting equipment. The project is expected to save over \$71,000 in electricity costs annually and an additional \$42,000 in maintenance costs due to the long lasting nature of the new lamps for a total cost savings of \$113,000. The project will prevent the emission of over 1,037,772 pounds of carbon dioxide (CO₂), save 4,746 pounds of sulfur dioxide (SO₂), and save 2,729 pounds of nitrous oxides (NO_x). These savings are equivalent to planting over 156 trees or removing 87 cars from roads.**
- ❖ **The Office of Business Relations and Compliance hosted or participated in 15 outreach events to promote networking and matchmaking for key initiatives including the Silver Spring Library project and the IT Vendor Open House in support of the Local Small Businesses Reserve Program (LSBRP) and the Minority Female Disabled (MFD) Program.**
- ❖ **DGS implemented a demand response program where small operational adjustments are made during periods of high electricity consumption. The County receives rebates while contributing to regional electricity grid reliability by reducing strain during periods of high demand. Environmental benefits also accrue as power plants need to run less, especially during hot days, improving air quality.**
- ❖ **Productivity Improvements**
 - **With in the Office of Business Relations and Compliance, spending on its Local Small Business program rose to 24.5% in FY13 from 23.7% in FY12.**
 - **The Office of Business Relations and Compliance increased the contracting awards with businesses owned by Minority Female Disabled (MFD) persons to 20.08% in FY13 from 19.33% in FY12.**
 - **The Office of Business Relations and Compliance expanded its Central Vendor Registration System enrollment which resulted in a 17% increase in MFD business with County contracts from 517 to 607 and a 13% increase in the number of businesses participating in the Local Small Business Reserve Program (LSBRP) from 1043 to 1183.**

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Procurement

The mission of the Office of Procurement is to preserve the public trust and ensure the integrity of the public procurement process through the efficient, effective, and economical procurement of goods, services, and construction in accordance with nationally recognized best practices; resulting in the highest value for County government and its residents.

The core components of this program are to purchase goods, services, and construction required by County departments in the most timely and cost-effective manner possible. Program staff assists departments in the development of procurement strategies and documents to ensure a competitive, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educates vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance and guidance of department contract administrators. Procurement works collaboratively with the Office of Business Relations and Compliance, the Office of Community Partnerships and other departments to build relationships with and provide training to local small and minority businesses and non-profit organizations interested in doing business with Montgomery County. Procurement Specialists develop contract administration procedures and research, review, and recommend revisions to County procurement policies and regulations to streamline the procurement process. In addition, testimony and other evidence regarding claims and contract disputes with contractors are reviewed to resolve issues.

Procurement staff participates with local, state, and national procurement buying associations to promote and teach continuing procurement education and learning credits; latest industry trends; latest source selection methods; and cooperative purchases. Also, staff participates in and leads recognized professional purchasing organizations at the local, state, and national levels.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Procurements Completed in Agreed Upon Time ¹	79.6	81.0	77.3	79.0	79.0

¹ This figure represents the average for the following: Invitation For Bid - 71%; Request For Proposals - 76.3%; and Construction: 95.50% for FY13.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,784,078	26.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-41,154	-2.40
FY15 Approved	2,742,924	23.90

Business Relations and Compliance

The mission of the Office of Business Relations and Compliance (OBRC) is to plan and implement programmatic strategies to expand business opportunities for minority, female and disabled business owners and Montgomery County small businesses. The office administers the County's Living and Prevailing Wage programs as well as the Domestic Partner Benefits Law for service and construction contracts. The OBRC is solely responsible for ensuring County government contracting compliance with the socio-economic laws, programs, and policies of the County.

- **Minority, Female and Disabled Persons (MFD):** The MFD program objectives focus on ensuring that contracts awarded by Montgomery County include equitable participation by certified minority, female, or disabled-owned businesses. In addition, the program identifies MFD firms; encourages and coordinates their participation in the procurement process through community outreach and internal seminars; and monitors contracts subject to MFD participation to ensure compliance.
- **Local Small Business Reserve Program (LSBRP):** The Local Small Business Reserve Program ensures that County departments award a minimum of 20 percent of total eligible contract dollars issued for goods, services or construction to registered local small businesses. The program certifies local small businesses that meet the requirements set by law, assists County departments to identify contracting opportunities and solicitations appropriate for LSBRP competition, and provides training and networking to help local small businesses compete with businesses of similar size and resources for County contracts strengthening in the local small business sector.
- **Living Wage:** The Living Wage Law program ensures that County contractors and subcontractors pay employees a "living wage" in compliance with the annually adjusted rate established by the Montgomery County Wage Requirements Law.
- **Prevailing Wage:** The Prevailing Wage program ensures that contractors and subcontractors performing construction services over \$500,000 pay prevailing wages, as established by the Maryland State Commissioner of Labor and Industry for the Montgomery County region.
- **Domestic Partner Benefits:** The Domestic Partner Benefits program ensures the County's contractors or subcontractors, as employers, provide the same benefits to an employee with a domestic partner as provided to an employee with a spouse.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Contract Dollars Awarded to Minority/Female/Disabled owned businesses	19.0	20.0	20.0	20.0	20.0
Value of County contracts awarded to local small businesses (\$000)	72,500	96,750	60,000	60,000	60,000

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	386,534	4.00
Enhance: Administrative Specialist III for MFD Contract Procurement	60,000	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.	40,836	0.00
FY15 Approved	487,370	5.00

Automation

The Automation Program provides staffing, material, and support to develop and maintain information systems in support of the Department's business operations. This includes purchase and maintenance of Information Technology (IT) equipment, service and support for major end use systems on a County-wide basis. IT management of applications, databases, systems, and department website design and maintenance is included in this program as well as coordination with the County Department of Technology Services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	601,258	5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-158,790	-1.00
FY15 Approved	442,468	4.00

Facilities Management

The Division of Facilities Management's mission is to provide for the comprehensive planning and delivery of maintenance services and oversight of building-related operations at County facilities used by County staff and residents. Components of these programs are routine, preventive, correctional and conditional maintenance; housekeeping; grounds maintenance; recycling; building structure and envelope maintenance; electrical/mechanical systems operations and maintenance; small to mid-sized remodeling projects; snow removal, and damage repair from snow, wind, rain, and storm events; and customer service. The Energy Management Program provides technicians to monitor and maintain heating and cooling systems to ensure the most efficient use of these services. In addition, Facilities Management manages several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operation to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Condition of Non-critical Building Systems and Aesthetics ¹	4,324,115	4,512,148	6,335,328	7,343,395	7,343,395
Hours Offline for Critical Building Systems ²	229.5	243	250	250	250

¹ This dollar figure represents the custodial and ground maintenance on all County properties.

² FY13 includes 180 hours for hurricane Sandy

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	20,618,427	97.28
Increase Cost: Annualization of maintenance of new facilities opened in FY14	1,008,067	0.00
Increase Cost: Chargebacks to Other Departments	296,926	3.70
Increase Cost: Maintenance Contracts due to CPI	193,799	0.00
Increase Cost: Maintenance of new facilities opening in FY15	144,454	0.00
Increase Cost: Motor Pool Rate Adjustment	12,364	0.00
Decrease Cost: Estimated Maintenance Cost Savings from ESCO Improvements	-15,611	0.00
Decrease Cost: Chargeback from the Department of Correction and Rehabilitation	-87,379	-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.	641,745	3.92
FY15 Approved	22,812,792	103.90

Energy and Sustainability

The Energy and Sustainability (ES) is responsible for facilitating comprehensive energy and sustainability strategies across County facilities. ES specifically will reduce the environmental impacts of government operations through collaboration, leadership, special projects, innovative partnerships, and performance measurement. Areas of engagement include building energy performance; planning; water; biodiversity; clean energy; fleet and transit; purchasing; materials and resource recovery; and culture and innovation. Specific core functions include executing the County's utility purchasing strategy, monitoring day-to-day utility activities, managing data related to the environmental impacts of operations (e.g., greenhouse gas emissions), deploying renewable energy initiatives, and implementing energy efficiency projects.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Environmental Stewardship: Carbon Footprint of Montgomery County Government (in metric ton carbon dioxide equivalents)	151,615	154,322	161,496	161,496	161,496

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	101,441	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.	129	0.00
FY15 Approved	101,570	1.00

Central Duplicating, Imaging, Archiving & Mail Svcs.

This program provides timely and efficient document management through: high-speed photocopying service to all County agencies; desktop and electronic publishing; high-speed color copying; bindery; digital imaging; and electronic and physical archiving of County records. This program also serves as point of contact for County printing material produced and completed by Montgomery County Public Schools (MCPS). A print shop consolidation took effect in FY00 in which all County offset printing is provided by

MCPS. This program also provides for the daily receipt, sorting, and distribution of mail deliveries from the U.S. Postal Service and inter-office mail to County agencies.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	8,340,516	29.50
Shift: Personnel Costs from General Fund to Central Duplicating Fund	22,140	0.20
Increase Cost: Annualization of FY14 Compensation Increases	19,411	0.00
Increase Cost: Printing and Mail	9,127	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.	-320,889	1.05
FY15 Approved	8,070,305	30.75

Real Estate

This program provides for leasing, site acquisition/disposition, space management, and site evaluation. The leasing function recommends, plans, coordinates, implements, and administers the leasing of real property for both revenue and expense leases, including closed school facilities, at the best economic and operational value to the County. Site acquisition is the purchase of property for County use and disposition is the sale or lease of surplus property. The space management function provides for the efficient and aesthetic utilization of space in County-owned and leased facilities. The site evaluation function provides technical support to site evaluation committees for Capital Improvements Program (CIP) projects.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
County Rent vs. Average Market Rent for Leased Space ¹	19.10	20.20	21.72	22.80	23.95

¹ In FY13 the Market Rent for space was \$29.08, per square foot. The savings on the rent paid by the County versus the Average Market Rent for leased space is \$8.08, per square foot. FY15 and FY16 include 5% increase.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	991,975	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-91,452	0.00
FY15 Approved	900,523	7.00

Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic and environmentally efficient planning, designing and construction of buildings for County use as well as public venues owned by the County. This program also provides comprehensive architectural and engineering services from planning through design. Functional elements include programming, contract administration, planning management, design management, and project management. The planning, design, and construction of facilities is accomplished in accordance with LEED Silver standards as required by County regulation, and following best practices in project design and construction estimating, and the timely delivery of facilities based on project schedules developed for and published in the County CIP. This program is fully charged to the CIP.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Projects Meeting Initial Design and Construction Costs	87	88	88	88	88
Percent of Projects Meeting Initial Design and Construction Timeline ¹	68	82	85	85	85

¹ Taking average of design and construction.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Notes: This program is funded through the Capital Improvements Program budget, not the operating budget.

Administration

Administration services in the Department are provided in three key areas:

- The Director's Office provides overall leadership for the Department, including policy development, planning, accountability, service integration, customer service, the formation of partnerships and the oversight of socio-economic programs which include the Business Relations and Compliance Program. The Director's Office also handles administration of the day-to-day operations of the Department, including direct service delivery, operating and capital budget preparation and administration, training, contract management logistics, and facilities support and human resources.

General Services

- The County Executive's Strategic Growth Initiative and other key strategic capital initiatives are also directed through the Office of Planning and Development in the Director's office.
- The Division of Central Services provides oversight and direction of the preparation and monitoring of the Operating and Capital Improvements Program (CIP) budgets for the department; fuel management; payment processing; Invitations for Bid (IFB), Requests for Proposal (RFP) and contracts; inventory and facility management; the management and administration of computer and office automation activities; oversight of all personnel activities of the Department of General Services; Strategic Planning for the Director; and oversight and management for increasing access to County facilities for residents and employees with disabilities.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Customer Service: DGS Function Average ¹	2.85	2.85	2.87	2.90	3.0

¹ Represents an average of Building Services, Capital Development Needs, Fleet Services, Leased Space Needs, Print/Mail/Archives Services, and Procurement Services average ratings. (Scale: 1 to 4, 1 = lowest, 4 = highest).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,163,838	13.00
Enhance: Project Search Interns- to assist with customer follow up and file maintenance in Central Services & Facilities	63,688	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	752,852	0.20
FY15 Approved	1,980,378	15.20

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,248,861	9,884,346	10,535,421	11,060,595	11.9%
Employee Benefits	3,953,658	3,901,345	4,470,886	4,105,273	5.2%
County General Fund Personnel Costs	14,202,519	13,785,691	15,006,307	15,165,868	10.0%
Operating Expenses	16,796,400	12,861,860	22,124,687	14,302,157	11.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	30,998,919	26,647,551	37,130,994	29,468,025	10.6%
PERSONNEL					
Full-Time	216	220	220	222	0.9%
Part-Time	6	3	3	3	—
FTEs	152.68	153.58	153.58	160.00	4.2%
REVENUES					
Clerk of the Court Business Licenses	-30	0	0	0	—
Electrical Licenses and Permits	-20	0	0	0	—
Miscellaneous Revenues	84,658	100,420	100,420	85,000	-15.4%
Other Charges/Fees	0	13,040	13,040	0	—
County General Fund Revenues	84,608	113,460	113,460	85,000	-25.1%
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	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	0	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
PRINTING AND MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	1,586,080	1,614,862	1,627,020	1,697,306	5.1%
Employee Benefits	587,835	693,398	685,457	717,108	3.4%
Printing and Mail Internal Service Fund Personnel Costs	2,173,915	2,308,260	2,312,477	2,414,414	4.6%
Operating Expenses	6,103,036	5,546,876	4,348,952	5,523,891	-0.4%
Capital Outlay	0	485,380	0	132,000	-72.8%
Printing and Mail Internal Service Fund Expenditures	8,276,951	8,340,516	6,661,429	8,070,305	-3.2%
PERSONNEL					
Full-Time	30	29	29	30	3.4%
Part-Time	1	1	1	1	—
FTEs	30.90	29.50	29.50	30.75	4.2%
REVENUES					
Imaging/Archiving Revenues	113,551	0	0	0	—
Mail Revenues	2,192,998	2,325,815	2,325,815	2,424,973	4.3%
Miscellaneous Revenues	1,470	0	0	0	—
Print Revenues	2,377,044	3,413,156	3,413,156	3,357,627	-1.6%
Other Charges/Fees	2,452,187	2,772,905	2,772,905	3,094,244	11.6%
Printing and Mail Internal Service Fund Revenues	7,137,250	8,511,876	8,511,876	8,876,844	4.3%
DEPARTMENT TOTALS					
Total Expenditures	39,275,870	34,988,067	43,792,423	37,538,330	7.3%
Total Full-Time Positions	246	249	249	252	1.2%
Total Part-Time Positions	7	4	4	4	—
Total FTEs	183.58	183.08	183.08	190.75	4.2%
Total Revenues	7,221,858	8,625,336	8,625,336	8,961,844	3.9%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	26,647,551	153.58
<u>Changes (with service impacts)</u>		
Enhance: Project Search Interns- to assist with customer follow up and file maintenance in Central Services & Facilities [Administration]	63,688	2.00
Enhance: Administrative Specialist III for MFD Contract Procurement [Business Relations and Compliance]	60,000	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of maintenance of new facilities opened in FY14 [Facilities Management]	1,008,067	0.00
Increase Cost: FY15 Compensation Adjustment	596,171	0.00
Increase Cost: Annualization of FY14 Personnel Costs	546,276	0.72
Increase Cost: Chargebacks to Other Departments [Facilities Management]	296,926	3.70
Increase Cost: Maintenance Contracts due to CPI [Facilities Management]	193,799	0.00
Increase Cost: Maintenance of new facilities opening in FY15 [Facilities Management]	144,454	0.00
Increase Cost: Retirement Adjustment	56,802	0.00
Increase Cost: Group Insurance Adjustment	30,790	0.00
Increase Cost: Motor Pool Rate Adjustment [Facilities Management]	12,364	0.00
Increase Cost: Printing and Mail [Central Duplicating, Imaging, Archiving & Mail Svcs.]	9,127	0.00
Decrease Cost: Estimated Maintenance Cost Savings from ESCO Improvements [Facilities Management]	-15,611	0.00
Decrease Cost: Chargeback from the Department of Correction and Rehabilitation [Facilities Management]	-87,379	-1.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-95,000	0.00
FY15 APPROVED:	29,468,025	160.00
PRINTING AND MAIL INTERNAL SERVICE FUND		
FY14 ORIGINAL APPROPRIATION	8,340,516	29.50
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	66,847	0.00
Increase Cost: Shelving Units at Records Center	50,000	0.00
Increase Cost: New Copier Maintenance	47,867	0.00
Shift: Personnel Costs from General Fund to Central Duplicating Fund [Central Duplicating, Imaging, Archiving & Mail Svcs.]	22,140	0.20
Increase Cost: Annualization of FY14 Compensation Increases [Central Duplicating, Imaging, Archiving & Mail Svcs.]	19,411	0.00
Increase Cost: Retirement Adjustment	8,194	0.00
Increase Cost: Group Insurance Adjustment	5,738	0.00
Increase Cost: Printing and Mail	1,203	0.00
Decrease Cost: Motor Pool Rate Adjustment	-535	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-16,176	1.05
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-121,520	0.00
Decrease Cost: Equipment Replacement	-353,380	0.00
FY15 APPROVED:	8,070,305	30.75

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Procurement	2,784,078	26.30	2,742,924	23.90
Business Relations and Compliance	386,534	4.00	487,370	5.00
Automation	601,258	5.00	442,468	4.00
Facilities Management	20,618,427	97.28	22,812,792	103.90
Energy and Sustainability	101,441	1.00	101,570	1.00
Central Duplicating, Imaging, Archiving & Mail Svcs.	8,340,516	29.50	8,070,305	30.75
Real Estate	991,975	7.00	900,523	7.00
Building Design and Construction	0	0.00	0	0.00
Administration	1,163,838	13.00	1,980,378	15.20
Total	34,988,067	183.08	37,538,330	190.75

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	7,265,605	56.90	7,701,345	57.58
Fleet Management Services	Motor Pool Internal Service Fund	555,313	3.80	561,065	3.10
Liquor Control	Liquor Control	344,032	1.20	348,960	1.20
Parking District Services	Bethesda Parking District	5,268	0.05	6,165	0.05
Parking District Services	Silver Spring Parking District	5,269	0.05	6,165	0.05
Solid Waste Services	Solid Waste Disposal	97,670	0.60	105,717	0.60
Transit Services	Mass Transit	91,026	0.80	23,533	0.20
Undefined Work Orders	Undefined Fund	0	0.00	449,029	3.50
Utilities	County General Fund	195,060	0.00	0	0.00
Total		8,559,243	63.40	9,201,979	66.28

FUTURE FISCAL IMPACTS

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	29,468	29,468	29,468	29,468	29,468	29,468
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	152	152	152	152	152
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-21	-21	-21	-21	-21
These figures represent other negotiated items included in the labor agreements.						
Annualization of New Building Maintenance	0	85	85	85	85	85
MCPS & M-NCPPC Maintenance Facilities Relocation (P361109)	0	0	0	1,698	1,698	1,698
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended Capital Improvements Program.						
Subtotal Expenditures	29,468	29,683	29,683	31,381	31,381	31,381
PRINTING AND MAIL INTERNAL SERVICE FUND						
Expenditures						
FY15 Approved	8,070	8,070	8,070	8,070	8,070	8,070
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	19	19	19	19	19
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-3	-3	-3	-3	-3
These figures represent other negotiated items included in the labor agreements.						
Master Lease Payments	0	0	-320	-320	-320	-320
Portions of the Master Leases will expire in the outyears reducing the cost until they all expire in FY16.						
Replacement of Printing, Mail, and Imaging Equipment per Schedule	0	2	329	139	162	83
Reflects projected need for capital outlay replacement on an annual basis.						
Retiree Health Insurance Pre-Funding	0	-6	-14	-20	-29	-37
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	8,070	8,083	8,082	7,885	7,900	7,813

Fleet Management Services

MISSION STATEMENT

The mission of the Department of General Services Fleet Management Services (Motor Pool Internal Service Fund) is to plan for, acquire, maintain, and dispose of the County's fleet of motor vehicles, buses, heavy equipment, and other vehicular equipment in support of the transportation and service delivery needs of all County departments. The Division maintains four shop locations and eleven fuel sites Countywide.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Division of Fleet Management Services is \$79,093,933, a decrease of \$545,108 or 0.7 percent from the FY14 Approved Budget of \$79,639,041. Personnel Costs comprise 25.2 percent of the budget for 201 full-time positions, and a total of 204.10 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 74.8 percent of the FY15 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***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Reduced fuel consumption through increased utilization of alternative fuel and advanced technology vehicles. The Division of Fleet Management Services (DFMS) was awarded a grant by the Maryland Energy Administration to install electric vehicle charging stations, electric vehicles, and CNG powered heavy duty trucks.***
- ❖ ***The new transit bus purchase in FY13 helped to reduce maintenance costs as older buses requiring constant repairs were eliminated. The new buses require less repairs and non-maintenance items are covered under warranty provisions.***
- ❖ ***As part of its "one stop shop" initiative, Fleet Management Automotive Equipment Shop (AES) has integrated the installation of radio and video equipment into the initial prepping of new vehicles to eliminate processes involving the Department of Technology Services (DTS). This integration has reduced the amount of time needed to prep the new vehicles and eliminated unnecessary travel time. Additionally, DFMS (AES) working directly with Police has enabled the Police Department to maintain its video systems at the Seven Locks Facility. Police now have administrative offices as well as work bays to accomplish the maintenance.***
- ❖ ***Productivity Improvements***
 - ***DFMS has worked diligently to update its vehicle replacement criteria formula. The new formula not only takes into account vehicle age and mileage but also considers maintenance costs, recent major repairs, fuel consumption and mission criticality. This detailed formula allows DFMS to make overall better replacement decisions.***

- **DFMS is currently overseeing implementation of a new Fuel Management System. This system will put into operation better tracking and reporting of fuel transactions while allowing all County agencies to use any County Government funded fuel site.**
- **The DFMS Print Server was transitioned to the Department of Technology Services (DTS) which improved reliability, eliminated the need for a DFMS replacement server, and reduced after hours maintenance support. Fleet IT simplified the end user responsibilities by generating scripts for the new printer addresses which amounted to users only having to click a link rather than going through multiple screens to add a new printer.**

PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Heavy Equipment and Automotive Services

This program is responsible for the maintenance and repair of the heavy equipment fleet which includes heavy dump trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. In addition, the program is responsible for the maintenance and repair of the automotive fleet which includes all administrative vehicles, public safety vehicles, vans, and light trucks. The maintenance and repair service for the automotive and light truck fleet is provided through contractual service at the Seven Locks Maintenance facility.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Heavy Equipment Fleet Availability	94.6	89.0	94.7	94.7	94.7
Percentage of Customer Satisfaction for Police Vehicle Maintenance	99.3	99.3	99.3	99.3	99.3
Percentage of Fleet Availability for Police Vehicle Maintenance	98.4	98.0	98.0	98.0	98.0
Mean Distance Between Failure: Heavy Equipment (in miles)	9,097	11,927	11,950	11,950	11,950
Mean Distance Between Failure: Administrative Light Equipment (in miles)	11,702	12,590	13,000	13,000	13,000
Mean Distance Between Failure: Public Safety Light Equipment (in miles)	15,407	17,760	17,850	17,850	17,850
Turnaround Time - Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	8.7	6.9	8.5	8.5	8.5
Turnaround Time - Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	1.7	2.1	1.6	1.6	1.6
Turnaround Time - Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	1.6	2.0	1.4	1.4	1.4

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	9,654,522	40.00
Decrease Cost: Police Equipment	-35,190	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.	80,240	-1.00
FY15 Approved	9,699,572	39.00

Transit Equipment Services

This program is responsible for the scheduled and non-scheduled maintenance and repair of the Ride-On Bus fleet at three locations.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average Days Out of Service per Bus for Parts	4.95	3.39	3.4	3.3	3.3
Mean Distance Between Failure: Transit equipment (in miles)	5,728	8,359	8,400	8,400	8,400
Turnaround Time - Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	2.8	1.9	2.3	2.3	2.3

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	15,261,756	114.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	583,308	2.00
FY15 Approved	15,845,064	116.00

Management Services

This program provides policy development and planning; operational, personnel, and administrative oversight; and support for division activities. This program is also the central coordinator for the County on environmental stewardship and energy-related matters pertaining to emissions and motor fuel to include alternative fuels and applicable State and Federal legislation and fuel management oversight. Additionally, the program oversees the parts inventory, facilities management, and vehicle acquisition and disposal functions.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Clean Air Commitment - Gallons Alternative Fuels Used ¹	1,443,046	1,487,392	1,487,392	1,487,392	1,487,392
Clean Air Commitment - Gallons Diesel/Unleaded Used	5,120,890	5,221,939	5,221,939	5,221,939	5,221,939
Fiscal Inventory Parts Turn Rate	1.9	1.91	2.1	2.2	2.3
Percentage of workorders completed without delay for parts	90.4	90.4	91.5	92.0	92.5

¹ Alternative fuels include E-85 Ethanol and Compressed Natural Gas.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	37,036,183	16.30
Increase Cost: Master lease adjustment for equipment	30,020	0.00
Increase Cost: Printing and Mail	8,339	0.00
Decrease Cost: Engine Parts and Supplies	-41,708	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.	-597,203	-2.20
FY15 Approved	36,435,631	14.10

Administrative Services

This program includes the preparation and monitoring of the division operating and capital budgets. The program also oversees financial management of the Motor Pool Internal Service Fund; payment processing; solicitations and contracts; and computer and office automation system activities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	17,686,580	35.00
Increase Cost: EZ Pass Tolls	60,000	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.	-632,914	0.00
FY15 Approved	17,113,666	35.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	13,587,020	14,384,685	13,778,475	15,066,368	4.7%
Employee Benefits	4,504,239	4,847,004	4,319,989	4,830,694	-0.3%
Motor Pool Internal Service Fund Personnel Costs	18,091,259	19,231,689	18,098,464	19,897,062	3.5%
Operating Expenses	55,551,251	49,226,102	61,427,202	48,015,621	-2.5%
Capital Outlay	0	11,181,250	0	11,181,250	—
Motor Pool Internal Service Fund Expenditures	73,642,510	79,639,041	79,525,666	79,093,933	-0.7%
PERSONNEL					
Full-Time	201	201	201	201	—
Part-Time	0	0	0	0	—
FTEs	205.10	205.30	205.30	204.10	-0.6%
REVENUES					
Insurance Recoveries	1,166,370	1,000,000	1,000,000	1,510,000	51.0%
Investment Income	1,648	0	2,060	4,000	—
Miscellaneous Revenues	449,580	465,000	450,000	465,000	—
Motor Pool Charges/Fees	79,065,037	78,163,949	78,178,949	79,885,128	2.2%
Other Charges/Fees	48,330	1,100,000	1,100,000	0	—
Motor Pool Internal Service Fund Revenues	80,730,965	80,728,949	80,731,009	81,864,128	1.4%

FY15 APPROVED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY14 ORIGINAL APPROPRIATION	79,639,041	205.30
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	751,890	0.00
Increase Cost: Contract Increases	118,090	0.00
Increase Cost: Police vehicle maintenance - Police staffing plan	65,493	0.00
Increase Cost: EZ Pass Tolls [Administrative Services]	60,000	0.00
Increase Cost: Group Insurance Adjustment	38,969	0.00
Increase Cost: Retirement Adjustment	30,789	0.00
Increase Cost: Master lease adjustment for equipment [Management Services]	30,020	0.00
Increase Cost: Printing and Mail [Management Services]	8,339	0.00
Decrease Cost: Police Equipment [Heavy Equipment and Automotive Services]	-35,190	0.00
Decrease Cost: Engine Parts and Supplies [Management Services]	-41,708	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-156,275	-1.20
Decrease Cost: Risk Management Adjustment	-658,715	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-756,810	0.00
FY15 APPROVED:	79,093,933	204.10

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Heavy Equipment and Automotive Services	9,654,522	40.00	9,699,572	39.00
Transit Equipment Services	15,261,756	114.00	15,845,064	116.00
Management Services	37,036,183	16.30	36,435,631	14.10
Administrative Services	17,686,580	35.00	17,113,666	35.00
Total	79,639,041	205.30	79,093,933	204.10

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
MOTOR POOL INTERNAL SERVICE FUND						
Expenditures						
FY15 Approved	79,094	79,094	79,094	79,094	79,094	79,094
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	210	210	210	210	210
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-24	-24	-24	-24	-24
These figures represent other negotiated items included in the labor agreements.						
Master Leases	0	-62	-125	-125	-125	-125
Master Lease payments for the equipment lifts will end in FY16.						
Retiree Health Insurance Pre-Funding	0	-38	-93	-137	-194	-249
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	79,094	79,179	79,062	79,017	78,961	78,906

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.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Human Resources is \$212,031,608, an increase of \$5,684,568 or 2.8 percent from the FY14 Approved Budget of \$206,347,040. Personnel Costs comprise 3.4 percent of the budget for 70 full-time positions and six part-time positions, and a total of 66.45 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 96.6 percent of the FY15 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$7,778,639 and a Employee Health Benefit Self Insurance Fund component of \$204,252,969.

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Average customer satisfaction rating on the yearly internal customer survey of County managers ¹	2.78	3.00	3.00	3.00	3.00
Percentage of grievances resolved before reaching third party neutral	85	94	90	90	90

¹ The satisfaction scale ranges from low (1) to high (4).

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Engage in a cross-agency consolidated healthcare study to identify and analyze the health data for all County agencies as a way to leverage and develop a strategic approach to managing the cost of the County Agencies' healthcare programs. The data will also be used by the County Government to develop and maintain a dynamic, comprehensive, data driven wellness program.**
- ❖ **Awarded \$20,000 Innovation Grant for Disability Employment Initiatives to be used towards marketing and outreach.**
- ❖ **Received two prestigious awards from Local Government Personnel Association (LGPA) in the category of "Best and the Brightest Team" and from National Association of Counties (NACO) in the category of "County Administration and Management" for OHR's Rewarding Excellence program.**
- ❖ **Received Public Sector Employer of Year Award by Maryland Works.**
- ❖ **Implemented new Conflict Facilitation Process (CFP) for MCGEO bargaining unit.**
- ❖ **Negotiated new collective bargaining agreement with Montgomery County Volunteer Fire and Rescue Association (MCVFRA).**

- ❖ **Created a Health Insurance Customer Care Center, where customers can receive private counseling and protected health information, located in a secure, separate area of OHR.**
- ❖ **Implemented noncompetitive hiring process for people with disabilities in June 2013 under Executive Regulation No. 1-13 and hired nine individuals into County merit positions.**
- ❖ **Implemented the new Sick Leave Bank for MCGEO bargaining unit employees.**
- ❖ **Implemented a contract award for Data Warehousing, Wellness, and Disease Management, which provides additional resources and data aggregation for the County's Wellness program.**
- ❖ **Developing automated assessment tool to streamline and expedite job application rating process toward goal of decreasing time to fill positions.**
- ❖ **Currently working with County Attorney's Office to develop a background investigation process.**
- ❖ **Developing mandatory training program for job application raters.**
- ❖ **Productivity Improvements**
 - **OHR is leading five Rewarding Excellence/Gainsharing teams from the Department of Environmental Protection, the Department of General Services, and the Department of Transportation. These teams have generated and implemented proposals that produce savings of approximately \$654,000 per year.**
 - **The online Open Enrollment system is now available for all County employees, retirees, and participating agency employees, which allows for 24/7 instant access to make elections and receive immediate confirmation of health insurance elections and premiums.**

PROGRAM CONTACTS

Contact Jennifer Shovlin of the Office of Human Resources at 240.777.5039 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 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. The Information Technology team provides management and oversight to the Department's information technology initiatives.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,091,760	6.65
Increase Cost: Printing and Mail	2,821	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.	-1,064	-0.25
FY15 Approved	1,093,517	6.40

Business Operations and Performance

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

Workforce performance consists of the Rewarding Excellence and Performance Management team. Rewarding Excellence is a process that encourages mentors, coaches, and front-line employees to work together as a team for the betterment of Montgomery County Government. Teams develop and implement recommendations for improvement. When cost savings are realized, employees receive a portion of the cost savings in the form of a bonus. Performance management is a continuous process, which includes creating performance appraisals, observing and documenting performance and behavior, providing feedback, coaching and

mentoring, and finally, evaluating employees. In addition to personal accomplishments and gratification, an employee's achievement of his/her performance management goals may result in pay-for-performance rewards. OHR facilitates these performance management processes through customer service, training, forms, and information technology system, Workforce Performance Management. The ultimate goal is to help employees and supervisors achieve Montgomery County's overall vision of efficient, effective, innovative, and responsive delivery of quality services. In addition, this team facilitates the creation and management of tactical and strategic metrics in OHR.

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 for the position into Enterprise Resource Planning (ERP) Human Resources System and other ERP systems, 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. The team also remits payments to benefit program carriers and third party administrators, approves invoices, and remits bills to employees and retirees as necessary.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,555,125	15.85
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	221,200	0.65
FY15 Approved	1,776,325	16.50

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 that 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 successfully build trust, collaboration, and integrity.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Customer satisfaction with training: Percentage who found training helpful to job	92	92	92	92	92

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	995,164	5.05
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	32,446	0.00
FY15 Approved	1,027,610	5.05

Selection and Recruitment

The Recruitment and Selection team is responsible for attracting, hiring, promoting and retaining candidates for County departments and agencies resulting 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 such as providing recruitment planning, guidance and advisory services to departments and agencies on selection and hiring, conducts new employee orientation, administers reductions-in-force, designs and administers public safety promotional examinations and other employment tests, administers the County's internship, fellowship and volunteer programs, administers and manages the County's Disability Employment Initiative, and provides Selection Guidelines Training on Interviewing and Selecting Employees.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average number of days to fill a vacant County position	84	90	84	84	84
Average satisfaction of departments with pools of candidates for positions, based on a survey of hiring managers ¹	4.45	4.51	4.45	4.45	4.45

¹ The satisfaction scale ranges from low (1) to high (5).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,366,229	10.40
Decrease Cost: Disability Employment Initiative - Funding for Project SEARCH Interns included in Department Budgets	-75,000	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.	-31,374	0.00
FY15 Approved	1,259,855	10.40

Labor and Employee Relations

Employee Relations consists of two teams: Labor and Employee Relations and Equal Employment Opportunity and Diversity Management.

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. The Labor and Employee Relations team participates in collective bargaining, provides early intervention strategies for workplace disputes to ensure that managers comply with contractual and legal requirements, and improves employee labor relations.

The Equal Employment Opportunity (EEO) and Diversity Management team provides assistance, guidance, and training to employees and managers concerning equal employment and diversity management to promote a discrimination free workplace that values diversity. The team also investigates complaints of harassment and discrimination by and against employees. The team is responsible for the production of the annual EEO and Diversity Action Plan and maintaining compliance with other Federal EEO-related reporting requirements and statistical analysis.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,557,040	10.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	60,080	0.00
FY15 Approved	1,617,120	10.00

OHR Health and Employee Welfare Division

The Health Insurance Team manages and administers the County's health and welfare plans in accordance with County policy and local, state and federal laws. In addition to maintaining operations associated with annual Open Enrollment and program eligibility, the team provides customer service, communications, education, and counseling to County employees, participating County agency employees, and retirees in a manner that ensures an understanding of program provisions and their value as part of total compensation.

The Wellness Program coordinates wellness activities such as health screenings, educational seminars, health education classes, employee incentive programs and contests through communication channels such as web, social media, and a monthly newsletter. The Program uses a dynamic, comprehensive data driven strategy to promote employee health and wellness.

The Occupational Medical Services Team (OMS) provides multi-disciplinary occupational medical services such as work-related medical and safety hazard assessments to promote the health, wellness, and productivity of the County workforce. OMS also administers the County's drug and alcohol and centralized Family and Medical Leave programs.

The Stress Management team promotes the emotional, mental, and physical well-being of Montgomery County Police Department employees and their family members through counseling, training, consultation services, and peer support.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	199,781,722	18.55
Increase Cost: Adjustment to Insurance Claims and Administration	5,425,602	0.00
Add: Consolidated cross-agency health data study	40,000	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.	9,857	-0.45
FY15 Approved	205,257,181	18.10

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,918,132	3,644,122	4,107,143	3,786,238	3.9%
Employee Benefits	1,122,486	1,134,529	1,249,807	1,236,791	9.0%
County General Fund Personnel Costs	5,040,618	4,778,651	5,356,950	5,023,029	5.1%
Operating Expenses	2,189,093	2,877,789	2,565,592	2,755,610	-4.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	7,229,711	7,656,440	7,922,542	7,778,639	1.6%
PERSONNEL					
Full-Time	68	68	68	70	2.9%
Part-Time	6	6	6	6	—
FTEs	44.30	46.25	46.25	45.60	-1.4%
REVENUES					
Investment Income	3,820	0	0	0	—
County General Fund Revenues	3,820	0	0	0	—
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
EXPENDITURES					
Salaries and Wages	1,348,438	1,552,471	1,457,100	1,658,928	6.9%
Employee Benefits	335,911	461,563	362,800	491,873	6.6%
Employee Health Benefit Self Insurance Fund Pers. Costs	1,684,349	2,014,034	1,819,900	2,150,801	6.8%
Operating Expenses	179,742,021	196,676,566	184,907,230	202,102,168	2.8%
Capital Outlay	0	0	0	0	—
Employee Health Benefit Self Insurance Fund Exp.	181,426,370	198,690,600	186,727,130	204,252,969	2.8%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	16.15	20.25	20.25	20.85	3.0%
REVENUES					
Investment Income	10,802	0	0	0	—
Medicaid/Medicare Reimbursement	2,084,873	0	0	0	—
Self Insurance Employee Health Income	10,461,671	192,432,260	187,172,672	194,269,903	1.0%
Other Charges/Fees	3,544,028	0	0	0	—
Employee Health Benefit Self Insurance Fund Revenues	16,101,374	192,432,260	187,172,672	194,269,903	1.0%
DEPARTMENT TOTALS					
Total Expenditures	188,656,081	206,347,040	194,649,672	212,031,608	2.8%
Total Full-Time Positions	68	68	68	70	2.9%
Total Part-Time Positions	6	6	6	6	—
Total FTEs	60.45	66.50	66.50	66.45	-0.1%
Total Revenues	16,105,194	192,432,260	187,172,672	194,269,903	1.0%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	7,656,440	46.25
Changes (with service impacts)		
Add: Consolidated cross-agency health data study [OHR Health and Employee Welfare Division]	40,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	216,774	0.00
Increase Cost: Retirement Adjustment	14,113	0.00
Increase Cost: Group Insurance Adjustment	8,731	0.00
Increase Cost: Printing and Mail [Director's Office]	2,821	0.00
Decrease Cost: Disability Employment Initiative - Funding for Project SEARCH Interns included in Department Budgets [Selection and Recruitment]	-75,000	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-85,240	-0.65
FY15 APPROVED:	7,778,639	45.60

	Expenditures	FTEs
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND		
FY14 ORIGINAL APPROPRIATION	198,690,600	20.25
Other Adjustments (with no service impacts)		
Increase Cost: Adjustment to Insurance Claims and Administration [OHR Health and Employee Welfare Division]	5,425,602	0.00
Increase Cost: FY15 Compensation Adjustment	74,116	0.00
Increase Cost: Annualization of FY14 Personnel Costs	56,948	0.60
Increase Cost: Group Insurance Adjustment	3,857	0.00
Increase Cost: Retirement Adjustment	1,846	0.00
FY15 APPROVED:	204,252,969	20.85

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Director's Office	1,091,760	6.65	1,093,517	6.40
Business Operations and Performance	1,555,125	15.85	1,776,325	16.50
Change Management, Training, and Organizational Development	995,164	5.05	1,027,610	5.05
Selection and Recruitment	1,366,229	10.40	1,259,855	10.40
Labor and Employee Relations	1,557,040	10.00	1,617,120	10.00
OHR Health and Employee Welfare Division	199,781,722	18.55	205,257,181	18.10
Total	206,347,040	66.50	212,031,608	66.45

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	910,326	6.95	870,657	6.95
Fire and Rescue Service	Fire	1,293,260	0.00	1,293,260	0.00
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	62,913	0.50	91,995	0.65
NDA - Mont. County Employee Retirement Plans	Retirement Savings Plan	27,063	0.25	29,191	0.25
Police	County General Fund	252,741	2.00	266,081	2.00
Total		2,546,303	9.70	2,551,184	9.85

FUTURE FISCAL IMPACTS

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	7,779	7,779	7,779	7,779	7,779	7,779
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	51	51	51	51	51
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-105	-105	-105	-105	-105
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	7,779	7,725	7,725	7,725	7,725	7,725
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND						
Expenditures						
FY15 Approved	204,253	204,253	204,253	204,253	204,253	204,253
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	17	17	17	17	17
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	204,253	204,268	204,268	204,268	204,268	204,268

Human Rights

MISSION STATEMENT

The mission of the Office of Human Rights is to enforce Federal, State, and County anti-discrimination laws in housing, commercial real estate, employment, public accommodation & intimidation and promote increased understanding and tolerance among diverse groups.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Human Rights is \$1,023,278, an increase of \$80,605 or 8.6 percent from the FY14 Approved Budget of \$942,673. Personnel Costs comprise 92.9 percent of the budget for eight full-time positions, and a total of 8.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 7.1 percent of the FY15 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***
- ❖ ***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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Held a One-Stop Fair Housing Workshop, a one-Stop Shop Fair Employment Compliance Workshop for Small Employers, and a Lesbian, Gay, Bisexual, and Transgendered (LGBTG) Forum on Civil Rights Issues and Public Safety.***
- ❖ ***Coordinated the First Annual Friendship Picnic with the Committee on Hate Violence, advocating community unity and non-violence.***
- ❖ ***Provided financial support to victims through the Partnership Fund for victims of hate violence incidents.***
- ❖ ***Restructured the process to dual-filed Equal Employment Opportunities Commission (EEOC) cases.***
- ❖ ***Successfully closed mediation and conciliated cases with monetary and non-monetary resolutions.***
- ❖ ***Completed proposed revisions of the Chapter 27 Civil Rights Ordinance.***

PROGRAM CONTACTS

Contact James Stowe of the Office of Human Rights at 240.777.8490 or Phil Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Compliance

This program investigates and resolves formal complaints of discrimination in employment, housing commercial and residential real estate transactions, public accommodations and intimidations through a formal complaint process or mediation.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of cases that have completed their investigation within 24 months ¹	95%	96%	100%	95%	95%
Percent of cases closed that resulted in a backlog status.	11%	5%	5%	5%	5%
Percent of referred cases that are mediated successfully	NA	33%	50%	50%	50%
Percent of cases that have a Letter of Determination issued within 30 days of complete investigation by investigator	NA	100%	100%	100%	100%
Percent reduction (or increase) in the average closeout time of cases (formal complaints) over the prior year	NA	10%	10%	10%	10%

¹ In FY15, the percent of cases completed will be done within 15 months.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	606,431	6.00
Increase Cost: Fair Housing Testers (19 Testers)	27,200	0.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,357	0.00
FY15 Approved	667,988	6.60

Community Outreach and Education

This program supports and promotes the Human Rights Commission and Committee on Hate Violence on their outreach and education efforts. Participate or, in partnership with other local/state/federal offices, conduct various forums to promote increased understanding and tolerance among diverse groups.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Results of Customer Satisfaction Survey of the Human Rights Commission ¹	N/A	N/A	3.5	4.0	4.5

¹ This is a new headline measure in FY12 and was revised in FY14. The results are based on a five-point satisfaction scale.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	40,480	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,293	0.00
FY15 Approved	42,773	0.50

Monitor the County's Fair Housing Ordinance

This program monitors the County's Fair Housing Ordinance through the Interagency Fair Housing Work Group in order to coordinate the activity of county departments, offices, and agencies to prevent housing discrimination and to perform testing of housing providers.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of housing providers in full compliance with Fair Housing Laws based on the Office of Human Rights' (HRC) selected matched pair testing. HRC is responsible for tracking, monitoring and enforcement ¹	NA	55%	95%	100%	100%

¹ The County's goal is to have zero variance.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	59,156	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,351	0.00
FY15 Approved	62,507	0.50

Administration

This program provides overall direction of the office, administration of the budget, personnel, procurement, automation, and support services. Also provided in this program is funding for human relations awards.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	236,606	1.00
Increase Cost: Motor Pool Rate Adjustment	342	0.00
Increase Cost: Printing and Mail	332	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.	12,730	0.00
FY15 Approved	250,010	1.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	698,384	669,175	695,273	737,537	10.2%
Employee Benefits	193,657	201,270	205,086	212,839	5.7%
County General Fund Personnel Costs	892,041	870,445	900,359	950,376	9.2%
Operating Expenses	43,928	72,228	50,054	72,902	0.9%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	935,969	942,673	950,413	1,023,278	8.6%
PERSONNEL					
Full-Time	9	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	8.00	8.00	8.00	8.60	7.5%
REVENUES					
EEOC Reimbursement	0	57,700	57,700	39,000	-32.4%
Investment Income	-192	0	0	0	—
Miscellaneous Revenues	186	0	0	0	—
County General Fund Revenues	-6	57,700	57,700	39,000	-32.4%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	942,673	8.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	33,323	0.00
Increase Cost: Fair Housing Testers (19 Testers) [Compliance]	27,200	0.60
Increase Cost: Annualization of FY14 Personnel Costs	16,380	0.00
Increase Cost: Group Insurance Adjustment	1,520	0.00
Increase Cost: Retirement Adjustment	1,508	0.00
Increase Cost: Motor Pool Rate Adjustment [Administration]	342	0.00
Increase Cost: Printing and Mail [Administration]	332	0.00
FY15 APPROVED:	1,023,278	8.60

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Compliance	606,431	6.00	667,988	6.60
Community Outreach and Education	40,480	0.50	42,773	0.50
Monitor the County's Fair Housing Ordinance	59,156	0.50	62,507	0.50
Administration	236,606	1.00	250,010	1.00
Total	942,673	8.00	1,023,278	8.60

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	1,023	1,023	1,023	1,023	1,023	1,023
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	8	8	8	8	8
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	1,023	1,031	1,031	1,031	1,031	1,031

Intergovernmental Relations

MISSION STATEMENT

The mission of the Office of Intergovernmental Relations is to represent County interests at the municipal, regional, State, and federal levels; to prepare the annual State Legislative Program; to prepare the annual Federal priorities request; and to be the liaison with State Government, the County's State delegation and Congressional staff. The Office is the lead Executive Branch agency representing the County before the Maryland Association of Counties.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Intergovernmental Relations is \$905,333, an increase of \$9,751 or 1.1 percent from the FY14 Approved Budget of \$895,582. Personnel Costs comprise 87.0 percent of the budget for four full-time positions and one part-time position, and a total of 5.10 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 13.0 percent of the FY15 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***
- ❖ ***Affordable Housing in an Inclusive Community***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Program Measures					
General Assembly bills identified as of potential interest to the County and analyzed by the Office of Intergovernmental Relations	600	800	675	675	675
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services	468	369	415	415	415
Number of formal position statements prepared	76	201	140	140	140
Percentage of State Legislative Package Initiatives partially or fully realized	100	100	60	60	60
Total direct State Aid (\$ millions)	629	663	689	689	689
Total State retirement payments (\$ millions)	183	141	184	200	220
Direct State Aid appropriated by Maryland, comprised primarily of public K-12 education aid (in millions)	629	663	689	689	689
State Retirement Payments appropriated, including public K-12 teachers and some community college faculty (in millions)	183	141	184	200	220
State grants appropriated for capital projects, excluding transportation (in millions)	227	129	62	57	57
State grants appropriated for capital transportation projects (in millions)	47	23	43	25	25

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Congressionally Designated Projects appropriated (in millions)	NA	NA	NA	NA	NA
Percent of State legislative package where Intergovernmental Relations position prevailed	86	70	70	70	70
Percent of State priorities fully realized	38	37	30	30	30
Percent of Federal priorities fully or partially realized	67	67	67	67	67

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Met with department directors and key staff to explain the State and Federal priorities process in order to maximize opportunities at the state level.**
- ❖ **Coordinate and lead Executive and Council staff in advocacy efforts with our Congressional Delegates.**
- ❖ **Met with the County Executive and County Council members to provide a status report on the General Assembly and the legislative session.**
- ❖ **Participated in state and federal activities to educate legislators and officials about Montgomery County.**
- ❖ **Conducted briefings for elected officials and staff as needed and as requested.**
- ❖ **Educated departments on the in-house fiscal note process.**
- ❖ **Promoted the County's priorities at the federal level by providing the Congressional Delegation and their staff with a list of the County's federal priorities.**
- ❖ **Promoted and ensured the Montgomery County agenda at the State and local levels by developing strategies in conjunction with the County Delegation and officials to prepare and successfully participate in the 2013 General Assembly Session.**
- ❖ **Productivity Improvements**
 - **Implemented a process where the office is notified every time there is a state or federal grant application.**
 - **Implemented a system to track Council bills and resolutions on a weekly basis.**
 - **Developed and used a new tracking system for bills that interacts with the General Assembly's data system, making it easier to track and report bills.**
 - **Participated in educational and networking training courses at the local, State and federal levels.**
 - **Created electronic bill files for Department Directors and the State legislation proposed by the General Assembly.**
 - **Updated and improved website information, making it more accessible to the public.**

PROGRAM CONTACTS

Contact Wanda Wells of the Office of Intergovernmental Relations at 240.777.6550 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Intergovernmental Relations

The Office of Intergovernmental Relations advocates on behalf of the County before the Maryland General Assembly, Governor, State administrative agencies, task forces, and committees. It responds to legislation, regulations, or other policy issues involving nearby counties and states, municipalities within the County, regional agencies, the District of Columbia, and the federal government. Staff analyzes and evaluates legislation before the Maryland General Assembly and prepares written comments and testimony. Staff also analyzes County department requests for legislation and participates in the drafting of legislation or amendments.

In addition, the Intergovernmental Relations program is responsible for federal monitoring and advocacy in order to take advantage of federal opportunities.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	493,382	628,900	523,059	632,405	0.6%
Employee Benefits	121,419	149,569	136,895	155,649	4.1%
County General Fund Personnel Costs	614,801	778,469	659,954	788,054	1.2%
Operating Expenses	85,524	86,443	78,145	86,609	0.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	700,325	864,912	738,099	874,663	1.1%
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	5.10	5.10	5.10	5.10	—
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	30,666	30,670	30,670	30,670	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	30,666	30,670	30,670	30,670	—
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	0	30,670	30,670	30,670	—
State Grants	30,666	0	0	0	—
Grant Fund MCG Revenues	30,666	30,670	30,670	30,670	—
DEPARTMENT TOTALS					
Total Expenditures	730,991	895,582	768,769	905,333	1.1%
Total Full-Time Positions	4	4	4	4	—
Total Part-Time Positions	1	1	1	1	—
Total FTEs	5.10	5.10	5.10	5.10	—
Total Revenues	30,666	30,670	30,670	30,670	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	864,912	5.10
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	20,078	0.00
Increase Cost: Retirement Adjustment	1,797	0.00
Increase Cost: Group Insurance Adjustment	1,007	0.00
Increase Cost: Printing and Mail	166	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-13,297	0.00
FY15 APPROVED:	874,663	5.10
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	30,670	0.00
FY15 APPROVED:	30,670	0.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved No inflation or compensation change is included in outyear projections.	875	875	875	875	875	875
Labor Contracts These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.	0	7	7	7	7	7
Labor Contracts - Other These figures represent other negotiated items included in the labor agreements.	0	-1	-1	-1	-1	-1
Subtotal Expenditures	875	881	881	881	881	881

Management and Budget

MISSION STATEMENT

The mission of the Office of Management and Budget (OMB) is to support and enhance the effective, efficient operation of County government, maintain the County's fiscal integrity and financial condition, and preserve the County's AAA bond rating by developing, promulgating, and applying appropriate budgetary policies and procedures; providing accurate, timely, and objective information and recommendations to the County Executive, County departments, the County Council, and the general public; preparing and administering the operating and capital budgets in compliance with the County Charter, generally accepted accounting principles, and the policy agendas of elected officials; and ensuring that available resources are efficiently allocated and productively used.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Management and Budget is \$3,917,013, an increase of \$46,546 or 1.2 percent from the FY14 Approved Budget of \$3,870,467. Personnel Costs comprise 96.8 percent of the budget for 34 full-time positions, and a total of 29.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 3.2 percent of the FY15 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**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings - percent rated outstanding or proficient ¹	97.5	98.5	98.5	98.5	98.5
Percentage of customers rating OMB services as good or very good on the OMB Customer Survey for the budget process ²	79.4	75.0	77.5	80.0	82.5
Percentage of customers rating the ability of OMB staff to provide effective support in solving problems as good or very good on the OMB Customer Survey for the budget process	93.6	83.3	85.0	87.5	90.0
Percentage of customers rating the quality of OMB training and instructional materials as good or very good on the OMB Customer Survey for the budget process	77.6	82.0	85.0	85.0	85.0
Average number of days to process requests: Budget Adjustment	10.5	5.0	5.0	3.0	3.0
Average number of days to process requests: County Executive Correspondence	6.5	9.0	10.0	10.0	10.0
Average number of days to process requests: Future fiscal impacts of legislation	7.4	10.0	10.0	9.0	9.0

¹ The fiscal year shown for GFOA ratings corresponds to the fiscal year during which the budget was prepared (e.g, FY10 GFOA results apply to the FY11 budget document, which was prepared during FY10).

² The fiscal year shown in connection with all OMB Customer Survey results corresponds to the fiscal year during which the budget was prepared (e.g. FY10 results apply to the process of preparing the FY11 budget, which occurred during FY10).

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Provided solutions for closing approximately \$2.9 billion in budgetary operating budget shortfalls between FY08 and FY15 to produce balanced budgets while preserving critical services and advancing key County priorities.***
- ❖ ***Assisted in development of new Business Intelligence (BI) Dashboards for departments to monitor Financial and Human Resource data (e.g., Budget to Actuals; Authorized Positions) and also Dashboards related to Key Performance Indicators such as average length of time it takes to pay an invoice and department/county overtime and leave.***
- ❖ ***OMB is in the process of expanding Montgomery County's Open Data initiative by launching two new offerings. First, OMB will be one of the first state or local governments to produce an interactive online publication of a Budget Book. By publishing the Budget Book online, OMB will greatly reduce printing costs, allow accessibility for readers with disabilities, significantly decrease the amount of time and effort staff spend producing the publication, and allow for rich content (video, audio, interactive maps and charts, data tables and more). Secondly, OMB is working with the Finance Department to create a high-level, story board view of the fiscal status in Montgomery County. This new online application, called the Financial Transparency Module, will allow residents to easily view charts, graphs, maps, and data tables to quickly understand the economic situation across the County.***
- ❖ ***Convened working groups to review cross-departmental issues with a goal of increasing coordination and collaboration, prioritizing budget requests, and streamlining operations.***
- ❖ ***During FY14, OMB conducted 10 training sessions on operating and capital budget development and BI Tool overviews. Sessions were attended by approximately 305 County and Agency staff.***
- ❖ ***OMB reviewed and made recommendations on 273 community grant applications for FY15 awards, an increase of 41% from the previous year.***
- ❖ ***Productivity Improvements***
 - ***OMB developed an internal, web-based Content Management System (CMS) to organize documentation, improve accessibility, create dashboards and status reports. The CMS (named eBudget), also serves a variety of administrative functions such as tracking documents, scheduling meetings, providing employee reference guides, and managing leave requests. eBudget serves as a central portal for users to access all OMB related applications. OMB was able to implement the solution with no software costs, eliminate maintenance of outdated software/databases, and by leveraging DTS's Enterprise Server Virtualization, keep hardware costs at a minimum. The result has been improved productivity, accuracy, and accountability.***
 - ***Streamlined Encumbrance Liquidation process by preparing Purchasing Dashboard reports to make it easy for departments to review their outstanding Purchase Order (PO) Balances and submit items to OMB for liquidation. Worked with Finance and Procurement to develop a new policy for automatically deleting POs with a balance of \$100 or less.***

PROGRAM CONTACTS

Contact Darlene Fairfax of the Office of Management and Budget at 240.777.2766 or Amy Wilson of the Office of Management and Budget at 240.777.2775 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Budget Preparation and Administration

The Budget Preparation and Administration program covers the annual preparation of the Capital Budget, the six-year Public Services Program and Operating Budget, and the various activities designed to ensure compliance with the County Charter and decisions of elected officials. The six-year Capital Improvements Program is prepared during even-numbered calendar years. Fiscal policy and procedures are developed to ensure conformity with generally accepted accounting principles and County policies.

Six-year fiscal projections are prepared, including the identification of various Executive fiscal policy proposals and planning allocations. Fiscal planning assumptions and debt capacity analyses are updated, guidance is provided to departments and agencies, and budget recommendations are given to the Executive and Council. In addition, special analyses to monitor expenditures and revenues are conducted periodically during the year. County Executive transfers, Council transfers, and supplemental appropriations are reviewed and processed as are transactions involving the creation, deletion, and movement of positions in the official position complement.

Related work includes participation in collective bargaining and compensation policy development; fiscal management and policy

development; management analyses; measurement initiatives; program evaluations; fiscal impact analyses of legislation and regulations; development and amendment of administrative procedures; development and monitoring of user fees and other revenues; grants coordination; and contract review. The office's leadership, administration, automation, and process management are also included in this program. Staff provide OMB representation on a number of committees including the Contract Review Committee, the Interagency Group on Energy and Utilities Management, the Board of Investment Trustees, the Diversity Council, the Telecommunications Transmission Facility Coordinating Group, the Labor Relations Policy Committee, the ERP Steering Committee, the Information Technology Policy Advisory Committee, the Public Safety System Modernization project, and the Rapid Transit Steering Committee.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,582,932	2,951,821	2,602,829	2,979,376	0.9%
Employee Benefits	778,236	810,836	880,169	810,958	0.0%
County General Fund Personnel Costs	3,361,168	3,762,657	3,482,998	3,790,334	0.7%
Operating Expenses	168,344	107,810	268,613	126,679	17.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	3,529,512	3,870,467	3,751,611	3,917,013	1.2%
PERSONNEL					
Full-Time	32	33	33	34	3.0%
Part-Time	0	0	0	0	—
FTEs	27.50	28.00	28.00	29.00	3.6%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	3,870,467	28.00
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	152,989	0.00
Increase Cost: Project SEARCH Position To Provide Office and IT Support	46,585	1.00
Increase Cost: Contractual Services to Support Community Grants Process, IT Support, and Professional Services	17,500	0.00
Increase Cost: Retirement Adjustment	7,533	0.00
Increase Cost: Group Insurance Adjustment	5,415	0.00
Increase Cost: Printing and Mail	1,369	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-184,845	0.00
FY15 APPROVED:	3,917,013	29.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	648,264	4.50	688,365	4.50
Human Resources	Employee Health Benefit Self Insurance	72,221	0.50	83,436	0.50
Total		720,485	5.00	771,801	5.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	3,917	3,917	3,917	3,917	3,917	3,917
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	43	43	43	43	43
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-4	-4	-4	-4	-4
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	3,917	3,957	3,957	3,957	3,957	3,957

Public Information

MISSION STATEMENT

The mission of the Office of Public Information is to provide timely, accurate, and effective communication with the public, the County Executive, departments and agencies, media, County employees, the County Council and other elected officials, businesses, civic groups, and every other segment of the Montgomery County community through the mass media, social media and Internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance via the MC311 Customer Service Center.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Public Information is \$4,816,129, an increase of \$156,068 or 3.3 percent from the FY14 Approved Budget of \$4,660,061. Personnel Costs comprise 80.3 percent of the budget for 60 full-time positions, and a total of 42.70 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 19.7 percent of the FY15 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**

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest]) ¹	3.25	3.16	3.23	3.25	3.25

¹ Value for FY14 is actual.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Provide more direct communication with residents through social media sites, YouTube, Facebook and Twitter - - expanded the Twitter site to nearly 16,000 followers and expanding distribution lists for electronic publications such as "The Paperless Airplane."**
- ❖ **Continue to work closely with departments and agencies on communications strategies in order to ensure that the County Executive's priorities are promoted clearly and accurately, including the State School Construction Funding campaign, panhandling, reusable bag law, Emergency Medical Services Transport Reimbursement Program, pedestrian safety, and open government transparency and accessibility.**
- ❖ **Expanded Executive Branch communications through a new half-hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic," and new cable television shows that feature the Police Chief; the "My Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective"; and several new Spanish language offerings -- a television version of the new "Montgomery Al Dia" Spanish language talk show which is done weekly on Spanish language radio, a Spanish version of "County Report This Week," and "Perfiles" (or Profiles) which features interviews with Hispanic employees.**
- ❖ **Developing strategies to utilize social media, including Facebook and Twitter, as an alternate method of contacting MC311 to make requests for information or services.**
- ❖ **Creating enterprise-wide Siebel CRM training to ensure Department users are current on using the system to handle assigned requests for service in order to continually improve service to residents.**

- ❖ **Created and implemented new marketing strategy to increase awareness of MC311 in the County.**
- ❖ **Included link to brief Customer Satisfaction Survey in Service Request Confirmation email to ensure timely feedback on MC311 performance.**
- ❖ **Productivity Improvements**
 - **Implemented automated email notifications to departments that typically receive service requests infrequently from MC311. This allows departments that do not monitor their service request queues daily to be as responsive as those departments that do.**
 - **Redesigning MC311 website www.mc311.com to ensure ease of use by customers looking to obtain information or create requests for County Government programs and services. Users can access the system 24/7 and requests created on the website are routed directly to the Department responsible for fulfillment. Adding regular monthly alerts to important, time sensitive information, expanded highlighted Featured Programs and Announcements.**
 - **Continue to monitor and use MC311 data to improve operations and service delivery in all County departments.**
 - **Media relations, graphics, and web management staff continue to handle requests from departments.**

PROGRAM CONTACTS

Contact Leslie Hamm of the Office of Public Information at 240.773.3565 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Web Content and Graphic Management

The four major functions of this program include:

Providing creative and technical support to Public Relations, Cable Programming, MC311, and to departments.

Developing and overseeing the County's graphic identity program to ensure consistency in the County's printed communication for the public. The program develops printing guidelines for departments in accordance with Administrative Procedure 1-7, Use of the Montgomery County Coat of Arms, Logotype and Emblem, and Public Communication Guide.

Managing the growth and activity on the County's website and the MC311 web portal, which involves the development of policies and procedures for adding information to the website, as well as providing a leadership role in internet management.

Producing artwork and design services for publications, fliers, decals, exhibits, charts, maps, and other promotional and educational products. Graphic artists provide advice to departments in cost-effective and attractive ways to meet project requirements and objectives.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	99,767	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.	5,935	0.00
FY15 Approved	105,702	1.00

Public Relations

Under this program, the Office of Public Information:

Educates and informs residents about County issues, programs, and services through press releases, media advisories, news and public events, the county website, e-mail and online newsletters, YouTube, Facebook, and Twitter.

Works directly with media organizations to ensure that reporters and editors have accurate and timely information about County issues, programs, and services.

Develops promotional campaigns to increase awareness of critical issues such as pedestrian safety and code enforcement.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days ¹	46	75	80	90	90
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions) ²	2.2	2.5	2.5	2.6	2.7
Number of press events ³	174	160	120	120	120
Total attendance at press events	3,134	1,700	1,200	1,200	1,200
Number of press requests under the MPIA ⁴	121	100	80	52	48

¹ Press requests under the MPIA tend to be extensive, requiring months to complete. We anticipate that as more information is made available online, fewer requests will come in and response times will decrease.

² Number of residents reached through direct communication systems

³ Number of press events conducted.

⁴ As more data is made available online via the County's openMontgomery initiative, the number of Maryland Public Information Act requests should decline.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	977,246	5.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-34,954	0.00
FY15 Approved	942,292	5.40

MC311 Customer Service Center

MC311 is a key strategic, enterprise-wide initiative that provides the public with a single three-digit number (311) to call for County information and service. In addition, it provides the County with a sophisticated ability to count, track, and respond to resident requests. MC311 provides the general public with a higher quality of service delivery and accountability, while helping the Government achieve operational efficiencies.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Customer satisfaction rating of 85% or higher ¹	78%	85%	85%	85%	85%
Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement ²	16.3	20.0	20.0	18.0	18.0
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) ³	1.37%	5.00%	5.00%	5.00%	5.00%
Average rate of Service Requests created on the MC311 web portal	N/A	N/A	8%	10%	15%
Average rate of First Call Resolution ⁴	N/A	N/A	80%	82%	84%

¹ Based on quarterly surveys sent to customers who provided an email address.

² in seconds.

³ Callers may hang up to make a 911 call, if the information needed is in the Welcome Announcement or they enter an existing service request number during the announcement to check on the status and hang up.

⁴ When customer's inquiry is resolved during the first contact by phone

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,583,048	35.90
Increase Cost: Reduced Health and Human Services Chargeback	24,227	0.40
Decrease Cost: Hire Customer Service Representative Trainees at Entry-Level	-68,382	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.	229,242	0.00
FY15 Approved	3,768,135	36.30

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,947,200	2,730,850	2,721,924	2,833,786	3.8%
Employee Benefits	990,126	984,502	1,016,198	1,034,634	5.1%
County General Fund Personnel Costs	3,937,326	3,715,352	3,738,122	3,868,420	4.1%
Operating Expenses	1,229,129	944,709	922,496	947,709	0.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	5,166,455	4,660,061	4,660,618	4,816,129	3.3%
PERSONNEL					
Full-Time	60	60	60	60	—
Part-Time	0	0	0	0	—
FTEs	42.70	42.30	42.30	42.70	0.9%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	4,660,061	42.30
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	176,795	0.00
Increase Cost: Reduced Health and Human Services Chargeback [MC311 Customer Service Center]	24,227	0.40
Increase Cost: Retirement Adjustment	12,315	0.00
Increase Cost: Group Insurance Adjustment	8,113	0.00
Increase Cost: Printing and Mail	2,489	0.00
Increase Cost: Motor Pool Rate Adjustment	511	0.00
Decrease Cost: Hire Customer Service Representative Trainees at Entry-Level [MC311 Customer Service Center]	-68,382	0.00
FY15 APPROVED:	4,816,129	42.70

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Web Content and Graphic Management	99,767	1.00	105,702	1.00
Public Relations	977,246	5.40	942,292	5.40
MC311 Customer Service Center	3,583,048	35.90	3,768,135	36.30
Total	4,660,061	42.30	4,816,129	42.70

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	733,498	6.60	774,432	6.60
Health and Human Services	County General Fund	97,513	1.50	76,449	1.10
Housing and Community Affairs	Montgomery Housing Initiative	54,643	0.90	57,995	0.90
Permitting Services	Permitting Services	187,129	2.90	206,487	2.90
Solid Waste Services	Solid Waste Collection	75,424	1.05	73,968	1.15
Solid Waste Services	Solid Waste Disposal	342,319	4.75	292,778	4.65
Total		1,490,526	17.70	1,482,109	17.30

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	4,816	4,816	4,816	4,816	4,816	4,816
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	53	53	53	53	53
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-3	-3	-3	-3	-3
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	4,816	4,866	4,866	4,866	4,866	4,866

Technology Services

MISSION STATEMENT

The mission of the Department of Technology Services is to use information technology to enable our employees to provide quality services to our citizens and businesses, deliver information and services to citizens at work, at home, and in the community, and increase the productivity of government and citizens.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Technology Services is \$30,272,068, an increase of \$1,517,564 or 5.3 percent from the FY14 Approved Budget of \$28,754,504. Personnel Costs comprise 52.2 percent of the budget for 135 full-time positions and two part-time positions, and a total of 110.03 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 47.8 percent of the FY15 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

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**
- ❖ **Children Prepared to Live and Learn**
- ❖ **Safe Streets and Secure Neighborhoods**

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Received the following awards in 2013:**
 - 1. Montgomery County Ranked Number One in the Nation in the 2013 Digital Counties Survey - Montgomery County has been named America's top digital county government in the United States by the Center for Digital Government and National Association of Counties (NACo).**
 - 2. Received the National Association of Counties Achievement Awards for: ASK the CIO, Bike Share Research Tool, and Open Montgomery program.**
 - 3. Received the National Technology Award from the Public Technology Institute (PTI) for the County's OpenMontgomery Program.**
 - 4. Received the 2013 Government Programming Award by the National Association of Telecommunications Officers and Advisors (NATOA). openMontgomery took third place in the Innovative Use of Video award category.**
 - 5. Received the 2012-2013 Technology Solutions Award for recognition of the openMontgomery program in the Web, e-Government, and Mobile Technology category. Two additional County programs were recognized for Significant Achievement: a Cloud-Based BikeShare Research Tool, and a Mobile IT Service Desk.**
- ❖ **Continue the implementation of the OpenMontgomery Initiative and deploy the GovStat module to measure and publish departmental performance data.**

- ❖ **Continue development of an Implementation Plan as required by Bill 23-12. The Implementation Plan will contain an inventory of datasets in the County. The Implementation Plan will also contain a high-level publication schedule for publication of each documented dataset. In developing the publication schedule, each dataset will be evaluated and rated by the dataMontgomery Workgroup on factors relating to their publication value and alignment with the mission of the department.**
- ❖ **Expanded the Enterprise Identity Management system to support employees, retirees, volunteers, partners, and citizens for greater application access and improved security.**
- ❖ **Developed, deployed, and improved Enterprise Resource Planning (ERP) Business Intelligence (BI) tools. Provided technical support for ERP Hyperion budgeting, Oracle Learning Management, and Oracle Performance Management modules.**
- ❖ **Provided technology infrastructure and led the transition of technology services for numerous new County facilities.**
- ❖ **Completed implementation of ERP Oracle Warehouse Management and Transportation Management modules.**
- ❖ **Provided project management, development, application engineering, systems engineering and quality assurance support for the Public Safety System Modernization (PSSM) program.**
- ❖ **Implemented the Integrated Justice Information Systems (IJIS) CRIMS Phase 2.**
- ❖ **Productivity Improvements**
 - **Restarted the Security Awareness Training Program for County employees in fiscal 2014 and continue roll-out into fiscal 2015.**
 - **Implemented for all departments a new Web Portal design and a new content management system that facilitates the construction of more advanced and graphically rich websites. The new portal was successfully launched with migration to the new architecture and is being proliferated on an ongoing basis as DTS assists the departments in converting their pages and websites to the new architecture.**
 - **Implemented a new cloud-based constituent message and publication delivery system.**
 - **Introduced a new method to provide urgent notifications to Department and Office Directors. DTS will use this tool to provide updates by text messaging alerts to mobile phones if the County e-mail system is not available.**
 - **Introduced a new service that offers easy access to Cable shows for residents with smartphones and other mobile devices.**
 - **Continued upgrade and expansion of wireless access points in County facilities, expanding access to mobile devices both for employees and visitors.**
 - **Implemented ERP Self-Service for Retirees and other Agencies.**

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Naeem Mia of the Office of Management and Budget at 240.777.2782 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Enterprise Systems and Operations (ESOD)

This program designs, implements and maintains a secure and reliable computer-based hardware, software, and data infrastructure for County business systems and County staff. The Division manages enterprise-wide systems including Enterprise Resource Planning (ERP), MC311, MCTime, enterprise messaging system, enterprise directory system, enterprise file and print system, enterprise image archiving, enterprise anti-malware systems, the mainframe system, and hundreds of enterprise servers (web, application, database). ESOD manages and provides support for the Public Safety Data System. ESOD also operates the enterprise data center, a 24-hour-a-day service supporting enterprise and department servers, the mainframe and network control center equipment.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Enterprise Applications System Availability (%) ¹	99.8	99.8	99.7	99.7	99.7
Number of Email Messages Sent and Received by County Email Account Holders (in millions) ²	85.6	84.8	88	91	94
Number of Enterprise Service Bus data transfers (monthly average) ³	7,902	82,285	200,000	500,000	1,000,000

¹ Performance tracking began in FY12. DTS is currently investigating alternative server and application hosting strategies.

² Number of messages sent versus received is approximately the same; the ratio has not changed with the growth of messages.

³ The large increase in transfers is a result of an increase in the number of interfaces, as well as the frequency of transfers (monthly, weekly, daily, hourly, every minute). ESB will continue to see significant growth with the implementation of Open Data and cross-agency collaboration efforts.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	12,054,108	33.00
Enhance: Open Government - Budget and Performance Data Publication	126,000	0.00
Increase Cost: Open Data - Financial Transparency Modules	48,000	0.00
Increase Cost: Computer Aided Dispatch (CAD) Software Maintenance	27,000	0.00
Increase Cost: Log Correlation Software License Maintenance for ERP Audit Compliance	24,000	0.00
Increase Cost: Anti-Virus Software Maintenance	9,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-352,000	0.00
Shift: Kronos Maintenance Contract Management to Department of Finance	-375,000	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.	973,848	-1.00
FY15 Approved	12,534,956	32.00

Enterprise Telecommunications and Services (ETSD)

This program provides reliable, modern, and integrated communications services to enable network data, voice and other solutions for County Government departments and Agencies. PBX Telecommunications Services is responsible for the programming, operation and maintenance of the County's PBX telephone network and all associated adjuncts, i.e., Voicemail, IVR, and Cabling infrastructure. Radio Communications Services is responsible for the operation and maintenance of the County's 800 MHZ radio and mobile communications systems which predominantly support public safety agencies. Network Services is responsible for providing Wide Area Network (WAN) management and design services to County government, FiberNet connectivity to other agencies, and wireless connectivity. Some costs associated with FiberNet/WAN are charged to the Cable Fund in accordance with the cable franchise provision to support installation, construction, operations, and maintenance of the County's FiberNet and associated network equipment.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Transmission Facilities Application Process - Average number of days to process applications for siting wireless towers	27	30	30	30	30
Average Number of Workdays to Complete Telecom Requests (in workdays)	8.7	9.3	9.0	9.0	9.0

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,804,941	22.05
Increase Cost: Wireless Access Points (Aruba) maintenance	50,000	0.00
Increase Cost: Private Branch Exchange (PBX) Business Telephone System - Uninterruptible Power Supply Maintenance	28,000	0.00
Increase Cost: Failed Network Equipment Replacements	20,000	0.00
Increase Cost: Cisco Network Equipment Warranty Maintenance	15,000	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.	61,900	0.00
FY15 Approved	5,979,841	22.05

Enterprise Applications and Solutions (EASD)

This program delivers and maintains solutions through core business, web-based applications, and geographic information services; and provides oversight for the Desktop Computer Modernization (DCM) program and the County's Help Desk. The Application Development and Integration team supports the County's electronic government initiative to include website management. Electronic government seeks to provide cost-effective services at greater convenience to residents and employees through the use of modern web technologies. The Enterprise System Services team is responsible for supporting the enterprise software applications which are used throughout the County Government (e.g. ERP, BPREP, Tax Assessment). This includes applications maintenance, upgrades, phase out and replacement; and ensuring applications are adapted to conform to changes in the County's hardware and software environment. The Geographic Information Systems team designs and implements applications for County departments, designs and

develops custom maps and web-based mapping applications, maintains the accuracy and currency of the Montgomery County Street Centerlines database and the Geographic Base Files (GBF/DIME) and related data layers, and participates in the development and maintenance of the enterprise planimetric and property databases. The Information Technology Help Desk Services team provides IT support directly to departments and employees.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average Number of Seconds to Serve a Web Page ¹	0.50	0.40	0.40	0.40	0.40
Percent of DTS Help Desk Requests that are Resolved on the First Call (%)	96.0	96.8	97.0	97.0	97.0

¹ DTS is working with departments to migrate their older applications to the latest architecture which will improve security and reliability.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,221,575	33.38
Add: ITPCC Google Web Search Pilot Project	97,000	0.00
Increase Cost: GovDelivery License Maintenance	50,000	0.00
Increase Cost: ESRI ArcGIS Desktop and ArcGIS On-Line Software License Maintenance	20,000	0.00
Increase Cost: Geographic Information Systems (GIS) Street Centerlines Database Maintenance	18,000	0.00
Increase Cost: Tax Assessment System Maintenance	8,000	0.00
Increase Cost: Public Information Center System Maintenance	7,000	0.00
Increase Cost: Google Search Appliance for County Intranet	6,000	0.00
Increase Cost: SkipJack License Maintenance	5,000	0.00
Increase Cost: Trumba License Maintenance	5,000	0.00
Increase Cost: Financial Disclosure System Maintenance	4,000	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.	1,024,888	3.00
FY15 Approved	6,466,463	36.38

Office of the Chief Operating Officer (COO)

This Office provides leadership and strategies for the development and delivery of County technology solution planning and implementation for both County staff and residents. The Office acts as the first step to improving project return on investment (ROI) and fosters a successful project outcome through the establishment and use of a strong Project Management Methodology (PMM). The Office manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective Countywide IT investment. The Project Management Office (PMO) is responsible for reviewing and prioritizing new project requests for the Department, reviewing all technology funding requests for County Departments, maintaining the IT Initiative Dashboard of technology projects, developing and maintaining the project management standards across projects, and providing contract management support services for the Department. Additionally, project managers in this Office are responsible for managing major multi-million dollar cross-departmental projects (including Technology Modernization, Integrated Justice, and numerous Department initiatives). Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Open Data – Number of datasets published	N/A	24	30	50	50

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,852,949	8.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-808,840	4.60
FY15 Approved	2,044,109	12.60

Office of the Chief Information Officer (CIO)

This Office provides technology leadership, allocation of resources, policy direction, and program guidance for the Department and the County government's Information Technology initiatives, including the Technology Modernization Program (Tech Mod) and Public Safety Systems Modernization (PSSM) programs. The Office is responsible for assisting Departments with creating process efficiencies and aligning their information technology needs with the overall County enterprise strategy.

Management Services is responsible for centralized administrative support functions in the areas of budgeting and financial processing, human resources management, procurement, facilities management, front desk support, and event planning.

The Enterprise Information Security Office (EISO) provides enterprise risk assessments, data security consulting, policy/procedure development, and sensitive data architecture design to the County government. These services also include identifying and managing the tools required to protect the County from data security threats to provide security training to County employees through an

Enterprise Security Awareness Training program, and rapidly respond to incidents that may affect the confidentiality, integrity, and/or availability of the County's information assets and data. Additionally, the EISO is responsible for oversight in various enterprise information security compliance mandates, such as the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and the Payment Card Industry Data Security Standards (PCI DSS).

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average Security Vulnerabilities per Device ¹	49.9	39.2	30.0	25.0	25.0

¹ County-wide Security Awareness Training Program for employees resumed in FY14. Replacement of older personal computers and Windows XP continues under the Device Client Management (DCM) program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,820,931	13.10
Increase Cost: Annualization of FY14 Personnel Costs	420,020	0.50
Increase Cost: One-Time Payment to Takoma Park for Public, Education, and Government (PEG) Operating Support	349,000	0.00
Enhance: Security Initiatives - Training, Policy Development, and Risk Assessments	280,000	0.00
Increase Cost: Integrated Justice Information Systems (IJIS) - Justware Annual Software Maintenance for State's Attorney's Office (SAO) Case Management System (CMS)	6,886	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.	-630,138	-6.60
FY15 Approved	3,246,699	7.00

Notes: For FY15, the Office of the Chief Information Officer includes \$349,000 for a one-time payment to the City of Takoma Park for PEG Operating Support associated with the Cable Plan.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,722,453	11,116,155	11,270,908	11,886,047	6.9%
Employee Benefits	3,633,308	3,641,625	3,843,759	3,921,742	7.7%
County General Fund Personnel Costs	14,355,761	14,757,780	15,114,667	15,807,789	7.1%
Operating Expenses	11,891,701	13,876,424	14,496,724	14,343,979	3.4%
Capital Outlay	0	120,300	0	120,300	—
County General Fund Expenditures	26,247,462	28,754,504	29,611,391	30,272,068	5.3%
PERSONNEL					
Full-Time	128	128	128	135	5.5%
Part-Time	2	2	2	2	—
FTEs	104.45	109.53	109.53	110.03	0.5%
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	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	0	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
Total Expenditures	26,247,462	28,754,504	29,611,391	30,272,068	5.3%
Total Full-Time Positions	128	128	128	135	5.5%
Total Part-Time Positions	2	2	2	2	—
Total FTEs	104.45	109.53	109.53	110.03	0.5%
Total Revenues	0	0	0	0	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	28,754,504	109.53
<u>Changes (with service impacts)</u>		
Enhance: Security Initiatives - Training, Policy Development, and Risk Assessments [Office of the Chief Information Officer (CIO)]	280,000	0.00
Enhance: Open Government - Budget and Performance Data Publication [Enterprise Systems and Operations (ESOD)]	126,000	0.00
Add: ITPCC Google Web Search Pilot Project [Enterprise Applications and Solutions (EASD)]	97,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	565,226	0.00
Increase Cost: Annualization of FY14 Personnel Costs [Office of the Chief Information Officer (CIO)]	420,020	0.50
Increase Cost: One-Time Payment to Takoma Park for Public, Education, and Government (PEG) Operating Support [Office of the Chief Information Officer (CIO)]	349,000	0.00
Increase Cost: GovDelivery License Maintenance [Enterprise Applications and Solutions (EASD)]	50,000	0.00
Increase Cost: Wireless Access Points (Aruba) maintenance [Enterprise Telecommunications and Services (ETSD)]	50,000	0.00
Increase Cost: Open Data - Financial Transparency Modules [Enterprise Systems and Operations (ESOD)]	48,000	0.00
Increase Cost: Retirement Adjustment	43,739	0.00
Increase Cost: Private Branch Exchange (PBX) Business Telephone System - Uninterruptible Power Supply Maintenance [Enterprise Telecommunications and Services (ETSD)]	28,000	0.00
Increase Cost: Computer Aided Dispatch (CAD) Software Maintenance [Enterprise Systems and Operations (ESOD)]	27,000	0.00
Increase Cost: Log Correlation Software License Maintenance for ERP Audit Compliance [Enterprise Systems and Operations (ESOD)]	24,000	0.00

	Expenditures	FTEs
Increase Cost: Group Insurance Adjustment	21,024	0.00
Increase Cost: ESRI ArcGIS Desktop and ArcGIS On-Line Software License Maintenance [Enterprise Applications and Solutions (EASD)]	20,000	0.00
Increase Cost: Failed Network Equipment Replacements [Enterprise Telecommunications and Services (ETSD)]	20,000	0.00
Increase Cost: Geographic Information Systems (GIS) Street Centerlines Database Maintenance [Enterprise Applications and Solutions (EASD)]	18,000	0.00
Increase Cost: Cisco Network Equipment Warranty Maintenance [Enterprise Telecommunications and Services (ETSD)]	15,000	0.00
Increase Cost: Anti-Virus Software Maintenance [Enterprise Systems and Operations (ESOD)]	9,000	0.00
Increase Cost: Tax Assessment System Maintenance [Enterprise Applications and Solutions (EASD)]	8,000	0.00
Increase Cost: Public Information Center System Maintenance [Enterprise Applications and Solutions (EASD)]	7,000	0.00
Increase Cost: Integrated Justice Information Systems (IJIS) - Justware Annual Software Maintenance for State's Attorney's Office (SAO) Case Management System (CMS) [Office of the Chief Information Officer (CIO)]	6,886	0.00
Increase Cost: Google Search Appliance for County Intranet [Enterprise Applications and Solutions (EASD)]	6,000	0.00
Increase Cost: Printing and Mail	5,310	0.00
Increase Cost: SkipJack License Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Trumba License Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Financial Disclosure System Maintenance [Enterprise Applications and Solutions (EASD)]	4,000	0.00
Decrease Cost: Motor Pool Rate Adjustment	-13,641	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Enterprise Systems and Operations (ESOD)]	-352,000	0.00
Shift: Kronos Maintenance Contract Management to Department of Finance [Enterprise Systems and Operations (ESOD)]	-375,000	0.00
FY15 APPROVED:	30,272,068	110.03

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Enterprise Systems and Operations (ESOD)	12,054,108	33.00	12,534,956	32.00
Enterprise Telecommunications and Services (ETSD)	5,804,941	22.05	5,979,841	22.05
Enterprise Applications and Solutions (EASD)	5,221,575	33.38	6,466,463	36.38
Office of the Chief Operating Officer (COO)	2,852,949	8.00	2,044,109	12.60
Office of the Chief Information Officer (CIO)	2,820,931	13.10	3,246,699	7.00
Total	28,754,504	109.53	30,272,068	110.03

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	1,725,757	5.35	0	0.00
CIP	CIP	1,854,287	16.50	2,561,108	21.00
Total		3,580,044	21.85	2,561,108	21.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(FY18)	(FY19)	(FY20)
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	30,272	30,272	30,272	30,272	30,272	30,272
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-626	-626	-626	-626	-626
Items approved for one-time funding in FY15, including the Security Awareness Training Program Developer (\$90,000), the Security Technical Writer/Policy Developer (\$90,000), the Google Web Search Project (\$97,000), and a one-time transfer to Takoma Park for operating support (\$349,000) will be eliminated from the base in the outyears.						
Labor Contracts	0	131	131	131	131	131
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-28	-28	-28	-28	-28
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	30,272	29,750	29,750	29,750	29,750	29,750

Urban Districts

MISSION STATEMENT

Urban Districts maintain and enhance the County's downtowns (Bethesda, Silver Spring, and Wheaton) as prosperous, livable urban centers, increasing maintenance of the streetscape and its amenities; providing additional public amenities such as plantings, seating, shelters, and works of art; promoting the commercial and residential interests of these areas; and programming cultural and community activities.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Urban Districts is \$8,741,302, an increase of \$547,461 or 6.7 percent from the FY14 Approved Budget of \$8,193,841. Personnel Costs comprise 41.0 percent of the budget for 60 full-time positions and one part-time position, and a total of 58.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 59.0 percent of the FY15 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***
- ❖ ***Safe Streets and Secure 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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
BETHESDA URBAN DISTRICT					
Marketing and Promotion:					
- Effectiveness of social media -					
Average number of website sessions per month	NA	25,000	25,000	25,000	25,000
Number of social media followers	NA	3,500	3,500	3,500	3,500
- Overall satisfaction of Urban Districts Advisory Board with urban districts' promotional events (scale 1-5)	NA	4	4	4	4
Hospitality:					
- Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	NA	4	4	4	4
Streetscape Maintenance:					
- Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	NA	4	4	4	4
- Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	NA	4	4	4	4
SILVER SPRING URBAN DISTRICT					
Marketing and Promotion:					
- Effectiveness of social media -					
Average number of website sessions per month	NA	63,500	63,500	63,500	63,500
- Overall satisfaction of Urban Districts Advisory Board with urban districts' promotional events (scale 1-5)	NA	4	4	4	4

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Hospitality:					
- Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	NA	4	4	4	4
Streetscape Maintenance:					
- Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	NA	4	4	4	4
- Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	NA	4	4	4	4
WHEATON URBAN DISTRICT					
Marketing and Promotion:					
- Effectiveness of social media -					
Average number of website sessions per month	NA	13,200	13,200	13,200	13,200
Number of social media followers	NA	2,500	2,500	2,500	2,500
- Overall satisfaction of Urban Districts Advisory Board with urban districts' promotional events (scale 1-5)	NA	4	4	4	4
Hospitality:					
- Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	NA	4	4	4	4
Streetscape Maintenance:					
- Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	NA	4	4	4	4
- Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	NA	4	4	4	4

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Bethesda Circulator annual ridership has increased by more than 40,000 since the Bethesda Urban Partnership (BUP) took over management of the service in 2006. Annual ridership in FY13 was 307,822.**
- ❖ **BUP has launched "Studio B" - a collection of artist work studios in the Bethesda Crescent building. The artist studios were provided by the property owner to fulfill public arts requirements as a condition of a recent site plan amendment. BUP will license the artists who will produce, display, teach, and sell art from the space.**
- ❖ **BUP employs contractors to help maintain more than 500,000 square feet of brick and concrete sidewalks, landscaping, and care of more than 1,200 street trees.**
- ❖ **The Silver Spring Urban District, in partnership with the Department of General Services and the private sector, helped purchase, install, and maintain new recycling receptacles and new, solar powered 'Big-Belly' compactors in Veterans Plaza and vicinity.**
- ❖ **The Silver Spring Urban District provided support to over 40 community outdoor celebrations on Veterans Plaza in downtown Silver Spring. These events brought over 100,000 people to the area.**
- ❖ **The Silver Spring Urban District collaborated with the Department of General Services to introduce several "Big Belly" Solar Trash Compactors to downtown Silver Spring.**
- ❖ **The Silver Spring Urban District partnered with Silver Spring Green to initiate a trash recycling program.**
- ❖ **The Silver Spring Urban District experimented with earth friendly equipment to maintain a clean downtown.**
- ❖ **Wheaton Urban District began re-branding the area through the development of a new Wheaton logo, Wheaton Urban District website, new seasonal light pole banners, and basic promotional materials.**
- ❖ **Wheaton Urban District in partnership with Department of Transportation made all of its streetlights dark-sky compliant.**
- ❖ **Wheaton Urban District carried out its signature events while supporting new ones, including the District of Columbia, Maryland and Virginia Food Truck Festival.**

PROGRAM CONTACTS

Contact Ken Hartman of the Urban Districts at 240.777.8206 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

Promotion of Community and Business Activities

This program enhances the quality of life in the Urban Districts and surrounding communities; fosters a strong, vibrant business climate within each Urban District; and creates a positive image and a sense of identity for the Districts. These goals are accomplished through sponsorship of community events, that may include festivals, concerts, and parades; the installation of seasonal banners, unique signs, holiday decorations, and other amenities to give each District a sense of place; and the development and distribution of newsletters, brochures, and other promotional material highlighting the Districts. Each Urban District develops its programs with the active participation of its advisory committee or Urban District Corporation.

<i>FY15 Approved Changes</i>	Expenditures	FTEs
FY14 Approved	1,437,727	0.90
Increase Cost: Bethesda Circulator Contract Increase	20,600	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.	1,306,256	24.55
FY15 Approved	2,764,583	25.45

Sidewalk Repair

This program provides for the removal and replacement of deteriorated concrete and brick walks and curbs in the Urban Districts.

<i>FY15 Approved Changes</i>	Expenditures	FTEs
FY14 Approved	143,969	0.00
FY15 Approved	143,969	0.00

Streetscape Maintenance

This program provides maintenance of, and improvement to, the streetscape amenities within each Urban District. Various service levels include litter collection, sidewalk maintenance, trash receptacle service at least three times a week, mowing and snow removal as needed, lighting maintenance, maintenance of planted/landscaped areas, and street sweeping.

<i>FY15 Approved Changes</i>	Expenditures	FTEs
FY14 Approved	3,412,903	27.25
Increase Cost: Conversion of 19 Temporary Employees to Permanent Merit positions	296,460	0.28
Increase Cost: Conversion of 7 Temporary Employees to Permanent Merit positions	107,238	0.00
Increase Cost: Contract Increase for Maintenance	30,500	0.00
Enhance: Streetscape maintenance due to pedestrian safety/traffic calming project	1,900	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.	-2,021,198	-27.53
FY15 Approved	1,827,803	0.00

Tree Maintenance

This program provides pruning, planting, fertilization, necessary spraying, replacement, watering, mulching, and tree base cleaning in the Urban Districts.

<i>FY15 Approved Changes</i>	Expenditures	FTEs
FY14 Approved	115,810	0.00
FY15 Approved	115,810	0.00

Enhanced Security

This program provides safeguards against property theft, vandalism, and personal security in the Silver Spring and Wheaton Urban Districts. The goal of the program is to provide an enhanced level of protection and reduce the perception of crime through the use of the Safe Team as the eyes and ears of County Police and as a uniformed visual presence to create a safe and secure environment. Safe Team members also act as "ambassadors" providing information, directions, first aid and CPR, and roadside assistance to residents,

visitors, and the business community.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,230,390	23.57
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-124,561	-3.00
FY15 Approved	1,105,829	20.57

Administration

This program provides staff support for contract administration, Urban District Advisory Committees and for the administration of Urban District corporations. This program also provides for budget preparation and monitoring, payment authorization, records maintenance, and the Bethesda Circulator contract.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,853,042	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.	930,266	8.98
FY15 Approved	2,783,308	12.28

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
BETHESDA URBAN DISTRICT					
EXPENDITURES					
Salaries and Wages	81,494	82,023	82,029	84,615	3.2%
Employee Benefits	40,681	45,085	49,357	47,145	4.6%
Bethesda Urban District Personnel Costs	122,175	127,108	131,386	131,760	3.7%
Operating Expenses	3,292,438	3,386,288	3,386,288	3,586,621	5.9%
Capital Outlay	0	0	0	0	—
Bethesda Urban District Expenditures	3,414,613	3,513,396	3,517,674	3,718,381	5.8%
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Optional Method Development	107,780	150,000	150,000	150,000	—
Property Tax	465,163	450,080	466,960	480,406	6.7%
Bethesda Urban District Revenues	572,943	600,080	616,960	630,406	5.1%
SILVER SPRING URBAN DISTRICT					
EXPENDITURES					
Salaries and Wages	1,194,998	1,390,963	1,393,028	1,765,828	27.0%
Employee Benefits	353,767	433,913	489,960	451,231	4.0%
Silver Spring Urban District Personnel Costs	1,548,765	1,824,876	1,882,988	2,217,059	21.5%
Operating Expenses	908,309	1,055,167	1,003,068	991,920	-6.0%
Capital Outlay	0	0	0	0	—
Silver Spring Urban District Expenditures	2,457,074	2,880,043	2,886,056	3,208,979	11.4%
PERSONNEL					
Full-Time	18	18	18	37	105.6%
Part-Time	0	0	0	0	—
FTEs	34.92	34.62	34.62	34.90	0.8%
REVENUES					
Optional Method Development	93,805	134,000	134,000	134,000	—
Property Tax	640,833	631,314	708,460	729,771	15.6%
Silver Spring Urban District Revenues	734,638	765,314	842,460	863,771	12.9%
WHEATON URBAN DISTRICT					
EXPENDITURES					
Salaries and Wages	724,441	950,708	681,107	969,471	2.0%
Employee Benefits	228,928	266,292	256,755	268,370	0.8%
Wheaton Urban District Personnel Costs	953,369	1,217,000	937,862	1,237,841	1.7%
Operating Expenses	504,819	583,402	582,952	576,101	-1.3%
Capital Outlay	0	0	0	0	—
Wheaton Urban District Expenditures	1,458,188	1,800,402	1,520,814	1,813,942	0.8%
PERSONNEL					
Full-Time	12	12	12	22	83.3%
Part-Time	1	1	1	1	—
FTEs	19.40	19.40	19.40	22.40	15.5%
REVENUES					
Property Tax	150,687	148,519	159,771	164,449	10.7%
Wheaton Urban District Revenues	150,687	148,519	159,771	164,449	10.7%
DEPARTMENT TOTALS					
Total Expenditures	7,329,875	8,193,841	7,924,544	8,741,302	6.7%
Total Full-Time Positions	31	31	31	60	93.5%
Total Part-Time Positions	1	1	1	1	—
Total FTEs	55.32	55.02	55.02	58.30	6.0%
Total Revenues	1,458,268	1,513,913	1,619,191	1,658,626	9.6%

FY15 APPROVED CHANGES

	Expenditures	FTEs
BETHESDA URBAN DISTRICT		
FY14 ORIGINAL APPROPRIATION	3,513,396	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Contract Increase for Compensation and Benefits	51,101	0.00
Increase Cost: Contract Increase for Insurance, Rent, and Parking	30,810	0.00
Increase Cost: Contract Increase for Maintenance [Streetscape Maintenance]	30,500	0.00
Increase Cost: Motor Pool Rate Adjustment	26,768	0.00
Increase Cost: Living Wage adjustment for contract workers	25,000	0.00
Increase Cost: Bethesda Circulator Contract Increase [Promotion of Community and Business Activities]	20,600	0.00
Increase Cost: Risk Management Adjustment	14,268	0.00
Increase Cost: FY15 Compensation Adjustment	3,708	0.00
Increase Cost: Printing and Mail	1,286	0.00
Increase Cost: Retirement Adjustment	754	0.00
Increase Cost: Group Insurance Adjustment	190	0.00
FY15 APPROVED:	3,718,381	1.00
SILVER SPRING URBAN DISTRICT		
FY14 ORIGINAL APPROPRIATION	2,880,043	34.62
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Conversion of 19 Temporary Employees to Permanent Merit positions [Streetscape Maintenance]	296,460	0.28
Increase Cost: FY15 Compensation Adjustment	88,873	0.00
Increase Cost: Risk Management Adjustment	12,271	0.00
Increase Cost: Group Insurance Adjustment	3,591	0.00
Increase Cost: Retirement Adjustment	3,259	0.00
Decrease Cost: Motor Pool Rate Adjustment	-14,518	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-61,000	0.00
FY15 APPROVED:	3,208,979	34.90
WHEATON URBAN DISTRICT		
FY14 ORIGINAL APPROPRIATION	1,800,402	19.40
<u>Changes (with service impacts)</u>		
Enhance: Streetscape maintenance due to pedestrian safety/traffic calming project [Streetscape Maintenance]	1,900	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Conversion of 7 Temporary Employees to Permanent Merit positions [Streetscape Maintenance]	107,238	0.00
Increase Cost: Motor Pool Rate Adjustment	52,171	0.00
Increase Cost: FY15 Compensation Adjustment	50,771	0.00
Increase Cost: Risk Management Adjustment	8,628	0.00
Increase Cost: Group Insurance Adjustment	2,413	0.00
Increase Cost: Retirement Adjustment	885	0.00
Technical Adj: Clean Team	0	3.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-70,000	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-140,466	0.00
FY15 APPROVED:	1,813,942	22.40

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Promotion of Community and Business Activities	1,437,727	0.90	2,764,583	25.45
Sidewalk Repair	143,969	0.00	143,969	0.00
Streetscape Maintenance	3,412,903	27.25	1,827,803	0.00
Tree Maintenance	115,810	0.00	115,810	0.00
Enhanced Security	1,230,390	23.57	1,105,829	20.57
Administration	1,853,042	3.30	2,783,308	12.28
Total	8,193,841	55.02	8,741,302	58.30

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
SILVER SPRING URBAN DISTRICT					
Parking District Services	Silver Spring Parking District	104,865	3.00	104,865	3.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
BETHESDA URBAN DISTRICT						
Expenditures						
FY15 Approved	3,718	3,718	3,718	3,718	3,718	3,718
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	1	1	1	1	1
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	3,718	3,719	3,719	3,719	3,719	3,719
SILVER SPRING URBAN DISTRICT						
Expenditures						
FY15 Approved	3,209	3,209	3,209	3,209	3,209	3,209
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	26	26	26	26	26
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-1	-1	-1	-1	-1
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	3,209	3,233	3,233	3,233	3,233	3,233
WHEATON URBAN DISTRICT						
Expenditures						
FY15 Approved	1,814	1,814	1,814	1,814	1,814	1,814
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	15	15	15	15	15
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-1	-1	-1	-1	-1
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	1,814	1,828	1,828	1,828	1,828	1,828

Consumer Protection

MISSION STATEMENT

The mission of the Office of Consumer Protection (OCP) is to enforce consumer protection laws prohibiting unfair and deceptive business acts or practices to ensure a fair marketplace for consumers and businesses. Activities include complaint resolution, law enforcement, education, legislation, advocacy, and outreach to vulnerable consumers.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Consumer Protection is \$2,256,236, an increase of \$107,520 or 5.0 percent from the FY14 Approved Budget of \$2,148,716. Personnel Costs comprise 93.7 percent of the budget for 17 full-time positions and one part-time position, and a total of 16.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 6.3 percent of the FY15 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**
- ❖ **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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***OCP embarked upon its new role as Patient Advocate regarding the Emergency Medical Services (EMS) Insurance Reimbursement program. OCP's critical role was to develop and implement a program of high level customer service to both County and non-County residents and to serve as liaison with Fire and Rescue Service's third party vendor to ensure that any billing issues are promptly resolved. OCP has made substantive recommendations regarding the implementation of this new program.***
- ❖ ***OCP is one of the only local government consumer protection offices to have a certified Master Automotive Technician on staff to handle complaints regarding auto repair. OCP's auto investigator served in the capacity of an independent expert regarding a multistate, hidden camera television report regarding transmission repair shops conducted by NBC affiliates. OCP's auto expert also collaborated with several County agencies that provide emergency funds to eligible residents who are in danger of losing their employment due to transportation problems because of emergency automotive repairs, and provided expertise, resources, and evaluation of proposed expenditures relating to automotive issues. This program was a FY13 NACo Award Winner.***
- ❖ ***OCP collaborated with the County Police, State's Attorney's Office, and the Motor Vehicle Administration to investigate and initiate criminal prosecution of illegal car sellers, commonly referred to as "curbstoners." OCP's investigators issued subpoenas to the major auto auction sellers in Maryland, engaged in extensive searches on internet sales sites, and conducted field investigations to document the illegal sale of used vehicles in the County. Local Television news covered this enforcement action to warn and educate consumers.***
- ❖ ***OCP's actions regarding trespass towing were referenced in a nationally televised program report on ABC's 20/20 show. In addition, OCP entered into a settlement agreement with a major property owner and obtained refunds for consumers who were improperly towed from a shopping center in Silver Spring.***

❖ **OCF hosted a National Consumer Protection Week Open House inviting consumers, merchants, and service providers to meet common ownership community, consumer and business licensing experts. OCF assisted consumers in obtaining and reviewing a copy of their free credit report. Assistance was available in English and Spanish. Home improvement, automotive repair, auto sales and leasing, towing, credit, common ownership community, and other experts answered questions throughout the event.**

❖ **Productivity Improvements**

- **OCF serves as staff to the Commission on Common Ownership Communities (CCOC). In an effort to help educate the residents and governing bodies of over 1,000 common ownership communities, OCF staff helped create a series of 15 educational videos. This video series provides information on various topics from how to hold an election to how to file a complaint. All of these individual videos have been posted to OCF's webpage and YouTube. Approximately one third of Montgomery County residents live in these communities.**
- **CCOC released its "Guide to the Procedures and Decisions of the Commission on Common Ownership Communities" that provides valuable information to County residents on laws affecting homeowners, and condominium and cooperative living associations, helps residents navigate the texts of Commission decisions on common ownership disputes, and is available on the CCOC website.**
- **OCF expanded upon its online live chats as part of its Consumer Ed Café—Food for Thought consumer education campaign. These outreach communications provided detailed information regarding trespass towing, home improvement, and common ownership community issues.**
- **OCF has expanded its educational efforts by using Facebook and Twitter. Since launching in FY13, OCF has over 500 Twitter and Facebook followers enabling OCF to reach a wider audience with consumer news and alerts.**

PROGRAM CONTACTS

Contact Marsha Carter of the Office of Consumer Protection at 240.777.3686 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

Consumer Protection

The OCF receives and investigates complaints and initiates its own investigations of deceptive or unfair trade practices against consumers. Staff resolves disputes between consumers and merchants, identifies violations of County, State, and Federal consumer protection laws, and makes referrals to other agencies when appropriate. Complaint categories include automotive sales/repairs, new home construction, home improvement repairs, predatory financial practices, credit and collection practices, telemarketing, and retail sales.

The OCF issues subpoenas to compel the production of documents or compel the attendance of witnesses. The office is authorized to hold hearings, administer oaths, and issue civil citations for violations of consumer protection laws. Special investigations are conducted and may result in Settlement Agreements or abatement orders, or in transmitting cases to the Office of the County Attorney for appropriate legal action. Investigators initiate charges for criminal prosecutions by the Office of the State's Attorney, and investigators also testify in court as expert witnesses. In addition, the Office engages in consumer advocacy by testifying before County, State, and Federal legislative bodies and by drafting new legislation to protect consumers.

The OCF develops and conducts consumer education programs. The Office issues press releases through the Office of Public Information, holds press conferences, and publishes consumer brochures; staff responds to requests for information regarding consumer protection rights and remedies. Staff makes presentations at schools; community, business and civic group meetings; and frequently appear on television and radio news programs. The Office maintains a webpage containing consumer protection information, a record of the number of complaints received against merchants, and consumer alerts. Outreach efforts include initiatives to better address the needs of vulnerable consumers, underserved communities, and residents with limited English proficiency. The office also works with the Advisory Committee on Consumer Protection.

The OCF is responsible for licensing or registering automobile repair and towing businesses; new homebuilders; radio, television and electrical appliance repair shops; and secondhand personal property dealers.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Restitution received as a percent of restitution asked for by the consumer	85%	85%	85%	85%	85%
Average Office of Consumer Protection (OCF) customer satisfaction rating - Manner in which the customer's case was handled (1-4 scale)	3.5	3.3	3.3	3.3	3.3

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average OCP customer satisfaction rating - Outcome of the customer's case (1-4 scale)	3.0	2.8	2.8	2.8	2.8
Average time in workdays to investigate and close a written complaint: (<\$100)	64	64	64	60	60
Average time in workdays to investigate and close a written complaint: (\$101 - \$1,000)	64	64	64	64	64
Average time in workdays to investigate and close a written complaint: (\$1,001 - \$5,000)	64	64	64	64	64
Average time in work days to investigate and close a written complaint (>\$5,000)	64	64	64	64	64
Average time in workdays to investigate and close a written complaint: (\$NA)	64	64	64	64	64
Media Coverage - Percent of news releases receiving media coverage, including print news, television and radio	100%	94%	75%	75%	75%
Media Coverage - Number of times media outlets, including print news, television and radio, seek out OCP's expertise	42	27	24	24	24
Percent of OCP-initiated consumer protection cases closed that are resolved by OCP	58%	61%	65%	65%	65%

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,870,814	14.70
Increase Cost: Annualization of FY14 Personnel Costs	12,205	0.00
Increase Cost: Printing and Mail	705	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.	59,774	0.00
FY15 Approved	1,943,498	14.70

Commission on Common Ownership Communities

The OCP serves as staff to the Commission on Common Ownership Communities. This Commission serves as an alternative dispute resolution mechanism to mediate and arbitrate certain disputes between the governing bodies of homeowner associations, condominium associations, and cooperatives, and the individuals living within these common ownership communities. The Commission also provides education to governing bodies of common ownership communities and their residents and acts as an advocate for their interests.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	61%	56%	60%	60%	60%

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	277,902	1.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,836	0.00
FY15 Approved	312,738	1.90

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,349,986	1,371,964	1,383,235	1,444,397	5.3%
Employee Benefits	645,874	635,545	678,552	669,927	5.4%
County General Fund Personnel Costs	1,995,860	2,007,509	2,061,787	2,114,324	5.3%
Operating Expenses	126,272	141,207	110,101	141,912	0.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	2,122,132	2,148,716	2,171,888	2,256,236	5.0%
PERSONNEL					
Full-Time	17	17	17	17	—
Part-Time	0	1	1	1	—
FTEs	16.00	16.60	16.60	16.60	—
REVENUES					
Common Ownership Community Fees	401,291	405,500	405,500	405,500	—
Miscellaneous Revenues	731	0	0	0	—
New Home Builder's License	163,415	134,000	134,000	134,000	—
Other Fines/Forfeitures	3,615	1,000	1,000	1,000	—
Other Licenses/Permits	63,338	55,000	55,000	55,000	—
County General Fund Revenues	632,390	595,500	595,500	595,500	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	2,148,716	16.60
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	78,831	0.00
Increase Cost: Retirement Adjustment	12,549	0.00
Increase Cost: Annualization of FY14 Personnel Costs [Consumer Protection]	12,205	0.00
Increase Cost: Group Insurance Adjustment	3,230	0.00
Increase Cost: Printing and Mail [Consumer Protection]	705	0.00
FY15 APPROVED:	2,256,236	16.60

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Consumer Protection	1,870,814	14.70	1,943,498	14.70
Commission on Common Ownership Communities	277,902	1.90	312,738	1.90
Total	2,148,716	16.60	2,256,236	16.60

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	77,874	1.00	61,599	1.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	2,256	2,256	2,256	2,256	2,256	2,256
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	19	19	19	19	19
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-4	-4	-4	-4	-4
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	2,256	2,272	2,272	2,272	2,272	2,272

Correction and Rehabilitation

MISSION STATEMENT

The mission of the Department of Correction and Rehabilitation (DOCR) is to protect and serve the residents of Montgomery County and the general public by providing progressive and comprehensive correctional, rehabilitative, and community re-entry services. These functions are achieved through the employment of well-managed and effective correctional programs, including: the use of pretrial supervision; secure incarceration; community treatment; reintegration programs; highly accountable security methods and procedures in each operating unit and program; and effective and progressive administration and management oversight.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Correction and Rehabilitation is \$71,135,891, an increase of \$4,537,790 or 6.8 percent from the FY14 Approved Budget of \$66,598,101. Personnel Costs comprise 90.0 percent of the budget for 526 full-time positions and two part-time positions, and a total of 526.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.0 percent of the FY15 budget.

LINKAGE TO COUNTY RESULT AREAS

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

❖ **Safe Streets and Secure Neighborhoods**

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Zero Tolerance security incidents - Number of inmates suicides	0	0	1	0	0
Zero Tolerance security incidents - Number of jail escapes ¹	0	0	0	0	0
Zero Tolerance security incidents - Number of sexual misconduct or Prison Rape Elimination Act (PREA) incidents	0	3	0	0	0
Zero Tolerance security incidents - Number of inappropriate releases of an inmate	7	0	4	0	0
Zero tolerance security incidents - Number of inappropriately released inmates returned	7	0	0	0	0
Security incidents - Number of escapes from the Pre-Release Center, a community located, minimum security program with 600 yearly admissions	7	3	4	3	3
Security incidents - Number of escapees apprehended or returned to the Pre-Release Center, a community located, minimum security program	7	3	4	3	3
Accreditation standards from the Maryland Commission on Correctional Standards and the Correctional Education Association - Percent of standards met	98	100	100	100	100
Percent of inmate bed needs met, percent of inmates receiving a bed assignment before overcrowding measures need to be taken	100	100	100	100	100

¹ Zero Tolerance incidents include: actual escapes from the two jails (but not the Pre-Release Center)

ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Implement integration of the department's health services with the Affordable Care Act.*
- ❖ *Replace grant funding for One-Stop Shop employment program.*
- ❖ *Enhance the case management of prisoners with mental health issues.*
- ❖ *Improve the calculation of release dates to avoid inappropriate releases.*
- ❖ *MCCF and MCDC received 100% accreditation by the American Correctional Association (ACA) and continued accreditation by the National Commission on Correctional Healthcare (NCCHC); and the Montgomery County Pre-Release Center received re-accreditation by the ACA and the Maryland Commission on Correctional Standards.*
- ❖ *Diversion programs (IPSA and ACS) performed over 124,000 hours of community service for the County, yielding 5,060 bags of trash collected.*
- ❖ *Received a national achievement award from the National Association for Counties (NACO) for a workplace digital skills training program run in collaboration with Montgomery College and Montgomery Works.*
- ❖ *Initiated a major security electronics upgrade at MCCF to stabilize the security electronics platform and enhance public safety.*
- ❖ *Upgraded the Central Processing Unit, creating a safe environment for the delivery of prisoners by police, a safe and efficient working environment for correctional staff, greatly enhanced safe housing for those in custody, and new upgraded facilities for the District Court Commissioners.*
- ❖ *Productivity Improvements*
 - *In collaboration with the District Court and Community Supervision, the Alternative Community Service Program (ACS) developed new procedures for court referrals of unsupervised probation cases for community service, which improved efficiencies for all agencies involved and streamlined the referral process.*
 - *Implemented centralized check-out and drug testing of offenders at the Pre-Release Center to improve security by better deploying staff in areas of greater offender activity.*
 - *Completed the Wi-Fi installation at MCDC allowing for mobility of intake and assessment services thus reducing inmate movement while providing opportunities for security enhancement.*

PROGRAM CONTACTS

Contact Craig Dowd of the Department of Correction and Rehabilitation at 240.777.9982 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Office of the Director

The Director's Office provides oversight and direction for all Department of Correction and Rehabilitation activities in coordination with the Chief Administrative Officer and County Executive. Personnel, Budget and Procurement, Information Technology, and Fiscal Services are support functions within the Director's Office.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,161,099	7.00
Enhance: Accountability: Pre-Trial client fees	61,224	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.	2,241,034	16.00
FY15 Approved	3,463,357	24.00

Notes: Miscellaneous adjustments include the cost-neutral reorganization of administrative support functions into the Director's Office.

Pre-Release and Re-Entry Services

The Pre-Release and Re-Entry Services Division (PRRS) provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services to prepare them for release. The program primarily serves inmates who are within one year of release and who are sentenced

to DOCR. In addition, the program also provides re-entry services to Federal and State sentenced inmates and Federal probationers who are within six months of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located at the 171-bed Pre-Release Center, Rockville, has a capacity to serve individuals who live within the Center's one female and three male housing units. The non-residential Home Confinement program, allows 40-50 individuals to live in their homes, although they are required to report to the Pre-Release Center several times a week for drug testing and for meetings with counselors.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Self growth and development programs - Percent of inmates at the Pre-Release Center participating in programs	100	100	100	100	100

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,273,398	64.80
Increase Cost: Reduce chargeback to the Department of General Services for one work crew	64,401	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.	25,626	-5.00
FY15 Approved	7,363,425	60.80

Notes: Miscellaneous adjustments include the cost-neutral reorganization of administrative support functions into the Director's Office.

Pre-Trial Services

The Pre-Trial Services Division (PTS) is responsible for assessing newly arrested defendants for the possibility of release from incarceration while awaiting trial and for follow through while supervising those defendants safely in the Community. The PTS Division also supervises those defendants who are offered diversion from trial in return for satisfactorily completing a community service or substance abuse program. There are four independent programs within the Division: Pre-Trial Assessment Unit, Pre-Trial Supervision Unit, Alternative Community Service Program (ACS), and Intervention for Substance Abusers Program (IPSA).

The Assessment Unit is housed at the Montgomery County Detention Center and is responsible for assessing those who have been newly arrested and have been unable to make bond. Staff verifies personal information, analyzes criminal histories, and formulates recommendations to the Court to enable the Judge to make informed bond decisions. Recommendations are made with public safety as the main priority following the national models of assessment for the judicial system.

The Supervision Unit provides monitoring of Court ordered conditions to offenders released to the Community while awaiting trial. Advanced technology such as GPS tracking and Radio Frequency Curfew equipment are used to monitor offenders' movements in the community. Drug testing is also performed. Violations of release conditions are immediately reported to the Court for possible re-incarceration.

The diversion programs, ACS and IPSA, are predominantly for first-time misdemeanor offenders who will ultimately have their charges expunged following successful completion of one of these programs. Community service, drug education, and treatment are core functions of these programs. There is an administrative fee with these programs.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,192,718	42.38
Enhance: Security at Pre-Trial Services	64,454	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.	-681,121	-5.00
FY15 Approved	4,576,051	38.38

Notes: Miscellaneous adjustments include the cost-neutral reorganization of administrative support functions into the Director's Office.

Detention Services

Under the supervision of the Warden, Detention Services is responsible for the operation of two detention facilities, the Montgomery County Detention Center (MCDC) located in Rockville, and the Montgomery County Correctional Facility (MCCF) located in Clarksburg.

MCDC is primarily responsible for the intake and law enforcement processing of adult male and female offenders arrested in Montgomery County and has a facility capacity to accommodate approximately 200 inmates. Over 15,000 offenders annually arrive at MCDC's Central Processing Unit (CPU).

The CPU conducts psychological screening, medical screening, and risk assessment to determine the appropriate classification level

of inmates and provides for the initial care, custody, and security of inmates for up to 72 hours prior to transfer to MCCC. At this facility, bond hearings are conducted by the Maryland District Court Commissioners via closed circuit television between MCDC and the District Court. The Office of the Public Defender determines eligibility of offenders for legal representation.

Following an initial intake at MCDC, inmates transfer to the 1,029-bed Montgomery County Correctional Facility (MCCF), usually within 72 hours. MCCF is responsible for the custody and care of male and female offenders who are either in a pre-trial status of serving sentences of up to 18 months. Progressive, and comprehensive correctional services are provided to all inmates covering substance abuse, mental health issues, cognitive behavioral modification, basic education, life skills, and work force preparation.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Self growth and development programs - Percent of inmates at the Montgomery County Correctional Facility (MCCF) participating in programs.	78	80	79	80	80

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	52,970,886	403.62
Enhance: MCCF Security: perimeter security	128,908	2.00
Enhance: Mental Health of prisoners	89,207	1.00
Increase Cost: Eliminate charges to CIP	81,077	0.50
Replace: Grant funding for One-Stop Shop Employment program	80,000	0.00
Increase Cost: Electronic health records	60,000	0.00
Enhance: Prisoner Release calculations	53,526	1.00
Increase Cost: Gang and cross-cultural conflict amelioration: Contract to Identity	30,700	0.00
Technical Adj: Project Search Office Clerk for mail services	0	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.	2,238,754	-6.00
FY15 Approved	55,733,058	403.12

Notes: Miscellaneous adjustments include the cost-neutral reorganization of administrative support functions into the Director's Office.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	40,239,950	40,684,074	39,996,028	42,399,482	4.2%
Employee Benefits	18,798,089	18,950,498	20,492,573	21,589,215	13.9%
County General Fund Personnel Costs	59,038,039	59,634,572	60,488,601	63,988,697	7.3%
Operating Expenses	8,198,526	6,963,529	8,233,625	7,147,194	2.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	67,236,565	66,598,101	68,722,226	71,135,891	6.8%
PERSONNEL					
Full-Time	515	516	516	526	1.9%
Part-Time	2	2	2	2	—
FTEs	511.80	517.80	517.80	526.30	1.6%
REVENUES					
Alternative Community Services	418,088	490,100	442,900	440,000	-10.2%
Care of Federal/State Prisoners	2,025,075	1,710,000	1,814,071	1,639,310	-4.1%
Home Confinement Fees	133,782	48,420	41,000	41,000	-15.3%
Illegal Alien Inmate Reimbursement	678,019	650,000	825,000	808,500	24.4%
Miscellaneous Revenues	944	0	0	0	—
Substance Abusers Intervention Program (IPSA)	279,878	297,000	278,400	359,950	21.2%
Other Charges/Fees	59,369	70,100	36,080	45,100	-35.7%
Other Intergovernmental	136,895	175,000	110,469	130,000	-25.7%
County General Fund Revenues	3,732,050	3,440,620	3,547,920	3,463,860	0.7%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	10,394	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCG Personnel Costs	10,394	0	0	0	—
Operating Expenses	51,750	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	62,144	0	0	0	—
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	62,144	0	0	0	—
Grant Fund MCG Revenues	62,144	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	67,298,709	66,598,101	68,722,226	71,135,891	6.8%
Total Full-Time Positions	515	516	516	526	1.9%
Total Part-Time Positions	2	2	2	2	—
Total FTEs	511.80	517.80	517.80	526.30	1.6%
Total Revenues	3,794,194	3,440,620	3,547,920	3,463,860	0.7%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	66,598,101	517.80
<u>Changes (with service impacts)</u>		
Enhance: MCCF Security: perimeter security [Detention Services]	128,908	2.00
Enhance: Mental Health of prisoners [Detention Services]	89,207	1.00
Enhance: Security at Pre-Trial Services [Pre-Trial Services]	64,454	1.00
Enhance: Accountability: Pre-Trial client fees [Office of the Director]	61,224	1.00
Enhance: Prisoner Release calculations [Detention Services]	53,526	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	2,638,268	0.00
Increase Cost: Retirement Adjustment	1,220,688	0.00
Increase Cost: Group Insurance Adjustment	97,850	0.00
Increase Cost: Eliminate charges to CIP [Detention Services]	81,077	0.50
Replace: Grant funding for One-Stop Shop Employment program [Detention Services]	80,000	0.00
Increase Cost: Reduce chargeback to the Department of General Services for one work crew [Pre-Release and Re-Entry Services]	64,401	1.00
Increase Cost: Electronic health records [Detention Services]	60,000	0.00
Increase Cost: Gang and cross-cultural conflict amelioration: Contract to Identity [Detention Services]	30,700	0.00
Increase Cost: Printing and Mail	21,408	0.00
Technical Adj: Project Search Office Clerk for mail services [Detention Services]	0	1.00
Decrease Cost: Motor Pool Rate Adjustment	-3,443	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-5,000	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-145,478	0.00
FY15 APPROVED:	71,135,891	526.30

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Director	1,161,099	7.00	3,463,357	24.00
Pre-Release and Re-Entry Services	7,273,398	64.80	7,363,425	60.80
Pre-Trial Services	5,192,718	42.38	4,576,051	38.38
Detention Services	52,970,886	403.62	55,733,058	403.12
Total	66,598,101	517.80	71,135,891	526.30

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	81,077	0.50	0	0.00
Fleet Management Services	Motor Pool Internal Service Fund	101,723	1.00	110,799	1.00
General Services	County General Fund	175,200	2.00	103,694	1.00
Total		358,000	3.50	214,493	2.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	71,136	71,136	71,136	71,136	71,136	71,136
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	84	84	84	84	84
New positions in the FY15 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Labor Contracts	0	728	728	728	728	728
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-47	-47	-47	-47	-47
These figures represent other negotiated items included in the labor agreements.						
DOCR Staff Training Center (P421101)	0	0	0	0	44	88
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended Capital Improvements Program.						
Pre-Release Center Dietary Facilities Improvements(P420900)	0	0	0	0	-9	-17
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended Capital Improvements Program.						
Subtotal Expenditures	71,136	71,901	71,901	71,901	71,936	71,972

ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: MCCF Security: perimeter security [Detention Services]	128,908	2.00	161,136	2.00
Enhance: Mental Health of prisoners [Detention Services]	89,207	1.00	111,509	1.00
Enhance: Prisoner Release calculations [Detention Services]	53,526	1.00	66,907	1.00
Enhance: Security at Pre-Trial Services [Pre-Trial Services]	64,454	1.00	80,568	1.00
Total	336,095	5.00	420,120	5.00

Emergency Management and Homeland Security

MISSION STATEMENT

It is the mission of the Office of Emergency Management and Homeland Security (OEMHS) to plan, coordinate, prevent, prepare, and protect against major threats that may harm, disrupt, or destroy our communities, commerce, and institutions and to effectively manage and coordinate the County's unified response, mitigation, and recovery from the consequences of such disasters or events should they occur. Key objectives are to:

- Coordinate County plans and actions to minimize harm to residents, employees, and visitors in Montgomery County before, during, and after emergencies.
- Coordinate the services, protection, and contingency plans for sustained operations of County facilities.
- Coordinate and provide public education to ensure the resilience of our communities during disasters.
- Coordinate homeland security policies and priorities, including grant seeking, management, and reporting.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Emergency Management and Homeland Security is \$2,001,549, an increase of \$262,530 or 15.1 percent from the FY14 Approved Budget of \$1,739,019. Personnel Costs comprise 87.0 percent of the budget for 12 full-time positions and one part-time position, and a total of 14.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 13.0 percent of the FY15 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**

❖ **Safe Streets and Secure Neighborhoods**

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Percent of Emergency Management Accreditation standards met	90%	95%	95%	95%	95%
Percent of National Incident Management Systems (NIMS) requirements met by the County	100%	100%	100%	100%	100%
Percent of Emergency Alerts sent within 20 minutes of information received by the OEMHS between 9-5 M-F	100%	100%	95%	95%	95%
Percent of Emergency Management Operations Center systems tested for reliability within required time frame	100%	100%	95%	95%	95%
Percent of County residents subscribed to Alert Montgomery (by device) based on 2010 U.S. Census population of 971,777	21%	24%	28%	30%	30%

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Added a grant funded full-time Management and Budget Specialist term position to manage the department's role of centralizing all County requests for Federal Reimbursement, including monitoring, evaluation, and analysis of emergency management grants.***
- ❖ ***Review of worker safety training programs and development of new courses and consolidation and update of older training courses.***
- ❖ ***Tested numerous County Facility Emergency/Evacuation Plans.***
- ❖ ***Conducted numerous exercises and drills; including a senior leader tabletop exercise.***
- ❖ ***Continued to expand the use of Alert Montgomery to provide information to County residents.***
- ❖ ***Productivity Improvements***
 - ***Consolidation of Federal Department of Homeland Security Grants under OEMHS for improved coordination and monitoring of projects and funding.***
 - ***WebEOC use continues to improve through monthly drill compliance exercises.***

PROGRAM CONTACTS

Contact Debbie Greenwell of the Office of Emergency Management and Homeland Security at 240.777.2201 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Emergency Management Planning, Response & Recovery

This program includes the Office of Emergency Management and Homeland Security and provides plans for consequence management, mitigation, and response to natural and man-made disasters, including terrorist events that may involve chemical, biological, radiological/nuclear, or explosive/incendiary devices. Activities involve compliance with Federal and State requirements for emergency management planning and operations; consequence management; logistics support, administration, and finance coordination; liaison with Federal, State, regional, and local agencies; sheltering and relief support; coordination of regional policy-level decision making and public information dissemination; and public education. Regional coordination is provided through the emergency support functions of the regional, State, and Federal agencies as outlined in the Regional and National Response Framework. The Emergency Management Group (EMG) is supported by this program when it activates to the Emergency Operations Center (EOC) in response to emergencies.

Elements of this program include:

- Emergency Operation Plan updates, training, and implementation.
- Planning, coordination, and operation of information and communication systems in the EOC to support the EMG in consequence management, resource allocation, logistics and mutual aid support, and decision making.
- Establishment and maintenance of an asset management inventory of available resources that can be used to support an EMG response and recovery operation, including resources from private and non-profit organizations.
- Public health coordination of hospitals for disaster and terrorist event response.
- Coordination for public health planning for large-scale mass population medical dispensing, and strategies for isolation and quarantine for management of disease outbreaks, if required.
- Coordination of Fire, Police, Public Health Services, Transportation, and other appropriate County departments and agencies regarding incident command systems and training/certification on the use and application of the National Incident Management System.
- Coordination and management of volunteers and communications organizations that can support disaster response – the Radio Amateur Civil Emergency Service, Civil Air Patrol.
- Support and management for the Local Emergency Planning Council regarding “community right to know” requirements and providing advice and recommendations to the County Executive and County Council regarding the storage of certain hazardous materials in the County.
- Management of the County’s Hazardous Permitting Program, in conjunction with Federal law, regarding the licensing and permitting of facilities and the handling and storage of certain regulated hazardous materials.
- Coordination of multi-discipline exercises with the County and regional partners.
- Maintenance of the EOC and the information and situation awareness systems therein.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Available capacity for overnight shelter	4,000	4,000	4,000	4,000	4,000
Number of Alert Montgomery subscribers ¹	124,496	150,000	190,000	197,000	204,000
Percentage of County Facility Plans reviewed within 90 days of submission/contract	90%	90%	90%	90%	90%
Percentage of required exercises and drills completed	100%	100%	100%	100%	100%
Percentage of Severe Storm alerts sent within 20 minutes of information being received by the Office of Emergency Management and Homeland Security	95%	95%	95%	95%	95%
Percentage of the County's 19 municipalities participating in Federal Emergency Management Agency's National Flood Insurance Program	100%	100%	100%	100%	100%

¹ Includes Montgomery County employees

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,219,579	9.48
Decrease Cost: Reduce Charge-back from POL	0	-0.18
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	247,066	3.00
FY15 Approved	1,466,645	12.30

Administration

This program includes planning, directing, managing, and operating the OEMHS as well as other administrative duties, including centralized application for and management of homeland security and related grants. Development of homeland security policies, protocol, and priorities is managed through the Homeland Security Directorate, chaired by the Manager of OEMHS.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	519,440	3.00
Increase Cost: Budget Support for Grants	211,624	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.	-196,160	-2.00
FY15 Approved	534,904	2.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	670,039	808,509	728,994	844,983	4.5%
Employee Benefits	204,816	249,651	240,811	263,435	5.5%
County General Fund Personnel Costs	874,855	1,058,160	969,805	1,108,418	4.7%
Operating Expenses	195,353	259,152	258,903	259,800	0.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	1,070,208	1,317,312	1,228,708	1,368,218	3.9%
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	7.60	7.60	7.60	8.60	13.2%
REVENUES					
Hazardous Materials Permits	902,171	800,000	800,000	800,000	—
Other Charges/Fees	205	0	0	0	—
County General Fund Revenues	902,376	800,000	800,000	800,000	—
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	231,917	272,251	272,251	467,120	71.6%
Employee Benefits	41,819	149,456	149,456	166,211	11.2%
Grant Fund MCG Personnel Costs	273,736	421,707	421,707	633,331	50.2%
Operating Expenses	4,425,768	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	4,699,504	421,707	421,707	633,331	50.2%
PERSONNEL					
Full-Time	3	3	3	4	33.3%
Part-Time	0	0	0	0	—
FTEs	3.00	4.88	4.88	5.70	16.8%
REVENUES					
Federal Grants	4,691,364	250,000	250,000	349,912	40.0%
State Grants	8,140	171,707	171,707	283,419	65.1%
Grant Fund MCG Revenues	4,699,504	421,707	421,707	633,331	50.2%
DEPARTMENT TOTALS					
Total Expenditures	5,769,712	1,739,019	1,650,415	2,001,549	15.1%
Total Full-Time Positions	11	11	11	12	9.1%
Total Part-Time Positions	1	1	1	1	—
Total FTEs	10.60	12.48	12.48	14.30	14.6%
Total Revenues	5,601,880	1,221,707	1,221,707	1,433,331	17.3%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	1,317,312	7.60
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	45,830	0.00
Increase Cost: Retirement Adjustment	2,718	0.00
Increase Cost: Group Insurance Adjustment	1,710	0.00
Increase Cost: Printing and Mail	332	0.00
Increase Cost: Motor Pool Rate Adjustment	316	0.00
Technical Adj: Annualization of FY14 Personnel Costs	0	1.00
FY15 APPROVED:	1,368,218	8.60

	Expenditures	FTEs
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	421,707	4.88
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Budget Support for Grants [Administration]	211,624	1.00
Decrease Cost: Reduce Charge-back from POL [Emergency Management Planning, Response & Recovery]	0	-0.18
FY15 APPROVED:	633,331	5.70

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Emergency Management Planning, Response & Recovery	1,219,579	9.48	1,466,645	12.30
Administration	519,440	3.00	534,904	2.00
Total	1,739,019	12.48	2,001,549	14.30

FUTURE FISCAL IMPACTS

Title	APPR.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	1,368	1,368	1,368	1,368	1,368	1,368
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	15	15	15	15	15
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	1,368	1,383	1,383	1,383	1,383	1,383

Fire and Rescue Service

MISSION STATEMENT

The mission of the Montgomery County Fire and Rescue Service (MCFRS) is to protect lives, property, and the environment with comprehensive risk reduction programs and safe, efficient and effective emergency response provided by skilled, motivated, and compassionate career and volunteer service providers representing Montgomery County's diverse population.

MCFRS consists of the Office of the Fire Chief; Division of Administrative and Technical Support Services; Division of Operations; Division of Risk Reduction and Training Services; Division of Volunteer Services; the Fire and Emergency Services Commission; and 19 Local Fire and Rescue Departments (LFRD). MCFRS operates 37 fire and rescue stations and several satellite offices.

BUDGET OVERVIEW

The Debt Service for the Fire Tax District Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Fire Tax District Fund to the Debt Service Fund of \$8,438,020 for general obligation debt and \$4,221,600 for other debt is required.

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***
- ❖ ***Safe Streets and Secure Neighborhoods***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Opened the new Travilah Fire Station in the Darnestown-Fallsgrove area, increasing basic life support capabilities and significantly reducing response times to fire, rescue, and EMS emergencies; the station opened with a four-person Advanced Life Support (ALS) paramedic engine and a basic life support EMS transport unit.***
- ❖ ***The Department continues its multi-year initiative of civilianizing select positions. FY15 initiatives include:***
 - Completing the civilianization of 18 uniformed inspectors to non-uniformed inspectors in the Fire Code Compliance Section for an anticipated savings of one million dollars annually;***
 - Civilianization of one uniformed position in the Fleet Section and one uniformed position in the Self Contained Breathing Apparatus Section for a savings of approximately \$80,000 per year; and***
 - Begin a multiyear initiative to civilianize 33 uniformed dispatch positions in the Emergency Communications Center (ECC). Once completed the annual savings is projected to be approximately \$2 million.***
- ❖ ***The Emergency Medical Services Transportation Insurance (EMST) reimbursement program is providing funding to cover service improvements and enhancements such as:***
 - Equipment and apparatus replacement;***
 - Increased staffing levels;***
 - Facility improvements;***
 - Staff training;***
 - Support for volunteers through local fire and rescue departments (LFRDs); and***
 - Senior citizen fire safety initiatives.***
- ❖ ***The department will enhance Senior Safety Outreach to provide home safety evaluations, education and outreach programs to address the specific needs associated with the projected growth in the County's senior citizen population.***

- ❖ **Montgomery County's 80-member Urban Search and Rescue Team was activated by the Federal Emergency Management Agency and deployed to New York and New Jersey in response to destruction left by Hurricane Sandy.**
- ❖ **Received the Excellence in Fire Service-Based EMS award at the 25th annual gathering of the Congressional Fire Services Institute. The award recognizes best practices and highlights innovations in the delivery of emergency medical services.**
- ❖ **Following a comprehensive audit and evaluation, achieved improved fire protection capabilities ratings which are used by insurance companies to evaluate fire loss risk; the new ratings could result in lower premiums for county property owners.**
- ❖ **Productivity Improvements**
 - **Twenty three new firefighters funded through a federal grant, at virtually no cost to the County, graduated from recruit school and filled newly created positions that will enhance service and reduce response times.**
 - **Received a \$1.2 million Federal Assistance to Firefighters Grant to replace dated cardiac defibrillators with the most advanced generation of cardiac monitor/defibrillator equipment on the market. The County will provide a matching amount of \$298,200 towards the purchase of the equipment.**

PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Office of the Fire Chief

The Fire Chief has the ultimate responsibility for the overall management, direction, planning and coordination of all MCFRS programs and operations. The Office of the Fire Chief manages the overall service needs and delivery requirements of MCFRS including fire and rescue master planning, resource deployment plans, and the overall strategic direction for MCFRS; develops and recommends capital improvement projects; coordinates community outreach and public affairs; manages and integrates information technology into the MCFRS' business processes; and recommends policy initiatives and programs to the County Executive. Included in this program is the Office of Internal Affairs, which investigates complaints and serious violations of the personnel regulations and department policy and conducts procedural background investigations of applicants for firefighters/rescuer positions.

The Fire Chief's office also includes the budget office, which is responsible for the overall management of the MCFRS operating budget; the management and administration of State and Federal funding; and management oversight of the EMS reimbursement program. The budget office is comprised of seven staff members who provide professional advice and guidance on budget preparation, financial analysis, grant administration, and auditing issues and act as a liaison between Federal, State and Local government agencies as well as the 19 Local Fire and Rescue Departments.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	25,611,257	47.00
Shift: Funds for Kronos maintenance support contract to the Department of Finance	-54,079	0.00
Decrease Cost: Align EMST reimbursement expenditures with projected EMST revenues	-2,019,696	1.00
Shift: Shift EMST expenditures for apparatus replacement to CIP (Apparatus Replacement Project #451504)	-5,388,907	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.	893,526	2.00
FY15 Approved	19,042,101	50.00

Operations

The Operations Division is the organizational component of the MCFRS that is responsible for the day-to-day delivery of critical EMS, Fire Suppression, and Technical Rescue mitigation to the citizens and visitors of Montgomery County. The Division's personnel also assist the Division of Risk Reduction and Training Services by performing a wide variety of non-emergency services that are focused on public education and community risk reduction.

The overall responsibility for Fire and Rescue Service operations lies directly with the Fire Chief. The Division Chief of Operations is assigned by the Fire Chief to manage the Division. The career and volunteer components of the combined service work in an "Integrated Emergency Command Structure" that defines the authority and responsibility for all members of the service. MCFRS responds to approximately 120,000 emergency incidents annually. Requests for emergency medical assistance comprise the majority of those incidents, approximately 80,000 calls annually resulting in the transport of 55,000 people to local hospitals.

There are 40,000 fire incidents, technical rescue, and hazardous materials incidents annually.

The Operations Division is organized into five major sections, including Field Operations Emergency Communications Center (ECC), Special Operations, Emergency Medical Service, and Fleet Management.

MCFRS personnel operate from 37 Fire and Rescue stations. Thirty-five engines, 16 aerial units, 6 heavy rescue squads, 18 ALS medic units, and 23 Basic Life Support (BLS) ambulances make up the primary fleet of first response apparatus. There are additional units that can be placed in service with available volunteer or recalled career personnel to increase the MCFRS capability.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
90th percentile time for rural Advance Life Support (ALS) response. Rural baseline goal: 16 mins.	NA	12:20	12:05	12:05	12:05
90th percentile time for rural structure fire responses. Rural baseline goal: 15 mins.	NA	11:10	11:10	11:10	11:10
90th percentile time for Suburban Advance Life Support (ALS) response. Suburban baseline goal: 12 mins 30 sec.	NA	11:45	11:40	11:40	11:40
90th percentile time for suburban structure fire responses. Suburban baseline goal: 10 mins 30 sec.	NA	9:00	8:55	8:55	8:55
90th percentile time for urban Advance Life Support (ALS) response. Urban baseline goal: 11 mins.	NA	11:00	10:55	10:55	10:55
90th percentile time for urban structure fire responses. Urban baseline goal: 9 mins	NA	8:20	8:15	8:15	8:15
Percent of residential structure fires confined to the room of origin	82	78	80	82	82
Cardiac Care: Percent of STEMI Patients with Door to Balloon Time <90 minutes	93.7	93.9	94	94	94

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	153,740,672	1116.50
Shift: SAFER Grant Match	794,369	11.81
Increase Cost: Year 1 of a 4-Year Plan to Civilianize Dispatch Functions - Create 9 Civilian ECC Dispatch Positions in FY15, abolishment of uniformed positions will begin in FY16.	225,329	9.00
Decrease Cost: Apparatus Master Leases	-67,971	0.00
Shift: FY11 SAFER Grant	-704,568	-11.81
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,912,145	-3.00
FY15 Approved	163,899,976	1122.50

Risk Reduction and Training Services

The Division of Risk Reduction and Training Services is responsible for the assessment and mitigation of fire related risks to the community as well as firefighter health, safety and training. The Division is comprised of the following organizational components:

Fire and Explosives Investigation

The Fire and Explosives Investigation section investigates all fires involving loss of life, serious injury, substantial property damage, and all suspicious fires, to determine the cause, origin, and circumstances. The Section is responsible for the enforcement of all State and County laws concerning fire, arson, and explosives. This program involves four major elements: (1) fire and explosive origin and cause investigation; (2) investigation of incendiary or explosive devices or materials; (3) hazardous device mitigation (bomb squad); and (4) training and education to businesses, law enforcement agencies, and the general public regarding fire and explosive materials.

Fire Code Compliance

The Fire Code Compliance section provides inspections of existing commercial, industrial, and residential structures for compliance with applicable County and State fire and life safety codes. Engineering staff provide technical evaluation of complex fire protection needs and recommend systems or processes for appropriate fire protection in all occupancy types within the County. Yearly inspections are conducted at health care, day care, and educational facilities, as well as residential boarding and home-based health care facilities. Fire Code Compliance Inspectors respond to structure fires to determine compliance with the fire and life safety code.

Wellness – Fitness Initiative

The Wellness - Fitness Initiative was adopted by Montgomery County Fire and Rescue on July 1, 2001. The program includes medical, behavioral health, and rehabilitation components.

Medical

Fire Rescue Occupational Medical Section (FROMS) – was implemented in 2001. The intent is to provide a fire-specific focus on MCFRS health needs. Services provided by FROMS include entry level physicals, annual physicals, injury care, return to work exams, fitness for duty exams, vaccinations, and follow-up evaluations as necessary. FROMS also monitors employees injured on the job to ensure appropriate care and timely return to work.

Behavioral Health

This program addresses the behavioral and mental health of MCFRS fire and rescue personnel and their families. A staff psychologist provides direct clinical services to MCFRS personnel and trains and assists with the Critical Incident Stress Management Team (CISM). The staff psychologist also trains and educates fire and rescue personnel on matters relating to behavioral health.

Health and Safety

The Health and Safety section ensures the occupational health and safety of personnel through management, accountability, and enforcement of safety policies and procedures in all aspects of fire and rescue activities. The program develops and promotes proactive prevention initiatives to reduce injuries to personnel and damage to property by engaging in root cause analysis and monitoring performance. The section is responsible for the annual Respiratory Protection Program, personal injury investigations, apparatus/vehicle collision investigations, and near miss and line of duty death investigations. Safety Officers manage apparatus safety, Personal Protection Envelope (PPE)/Self Contained Breathing Apparatus fit testing, station safety inspections, live fire training, special projects, and safety-related training programs.

Fire and Rescue Training Academy

The Fire and Rescue Training Academy is responsible for the development and delivery of all fire, rescue, and emergency medical training for MCFRS personnel. The Training Academy is an accredited institution that provides entry-level and advanced levels of training, education, and certification to MCFRS personnel. All training programs comply with applicable Federal, State, and County requirements. The training is conducted to ensure that each Firefighter/Rescuer has the necessary skills, competencies, and practical experiences required to effectively perform the duties of his/her position within the organization.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of residential fire injuries ¹	2.6	2.3	2.4	2.5	2.6
Number of residential fire deaths ²	0.4	0.2	0.3	0.3	0.4

¹ Rate of injuries per 100,000 residents.

² Rate of fire deaths per 100,000 residents.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	31,318,607	76.06
Increase Cost: Risk Management Adjustment	2,437,968	0.00
Decrease Cost: Civilianization of Fire Code Compliance	-555,113	-5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	422,560	1.00
FY15 Approved	33,624,022	72.06

Volunteer Services

The Division of Volunteer Services provides support and volunteer advocacy, oversight, mediation, and enforcement of MCFRS policies, coordination and technical assistance, incentives, and administrative services to support the Local Fire and Rescue Departments (LFRD) within MCFRS. This program promotes consistent and balanced integration of the activities of volunteer and career firefighters and rescuers; promotes recruitment and retention of volunteers, assists LFRD's in training, risk management, the formulation and standardization of LFRD/MCFRS business plans, use and maintenance of fire and rescue apparatus, budget preparation, and formulating department-wide policy. The program makes recommendations to the Fire Chief, monitors legislative and regulatory actions involving volunteer activities, and informs the affected groups. The program provides additional opportunities for people to volunteer, including the creation of a Mobile Volunteer Personnel Corps as introduced into Chapter 21 by Bill 36-03.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,066,113	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	160,426	0.00
FY15 Approved	2,226,539	6.00

Administrative and Technical Support Services

The Division of Administrative and Technical Support Services provides central administrative and management service and direction for all administrative functions across the Department. Core services include human resources management, labor, logistics, facilities management, procurement development and administration, planning management, and information technology and management.

Employee Services/Human Resources

The Employee Services/Human Resources section is responsible for all personnel and labor related issues in MCFRS. Responsibilities of the section include conducting promotional exams, hiring and discipline; advising the Chief and Division Chiefs on personnel and labor matters; participating in the collective bargaining process; and representing the MCFRS in mediation, arbitration, alternative dispute resolution, and at the Merit System Protection Board. Staff in the Employee Services Section also act as a department liaison between the County Office of Human Resources and County Attorney's Office.

Workforce Recruiting

The Fire and Rescue Workforce Recruiting component provides all levels of marketing, advertising, and community interaction for the purpose of attracting qualified candidates to staff the Fire and Rescue Service as compensated employees and volunteers. Recruiting staff develop public service announcements and attend job fairs, community functions, and events under the banner of the Montgomery County Fire and Rescue Service.

Logistics

The Logistics Section handles the uniform and protective clothing requirements for career and volunteer personnel in the fire/rescue occupational series. This includes the procurement, order placement, receipt, storage, inventory, and distribution of a wide array of items, as well as related contract and budget administration and invoice processing. The Logistics section coordinates special services such as uniform tailoring and alterations, shoe repair, and protective clothing inspection, cleaning, and repair. The Logistics Section handles daily courier service to fire and rescue worksites.

Capital Projects and Facilities

The Capital Projects and Facilities section is responsible for providing fire and rescue facilities that are properly constructed and maintained to enable all elements of the MCFRS to meet their mission. This includes construction of new stations, renovation of existing facilities, and overall monitoring of the department's infrastructure.

Procurement

The Procurement section provides ongoing support to all MCFRS work units in the identification, acquisition, and acceptance into service of all material resources necessary for the direct delivery of public safety services to the residents and visitors of Montgomery County. This includes initiation and monitoring of all contracts, the County P-Card program, and compliance with all procurement rules and regulations.

Planning Office

The Planning Office analyzes risk and historical emergency incident activity and considers it along with development and growth to project strategic resource needs, facility placement, special operational requirements, and future workforce levels. The Planning Office develops planning documents such as the Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan and the Montgomery County Fire and Rescue Service's Annual Strategic Plan. In addition, considerable mapping and geographic incident data analysis is provided by the Planning Office.

Information Technology

The Information Technology (IT) section is responsible for development, implementation, and ongoing support of all IT needs for the department. This section ensures compliance with all Department of Technology Services requirements, assists with Computer Aided Dispatch, directs the Data Warehouse, and maintains desktops, and Firehouse reporting and inventory control software.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Commission on Fire Accreditation International (CFAI) Core Competencies Met During FY14-18 Accreditation Cycle	NA	NA	96.3%	97.6%	98.8%

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,903,767	36.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	523,131	0.00
FY15 Approved	6,426,898	36.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
FIRE					
EXPENDITURES					
Salaries and Wages	113,709,277	114,129,578	115,266,923	120,132,188	5.3%
Employee Benefits	57,126,782	58,189,832	61,996,898	64,222,544	10.4%
Fire Personnel Costs	170,836,059	172,319,410	177,263,821	184,354,732	7.0%
Operating Expenses	34,522,167	39,310,376	46,933,256	39,947,649	1.6%
Capital Outlay	0	5,388,907	0	0	—
Fire Expenditures	205,358,226	217,018,693	224,197,077	224,302,381	3.4%
PERSONNEL					
Full-Time	1,252	1,256	1,256	1,271	1.2%
Part-Time	3	3	3	3	—
FTEs	1,252.29	1,258.56	1,258.56	1,275.37	1.3%
REVENUES					
Automation Enhancement Fee	93,746	120,000	120,000	120,000	—
Emergency 911	0	1,306,000	0	0	—
EMS Reimbursement-Ambulance Fee	3,431,187	17,619,696	17,619,696	15,600,000	-11.5%
Facility Rental Fees	-9,600	0	0	0	—
Fire Code Enforcement Permits	459,239	600,000	600,000	600,000	—
Health and Human Services Fees	30,345	0	0	0	—
Investment Income	11,307	0	14,140	27,440	—
Miscellaneous Revenues	69,320	10,000	10,000	10,000	—
Motor Pool Charges/Fees	4	0	0	0	—
Occupancy Permits	10,110	0	0	0	—
Other Licenses and Permits	50	0	0	0	—
Property Tax	222,883,937	208,544,928	208,531,003	234,329,822	12.4%
State Fire/Rescue 508 Funds	1,303,272	0	0	0	—
Other Charges/Fees	524,259	700,000	700,000	700,000	—
Fire Revenues	228,807,176	228,900,624	227,594,839	251,387,262	9.8%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	2,578,156	775,919	775,919	485,697	-37.4%
Employee Benefits	894,462	845,804	845,804	431,458	-49.0%
Grant Fund MCG Personnel Costs	3,472,618	1,621,723	1,621,723	917,155	-43.4%
Operating Expenses	1,109,731	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	4,582,349	1,621,723	1,621,723	917,155	-43.4%
PERSONNEL					
Full-Time	2	23	23	12	-47.8%
Part-Time	0	0	0	0	—
FTEs	1.51	23.00	23.00	11.19	-51.3%
REVENUES					
Federal Grants	3,269,043	1,621,723	1,621,723	917,155	-43.4%
State Grants	447,781	0	0	0	—
Grant Fund MCG Revenues	3,716,824	1,621,723	1,621,723	917,155	-43.4%
DEPARTMENT TOTALS					
Total Expenditures	209,940,575	218,640,416	225,818,800	225,219,536	3.0%
Total Full-Time Positions	1,254	1,279	1,279	1,283	0.3%
Total Part-Time Positions	3	3	3	3	—
Total FTEs	1,253.80	1,281.56	1,281.56	1,286.56	0.4%
Total Revenues	232,524,000	230,522,347	229,216,562	252,304,417	9.4%

FY15 APPROVED CHANGES

	Expenditures	FTEs
FIRE		
FY14 ORIGINAL APPROPRIATION	217,018,693	1258.56
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	4,870,377	0.00
Increase Cost: Retirement Adjustment	2,620,629	0.00
Increase Cost: Risk Management Adjustment [Risk Reduction and Training Services]	2,437,968	0.00
Increase Cost: Labor Contracts - Other	1,820,179	0.00
Increase Cost: Annualization of FY14 Personnel Costs	1,618,692	0.00
Shift: SAFER Grant Match [Operations]	794,369	11.81
Increase Cost: Holiday Pay	775,000	0.00
Increase Cost: MCVFRA Bargaining Agreement	236,694	0.00
Increase Cost: Group Insurance Adjustment	235,564	0.00
Increase Cost: Year 1 of a 4-Year Plan to Civilianize Dispatch Functions - Create 9 Civilian ECC Dispatch Positions in FY15, abolishment of uniformed positions will begin in FY16. [Operations]	225,329	9.00
Increase Cost: Printing and Mail	52,109	0.00
Shift: Funds for Kronos maintenance support contract to the Department of Finance [Office of the Fire Chief]	-54,079	0.00
Decrease Cost: Apparatus Master Leases [Operations]	-67,971	0.00
Decrease Cost: Civilianization of Positions (FF III in Fleet Section; MFF in SCBA Section)	-79,000	0.00
Decrease Cost: Motor Pool Rate Adjustment	-238,456	0.00
Decrease Cost: Civilianization of Fire Code Compliance [Risk Reduction and Training Services]	-555,113	-5.00
Decrease Cost: Align EMST reimbursement expenditures with projected EMST revenues [Office of the Fire Chief]	-2,019,696	1.00
Shift: Shift EMST expenditures for apparatus replacement to CIP (Apparatus Replacement Project #451504) [Office of the Fire Chief]	-5,388,907	0.00
FY15 APPROVED:	224,302,381	1275.37
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	1,621,723	23.00
<u>Other Adjustments (with no service impacts)</u>		
Shift: FY11 SAFER Grant [Operations]	-704,568	-11.81
FY15 APPROVED:	917,155	11.19

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Fire Chief	25,611,257	47.00	19,042,101	50.00
Operations	153,740,672	1116.50	163,899,976	1122.50
Risk Reduction and Training Services	31,318,607	76.06	33,624,022	72.06
Volunteer Services	2,066,113	6.00	2,226,539	6.00
Administrative and Technical Support Services	5,903,767	36.00	6,426,898	36.00
Total	218,640,416	1281.56	225,219,536	1286.56

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
FIRE					
Emergency Management and Homeland Security	Grant Fund MCG	125,000	1.00	125,000	1.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
FIRE						
Expenditures						
FY15 Approved	224,302	224,302	224,302	224,302	224,302	224,302
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	225	225	225	225	225
New positions in the FY15 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Labor Contracts	0	1,171	1,171	1,171	1,171	1,171
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	2,092	2,092	2,092	2,092	2,092
These figures represent other negotiated items included in the labor agreements.						
Apparatus Master Leases	0	-415	-762	-762	-762	-762
Funding provided in prior year for the purchase of replacement emergency vehicles, and lease costs for duration of the leasing term.						
Civilianization of Emergency Communications Center (ECC) Dispatchers	0	-26	-705	-1,574	-2,017	-2,017
In FY15 Fire and Rescue Service (FRS) is starting year one of a four-year plan to convert thirty-three uniformed FRS positions to civilian positions in the ECC.						
Holiday Pay	0	-775	0	-775	0	-775
Per Collective Bargaining Agreement, in odd-numbered fiscal years two additional holidays occur (Election Day and Inauguration Day).						
MCVFA Bargaining Agreement	0	66	117	15	15	15
These figures represent cost of negotiated items included in the labor agreement with the MCVFA.						
SAFER Grant Match	0	917	917	917	917	917
Required County match for the 2011 Safer Grant						
Subtotal Expenditures	224,302	227,557	227,358	225,612	225,944	225,169

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Increase Cost: Year 1 of a 4-Year Plan to Civilianize Dispatch Functions - Create 9 Civilian ECC Dispatch Positions in FY15, abolishment of uniformed positions will begin in FY16. [Operations]	225,329	9.00	450,658	9.00
Total	225,329	9.00	450,658	9.00

Police

MISSION STATEMENT

The mission of the Department of Police is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety.

Community Policing Philosophy

Community Policing reflects the philosophical method and style of policing that the Department currently employs. It provides for countywide and site-specific efforts to address community public safety issues through community partnership and problem-solving strategies. These strategies have allowed the Department to establish programs to address community concerns as quickly as possible and to provide experience for the Department to draw from for problem resolution countywide.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Police is \$274,074,539, an increase of \$13,479,889 or 5.2 percent from the FY14 Approved Budget of \$260,594,650. Personnel Costs comprise 84.1 percent of the budget for 1784 full-time positions and 186 part-time positions, and a total of 1842.75 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 15.9 percent of the FY15 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**

❖ **Safe Streets and Secure Neighborhoods**

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Average emergency 911 call response time (minutes) collected quarterly	7.04	7.17	7	7	7

ACCOMPLISHMENTS AND INITIATIVES

❖ FY15 Initiatives

- **Continue implementation of the Department's Staffing Plan, based on analysis of crime statistics, workload analysis, and deployment software.**
- **Increases patrol resources in Wheaton by nine officers and in Germantown by twelve officers.**
- **Adds ten more School Resource Officers. There will now be one School Resource Officer in every public high school in the County.**
- **Adds two Forensic Scientists to address backlog and improve closure rates.**
- **Continues purchase and deployment of Automatic External Defibrillators.**

❖ Accomplishments: Crime Rates

- **In 2013, overall crime decreased in Montgomery County by nine percent.**

- *In the past seven years, serious crime dropped by one-third in the County, twice the decrease nationally during the same period.*
- *In the past seven years, all crime has dropped by over one-fourth in the County, three times the decrease in all crime nationally during the same period.*

❖ **Accomplishments: Field Staff**

- *Enhanced patrol staffing in Wheaton and Montgomery Village to address service demands and crime statistics in those areas.*
- *Enhanced staffing in investigative and specialized units to address emerging needs including the following: Missing Persons Unit, Sex Offender Registry, 6th District Investigative Section, and Crisis Intervention Team.*
- *Established a Managed Search Operations Team (MSOT) to become the County's primary search, rescue and recovery unit. This unit received a Certificate of Special Congressional Recognition for distinguished work in endangered missing person's incidents.*
- *Recruited, hired and trained over 240 law enforcement personnel over two years to address an unprecedented number of retirements and staffing increases.*

❖ **Other Accomplishments**

- *Implemented a School Bus camera program in conjunction with MCPS, which automatically captures violations and issues citations to offenders of State law which requires motorists to stop for school buses when boarding or discharging students.*
- *Adopted best practices and incorporated the "Tree house" and its forensic interviewer as it applies to working child abuse investigations with a child advocacy center.*
- *Upgraded the Combined DNA Index System (CODIS) to be compliant with new FBI standards.*
- *Realigned all six police District boundaries to reflect changes in calls for service, geographic considerations, and to coincide with the relocation of the 1st District station at the Public Safety Headquarters.*
- *Equipped the Truck Inspection Unit with scales and other equipment to enhance the enforcement of traffic laws.*
- *Occupied the new Animal Services and Adoption Center in Derwood, which replaced the outdated and undersized Animal Shelter in Rockville.*
- *Occupied the relocated 3rd District Police Station in White Oak, which replaced an outdated and undersized 50 year old facility in downtown Silver Spring. This is the first newly constructed District police station in over 30 years.*

❖ **Productivity Improvements**

- *Consolidated all personnel, vehicles, and equipment of the Special Operations Division in a single location in Rockville.*
- *Automated the E Justice RMS reporting module, eliminating the need to manually review and edit incident reports, which lead to reduction of staff positions.*
- *Deployed 100 Mobile Automated Fingerprint Identification System (AFIS) devices, which verify an individual's identity in the field via wireless transmission of electronically scanned fingerprints.*

PROGRAM CONTACTS

Contact Neil Shorb of the Department of Police at 240.773.5237 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Office of the Chief

The Office of the Chief has the ultimate responsibility for the overall management, direction, planning, and coordination of all Department of Police programs and operations. The Department Chaplain's office is also located in the Office of the Chief.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,086,092	13.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,465,368	-2.00
FY15 Approved	3,551,460	11.00

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

Patrol Services

The Patrol Services Bureau (PSB) is responsible for providing direct police patrol services to the public through the six District Stations. Personnel provide initial response to incidents in a timely manner, identify crime, traffic, and community hot spots, and work in partnership with residents to solve problems of mutual concern. This bureau provides specially trained units such as the, District Traffic Section, Special Assignment Team (SAT), District Community Action Team (DCAT) , and School Resource Officers (SROs) to support preventive methods of crime suppression through planning, education, and community involvement, and to actively pursue and apprehend those involved in serious and high-risk crimes.

- The District Traffic Sections enforce traffic laws and support efforts for overall collision reduction.
- The Special Assignment Teams employ undercover surveillance as an effective crime fighting tool in situations such as drug and weapons offenses and where the mitigation of crime trends are enhanced by the deployment of officers in street clothes.
- The District Community Action Teams are deployed to address crime trends, support other specialized units, or provide proactive patrols to increase support of other units and to increase the visibility of uniformed police resources.
- The School Resource Officers are deployed to public high schools to provide police services while also providing mentoring, mediation and educational services to all stakeholders in the school system with the goal of preventing crimes before they occur.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
Enhance: Staffing Initiative: Patrol in Wheaton and Germantown	1,500,614	21.00
Enhance: Staffing Initiative: School Safety - Ten School Resource Officers	466,520	10.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	120,387,340	900.83
FY15 Approved	122,354,474	931.83

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

Field Services

The Field Services Bureau (FSB) is responsible for providing specialized services in several key service delivery functions and consists of : the Special Operations Division, the Traffic Operations Division, the Animal Services Division, the Security Services Division, and the Public Information Office. The Special Operations Division consists of the Special Weapons and Tactical Team (SWAT), Canine Unit, the Special Events Response Team (SERT), Police Community Action Team (PCAT) and the Emergency Services Unit (ESU).

- The Traffic Operations Division consists of Alcohol Enforcement Unit (AEU), Collision Reconstruction Unit (CRU), School Safety Section, and the Automated Traffic Enforcement Unit (ATEU). This Division focuses on enforcement of traffic laws, investigation of serious traffic collisions, and providing safety education for students and the general public.
- The Animal Services Division is charged with responding to citizen complaints regarding animals endangering the public or causing public nuisances and animals in need of protection. The Division also operates the Animal Services and Adoption Center facility providing housing, care, and an adoption program.
- The Security Services Division provides security staffing at various County facilities in order to prevent or mitigate disorder and/or disruption. The Division is also responsible for providing executive protection duties for the County Executive.
- The Office of Public Information provides information to the public on matters of interest and safety by providing the news

media with timely and accurate information.

- The Crisis Intervention Team (CIT), District Court Liaison and Peer Support Unit are also located in this Bureau.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of traffic collisions in Montgomery County collected quarterly	20,668	22,157	21,800	21,000	20,600

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	142,386,738	1067.35
Enhance: 100 additional Automatic External Defibrillators	169,600	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.	-101,823,486	-785.43
FY15 Approved	40,732,852	281.92

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

Investigative Services

Through the use of decentralized staff and centralized special units, this program provides for investigations leading to the apprehension of persons responsible for committing serious crimes in the County. The Bureau is comprised of four major Divisions:

- The Criminal Investigations Division consists of the Investigative Section (comprised of six District investigative units), the Financial Crimes Section (Fraud, Pawn and Electronic Crimes), the Central Auto Theft Section, the Polygraph Unit, the Crime Analysis Section and the States Attorney's Office Liaison Officer to the Grand Jury. Also within the Criminal Investigations Division is the Crime Laboratory which consists of the Crime Scene Unit, the Latent Print Unit, the Photography Unit, the Firearms Examination Unit, the Forensic Biology Unit, and the Chemistry Unit.
- The Major Crimes Division includes the Homicide and Sex Section, the Robbery Section, the Fugitive Unit, the Victim/Witness Assistance Section, the Missing Persons Unit and the Cold Case Unit. The Homicide/Sex Section investigates all homicides, criminal assaults involving serious injury, adult rapes and sex offenses, police use of force involving serious injury or death, in-custody deaths, and non-traffic related deaths. The Robbery Section investigates all robberies of banks and commercial establishments, residential robberies, carjacking, and kidnapping for ransom. The Fugitive Section serves warrants within Montgomery County and handles warrants from other jurisdictions, out-of-state transports, and extradition hearings. The Victim/Assistance Section provides support to the victims and/or witnesses of certain types of crimes including homicides, domestic assault, and aggravated assault. The Missing Persons Unit investigates persons who are missing, which is showing increased occurrences due to the aging population in the County. The Cold Case Unit reviews homicide and rape cases that have been open for extended periods by employing new technologies to review existing evidence/information to close these cases.
- The Special Investigations Division consists of two sections: the Criminal Enterprise Section and the Drug Enforcement Section. The Criminal Enterprise Section includes the Repeat Offender Unit, the Vice/Intelligence Unit, the Criminal Street Gang Unit, and the Firearms Investigations Unit. The Drug Enforcement Section provides investigative capabilities in pharmaceuticals, asset forfeiture, and multi-level drug enforcement involving the participation of Federal, State, and local agencies. It also includes the Electronic and Technical Support Unit.
- The Family Crimes Division consists of three sections: the Child Abuse/Sexual Assault Section, the Family Outreach Section, and the Pedophile Section. The Division is responsible for investigating sex crimes against children, physical child abuse, runaways, missing children, felony domestic violence, elder abuse, and registration violations of sex offenders.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Crime investigation and closure rate: Rape collected quarterly	87.6	40	50	65	65
Crime investigation and closure rate: Homicide collected quarterly	120	80	88	88	88
Crime investigation and closure rate: Robbery collected quarterly	43	55	40	40	40

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	39,483,746	304.50
Enhance: Staffing Initiative: Investigations Forensic Scientists	151,740	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,424,007	5.00
FY15 Approved	41,059,493	311.50

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

Management Services

The program under the direction of the Management Services Bureau provides management oversight to the Bureau's divisions, serves in an advisory function to the Chief, and implements performance accountability programs. In addition, the Bureau provides technical units to support police operations through various types of analysis, education, training, and maintenance of active and historical records and warrants. The Bureau is comprised of the following major Divisions:

- The Information Management and Technology Division consists of three sections: the Records Section, the Field Support Section, and the Technology Section. The Records Section is the clearinghouse for criminal histories, crime statistics, police reports, mug-shot photos, and warrants. The Section includes: the Telephone Reporting Unit (TRU), the Message Routing Center (MRC), Warrant Control Unit, and the Data Systems Unit. The Field Support Section is responsible for technical service and support to the District Stations and other facilities. The Section is comprised of the Desktop Support Unit, the Mobile Support Unit, the Technical Training Unit and the NCIC/METERS Validation Unit. The Technology Section is comprised of the GIS Support Unit, the Application Development Unit, the Telephone Support Unit and the Radio Support Unit. Staff within this Section plan, organizes, trains, and maintains computer, data, and wireless communication systems and applications; provides automation support; develops and implements the Department's Strategic Technology Plan; and manages Police Department participation in the Public Safety System Modernization (PSSM) Program.
- The Emergency Communications Center answers all 911 calls dialed in Montgomery County, as well as non-emergency police services calls. Calls are screened, redirected, and dispatched as necessary.
- The Policy and Planning Division is responsible for policy development and promulgation, maintaining accreditation under the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards, conducting inspections and audits of Department units, and overseeing strategic planning for the agency.
- The Health and Wellness Division is responsible for promoting the health and well being of Department personnel and coordinating the administration of the Worker's Compensation program, and coordinating other initiatives with the County Division of Risk Management.
- The Personnel Division handles recruitment and selection of police-specific job classes; provides technical assistance to the Chief of Police and Executive Staff on all personnel matters; coordinates the development and administration of all promotional examinations with the Office of Human Resources; and conducts pre-employment background investigations for all Police Department personnel.
- The Management and Budget Division is responsible for preparation and management of the Department's Operating Budget, financial matters, fleet management, grants, capital development and facilities, supplies and equipment, contracts and procurement, the Vehicle Recovery Section, and the False Alarm Reduction Section.
- The Training and Education Division is responsible for the training and performance evaluation of police recruits, developing and providing in-service training for sworn officers and civilian employees, managing other programs including the Leadership Development Program, the Police Explorer Program, and the Citizens Academy.
- The Legal and Labor Unit is responsible for serving as a liaison with employee unions, investigation and response to employee grievances, training of supervisors in labor relations, and serving on the County negotiation team.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average time to answer 911 calls (seconds) collected quarterly	4.4	2.6	4	4	4
Total emergency 911 calls received by Police Emergency Communication Center (ECC) collected quarterly	576,224	560,751	570,000	572,000	574,000
Total non-emergency calls received by Police Emergency Communication Center (ECC) collected quarterly	268,660	258,913	265,000	265,000	265,000

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	65,295,741	296.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	915,519	9.00
FY15 Approved	66,211,260	305.50

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

Security of County Facilities

The Security Services Division, which is located in the Management Services Bureau, provides security staffing at various County facilities in order to prevent or mitigate disorder and/or disruption. The Division focuses on County facility and personnel security, vulnerability analysis, and target hardening initiatives. In addition to other significant duties, the Security Services Division is also responsible for providing executive protection duties for the County Executive, as has been the practice since FY 2005.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,841,856	47.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-4,841,856	-47.00
FY15 Approved	0	0.00

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

Animal Services

The Animal Services Division, which is located in the Management Services Bureau, provides protection from communicable diseases (rabies, salmonella, and psittacosis), physical injury from vicious or dangerous animals, and animal nuisance problems. Citizens are protected from the hazards posed by deer carcasses on County roads. Domestic animals are protected from physical injuries, disease, and starvation by impoundment when at large, and by correcting or preventing inhumane conditions under which they may be kept.

The Division also provides shelter and services to animals and birds which come into the County Animal Shelter. Animals are received on a 24-hour basis. These animals include stray, trapped, and unwanted animals, or injured wildlife. Wildlife are sent to licensed rehabilitators or euthanized. The program also maintains kennels; answers calls from the public (24-hour emergency phone service provided); administers a low-cost altering program; provides information to the public about wildlife problems; provides traps to the public when rabies is suspected; and provides for the disposal of animal carcasses at the Shelter.

Administratively, the Division provides advice to citizens over the phone; issues pet licenses and animal business licenses; responds to citizen complaints made by mail, phone, or in person; performs clerical functions for the Animal Matters Hearing Board, including receiving filings, scheduling hearings, drafting responses to citizen letters for the Chairman, and preparing orders; performs other administrative actions related to animal bites, rabies issues, and citizen complaints; and administers the contract with the Montgomery County Humane Society.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,205,836	23.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-4,205,836	-23.00
FY15 Approved	0	0.00

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

Grants

The Department of Police receives grant funding from a variety of Federal and State agencies. These grant funds augment or supplement many programs within the Department and across every Bureau. Examples of current Federal funding are: Justice Assistance Grant Program (DOJ) and the DNA Backlog grants (NIJ). Examples of current State funding are: Vehicle Theft Enforcement and Prevention (SHA), Sex Offender Compliance and Enforcement in Maryland (SOCM-GOCCP), Commercial Vehicle Inspection (SHA), Washington Metro Area Award (SHA), Gun Violence Reduction Grant (GVRG-GOCCP) and the School Bus Safety Program (SHA). The Management and Budget Division are responsible for the acquisition, implementation, monitoring, auditing, and closeout of all grants received by the Police Department.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	165,000	2.00
Technical Adj: Align budget to grant award	0	-1.00
FY15 Approved	165,000	1.00

Organizational Support Services

This program within the Office of the Chief of Police provides those supervisory and support services that are used by major Bureaus of the Department including the Media Services Section and the Office of Internal Affairs.

The Media Services Section provides information to the public on matters of interest and safety by providing the news media with

timely and accurate information.

The Internal Affairs Division investigates allegations of misconduct by Department employees and works to identify patterns of problematic behavior.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,129,641	14.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,129,641	-14.00
FY15 Approved	0	0.00

Notes: Note: Miscellaneous adjustments include shifts between programs due to a cost-neutral reorganization at the beginning of FY14.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	137,381,961	145,430,415	143,390,915	153,120,472	5.3%
Employee Benefits	65,872,462	69,554,187	74,063,899	77,212,748	11.0%
County General Fund Personnel Costs	203,254,423	214,984,602	217,454,814	230,333,220	7.1%
Operating Expenses	43,105,038	45,445,048	44,221,135	43,576,319	-4.1%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	246,359,461	260,429,650	261,675,949	273,909,539	5.2%
PERSONNEL					
Full-Time	1,661	1,702	1,702	1,783	4.8%
Part-Time	198	198	198	186	-6.1%
FTEs	1,740.95	1,765.35	1,765.35	1,841.75	4.3%
REVENUES					
Emergency 911	5,110,854	5,420,000	5,420,000	5,420,000	—
Miscellaneous Revenues	-46,167	0	0	0	—
Pet Licenses	310,495	395,700	395,700	1,251,707	216.3%
Photo Red Light Citations	2,801,428	3,685,770	3,685,770	3,685,770	—
Speed Camera Citations	17,024,017	14,607,000	14,607,000	14,607,000	—
State Aid: Police Protection	8,682,015	13,711,890	13,711,890	13,932,320	1.6%
Vehicle/Bike Auction Proceeds	1,017,564	1,000,000	1,000,000	1,000,000	—
Other Charges/Fees	1,565,554	1,416,150	1,416,150	1,416,150	—
Other Fines/Forfeitures	251,402	274,500	274,500	274,500	—
Other Intergovernmental	54,412	70,335	70,335	70,335	—
Other Licenses/Permits	81,170	76,300	76,300	76,300	—
County General Fund Revenues	36,852,744	40,657,645	40,657,645	41,734,082	2.6%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	799,819	108,031	108,031	103,715	-4.0%
Employee Benefits	189,728	56,969	56,969	44,285	-22.3%
Grant Fund MCG Personnel Costs	989,547	165,000	165,000	148,000	-10.3%
Operating Expenses	612,210	0	0	17,000	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	1,601,757	165,000	165,000	165,000	—
PERSONNEL					
Full-Time	3	2	2	1	-50.0%
Part-Time	0	0	0	0	—
FTEs	3.00	2.00	2.00	1.00	-50.0%
REVENUES					
Federal Grants	363,270	0	0	0	—
State Grants	807,260	165,000	165,000	165,000	—
Other Intergovernmental	431,227	0	0	0	—
Grant Fund MCG Revenues	1,601,757	165,000	165,000	165,000	—
DEPARTMENT TOTALS					
Total Expenditures	247,961,218	260,594,650	261,840,949	274,074,539	5.2%
Total Full-Time Positions	1,664	1,704	1,704	1,784	4.7%

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total Part-Time Positions	198	198	198	186	-6.1%
Total FTEs	1,743.95	1,767.35	1,767.35	1,842.75	4.3%
Total Revenues	38,454,501	40,822,645	40,822,645	41,899,082	2.6%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	260,429,650	1765.35
<u>Changes (with service impacts)</u>		
Enhance: Implementation of Animal Shelter Program in FY14	2,066,887	44.00
Enhance: Staffing Initiative: Patrol in Wheaton and Germantown [Patrol Services]	1,500,614	21.00
Enhance: Staffing Initiative: School Safety - Ten School Resource Officers [Patrol Services]	466,520	10.00
Enhance: 100 additional Automatic External Defibrillators [Field Services]	169,600	0.00
Enhance: Staffing Initiative: Investigations Forensic Scientists [Investigative Services]	151,740	2.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	8,653,871	0.00
Increase Cost: Retirement Adjustment	3,476,314	0.00
Increase Cost: Annualization of FY14 Lapsed Positions (Staffing Plan Yr 2)	1,703,115	0.00
Increase Cost: Annualization of FY14 Operating Expenses (Staffing Plan Yr 2)	540,210	0.00
Increase Cost: Group Insurance Adjustment	368,363	0.00
Increase Cost: FY15 cost of FY14 Winter Recruit class	267,253	0.00
Increase Cost: Printing and Mail	70,612	0.00
Technical Adj: Abolish/Create - Abolish Two Crossing Guards to Create a TeleStaff Manager	0	0.40
Decrease Cost: Information Technology reorganization	-4,389	-1.00
Shift: Transfer Southlawn budget to Leasing Non-Departmental Account	-80,000	0.00
Shift: Kronos contract costs to Department of Finance	-91,052	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 (Staffing Plan Yr 2)	-500,146	0.00
Decrease Cost: Two replacement Recruit classes of 70 (Summer) and 50 (Winter) from two of 70 in FY14	-810,023	0.00
Decrease Cost: Motor Pool Rate Adjustment	-1,119,600	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-3,350,000	0.00
FY15 APPROVED:	273,909,539	1841.75
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	165,000	2.00
<u>Other Adjustments (with no service impacts)</u>		
Technical Adj: Align budget to grant award [Grants]	0	-1.00
FY15 APPROVED:	165,000	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Chief	2,086,092	13.00	3,551,460	11.00
Patrol Services	0	0.00	122,354,474	931.83
Field Services	142,386,738	1067.35	40,732,852	281.92
Investigative Services	39,483,746	304.50	41,059,493	311.50
Management Services	65,295,741	296.50	66,211,260	305.50
Security of County Facilities	4,841,856	47.00	0	0.00
Animal Services	4,205,836	23.00	0	0.00
Grants	165,000	2.00	165,000	1.00
Organizational Support Services	2,129,641	14.00	0	0.00
Total	260,594,650	1767.35	274,074,539	1842.75

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Emergency Management and Homeland Security	Grant Fund MCG	125,000	0.88	125,000	0.70
General Services	CIP	120,781	2.00	122,938	2.00
Sheriff	Grant Fund MCG	47,493	0.50	0	0.00
Total		293,274	3.38	247,938	2.70

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's)		
	FY18	FY19	FY20			
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	273,910	273,910	273,910	273,910	273,910	273,910
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	1,684	1,684	1,684	1,684	1,684
New sworn positions in the FY15 budget are lapsed due to the timing of recruit classes. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY15	0	-1,612	-1,612	-1,612	-1,612	-1,612
Items approved for one-time funding in FY15, including equipment for new positions and a larger recruit class, will be eliminated from the base in the outyears.						
Labor Contracts	0	1,107	1,107	1,107	1,107	1,107
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	588	588	588	588	588
These figures represent other negotiated items included in the labor agreements.						
Annualization of FY15 Staffing Plan Operating Expenses	0	182	182	182	182	182
Annualization of operating expenses associated with positions added during FY15.						
Public Safety Training Academy (PSTA) Relocation (P471102)	0	957	1,914	1,914	1,914	1,914
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended Capital Improvements Program.						
Subtotal Expenditures	273,910	276,815	277,772	277,772	277,772	277,772

ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Staffing Initiative: Patrol in Wheaton and Germantown [Patrol Services]	1,101,855	21.00	2,101,128	21.00
Enhance: Staffing Initiative: Investigations Forensic Scientists [Investigative Services]	141,740	2.00	188,987	2.00
Enhance: Staffing Initiative: School Safety - Ten School Resource Officers [Patrol Services]	307,820	10.00	944,971	10.00
Total	1,551,415	33.00	3,235,086	33.00

MISSION STATEMENT

The mission of the Sheriff's Office is to provide general law enforcement, judicial enforcement, and specialized public safety services to the residents of Montgomery County in a lawful, fair, impartial, and non-discriminatory manner and to ensure that Court mandates are carried out with respect for individual rights and freedoms. The Sheriff's Office is committed to establishing and maintaining cooperative working relationships with all other law enforcement, governmental, criminal justice agencies, and the Courts to ensure that the residents of Montgomery County receive the full range of law enforcement services required for a safe and orderly society.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of the Sheriff is \$23,762,689, an increase of \$793,517 or 3.5 percent from the FY14 Approved Budget of \$22,969,172. Personnel Costs comprise 89.5 percent of the budget for 181 full-time positions and four part-time positions, and a total of 183.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.5 percent of the FY15 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***
- ❖ ***Safe Streets and Secure Neighborhoods***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Due to the lapse of federal funds through the ARREST grant, continue the services provided at the Montgomery County Family Justice Center (FJC) by adding \$147,812 (2.25FTEs) to fund three bilingual Client Assistance Specialists.***
- ❖ ***The new space expansion at the FJC has made it possible for the community grants partners - the Muslim Community Center, Asian/Pacific Islander program, Jewish Coalition Against Domestic Abuse, and Family Justice Center Foundation – to bring their clients to the Center to coordinate services through enhancing service delivery.***
- ❖ ***The Safe Start Program, with collaboration from the Family Justice Center, the Family Justice Center Foundation, and Chesapeake Counseling, has extended its program to begin an art therapy program for children who have witnessed domestic violence.***
- ❖ ***The “Choose Respect – Teen Dating Conference,” sponsored by the Domestic Violence Coordinating Council and the Family Justice Center, has successfully completed its fifth annual event hosting 275 attendees.***
- ❖ ***The newly formed scholarship program by the FJC and Montgomery College has successfully enrolled three clients at Montgomery College for degree and certificate programs.***

PROGRAM CONTACTS

Contact Mary Lou Wirdzek of the Office of the Sheriff at 240.777.7078 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Administration

This division provides general administrative support to the Sheriff's Office including personnel and labor relation matters, planning and policy, training, background investigations, payroll, purchasing, internal investigations, automation, grants, and budget-related functions. The Administrative Division provides technical support for the Sheriff's Records Management System (E*Justice).

The Administrative Division also oversees the Sheriff's compliance with recognized accreditation standards. The Assistant Sheriffs direct research and development of policies, procedures, and regulations to meet professional standards developed for law enforcement agencies. The Assistant Sheriffs also oversee internal investigations, represent the Sheriff's Office in legislative matters, and provide legal direction.

The Sheriff's Office participates in school functions, civic association meetings, and serves on commissions and committees. The Sheriff's Office serves on applicant, promotional, and disciplinary boards of other public safety agencies. Administrative personnel organize and teach in-service and specialized deputy training and periodic weapons qualification, as required by the Maryland Police Training Commission.

The Sheriff's Office also participates in law enforcement task forces and units such as the Special Response Team, Special Events Response Team, and Hostage Negotiation Team in cooperation with the Montgomery County Police Department, Montgomery County Fire and Rescue Services, and other law enforcement agencies, and in responses to mutual-aid calls as necessary.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,424,097	28.95
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	273,410	0.05
FY15 Approved	5,697,507	29.00

Courtroom/Courthouse Security and Transport

The Sheriff's Office provides security for the Montgomery County Circuit Court and the juvenile courtrooms located in 27 Courthouse Square. The Sheriff's Office is also responsible for transporting prisoners between the Montgomery County Correctional Facility (MCCF), Montgomery County Detention Center (MCDC), and various jails and court-holding facilities, as well as to and from healthcare facilities. The Sheriff's Office also guards prisoners while at these facilities. When a writ is received from other counties, deputies are required to transport MCDC and MCCF prisoners to other Maryland District and Circuit Courts. The Sheriff's Office administers temporary detention facilities in the Silver Spring and Rockville District Courts, the Circuit Court for adult prisoners, and the Juvenile Court holding facility located at 27 Courthouse Square.

The Sheriff's Office provides security for the County's Circuit Court and operates X-ray machines and magnetometers to screen visitors entering the buildings at five public entrances. The Sheriff's Office uses trained canines to detect explosives, weapons, and to serve as a general crime deterrent within the courthouses. The Sheriff's Office Canine Unit is also the primary responder for explosive device detection calls, Monday through Friday, 8:00 a.m. until 4:00 p.m. and responds to mutual-aid calls from the Montgomery County Police Department, Montgomery County Fire and Rescue Services, and other law enforcement agencies as necessary.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	8,164,835	71.50
Enhance: Restore Three Lapsed Deputy Sheriff Positions	108,750	0.00
Increase Cost: Security Equipment Replacement Plan	23,543	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.	-1,073,908	-13.00
FY15 Approved	7,223,220	58.50

Civil Process

The Sheriff's Office is mandated to serve all civil processes as directed by the Courts or private litigants and file returns to the Court. These papers include summonses, subpoenas, failure-to-pay rent notices, and other court documents. The Civil Process function is supported by deputies, who research and serve papers, and by administrative staff, who maintain the tracking process.

The Sheriff's Office also executes court-ordered attachments, real and personal property seizures, and replevins (a civil action to recover property wrongfully held). As a final step in resolution of a court judgment, the Sheriff's Office conducts sales of seized or attached property. In the case of evictions, the Sheriff's Office restores real property to property owners by evicting tenants and their possessions as directed by the Court. When appropriate, tenants are referred to human service agencies.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,700,413	26.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	160,469	1.00
FY15 Approved	2,860,882	27.00

Criminal Process/Warrants and Extraditions

The Sheriff is responsible for serving District Court civil warrants, District Court criminal warrants associated with domestic violence, all Circuit Court warrants, both adult and juvenile, and Child Support Enforcement warrants. The Warrant Section maintains on-line warrants in the following systems: Maryland Electronic Telecommunications Enforcement Resource System (METERS), National Crime Information Center (NCIC), and E*Justice. METERS and NCIC are used to share data with other state and federal systems. E*Justice is a local database used by Montgomery County law enforcement agencies to track warrants. It also interfaces with LInX to enable data sharing with law enforcement agencies in the National Capital Region.

The Sheriff's Office also conducts investigations to locate and apprehend those fugitives for whom the Sheriff's Office holds a warrant. In addition, the Sheriff's Office is responsible for returning fugitives to Montgomery County from other jurisdictions for outstanding Circuit Court warrants and processing those fugitives when returned.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,383,825	20.00
Increase Cost: Extradition Costs	50,000	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.	410,858	2.00
FY15 Approved	2,844,683	22.00

Domestic Violence

The Sheriff's Office is the lead agency in Montgomery County for serving court orders related to domestic violence, including Protective and Peace Orders. The Sheriff is also responsible for serving Child Custody orders. The Sheriff's Office Domestic Violence Section serves domestic violence court orders twenty-four hours a day, seven days a week. The Section works collectively with other county agencies to ensure that the petitioners are referred to essential county services available to them and their families. In an effort to enhance protection for the victims of domestic violence, the Sheriff's Office offers cellular phones to domestic violence victims and has a partnership with ADT Security for alarm pendants for victims who are most vulnerable. The Sheriff's Office also serves Emergency Evaluation Petitions that include obtaining custody and transporting residents to the hospital for court ordered mental evaluation.

In collaboration with state, local, and private agencies and the support of the Maryland Judiciary, the Montgomery County Family Justice Center (FJC) implemented video court hearings for Temporary Protective Orders in December 2010. This pilot video hearing project was the first of its kind in Maryland. The equipment was donated by the Verizon Wireless Hopeline Foundation through the Montgomery County Family Justice Center Foundation, Inc.. Protective Order hearings are conducted by video from the center allowing petitioners to use FJC services instead of waiting at court for a hearing. While at the FJC, petitioners are able to receive other emergency and social services in a timely manner that previously took numerous phone calls, travel to multiple locations, and days to receive.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Interim and Temporary Peace Orders served	1,584	1,427	1,427	1,427	1,427
Number of Interim and Temporary Protective Orders served	1,893	1,827	1,827	1,827	1,827
Number of "safety check" violations resulting in arrest ¹	0	1	1	1	1
Number of weapons seized as a result of Protective Orders ²	270	105	105	105	105

¹ Safety checks involve efforts by Sheriff's deputies to ensure that victims are safe and court orders are being obeyed after the issuance of an Interim or Temporary Order. Safety checks are conducted by site visit or phone.

² One weapons seizure in FY12 resulted in collection of 85 firearms.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,260,720	29.42
Decrease Cost: Arrest Grant - State's Attorney's Office Charge-back	-134,631	-2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,218,308	14.21
FY15 Approved	4,344,397	41.63

Grants

The Sheriff's Office has a contractual agreement with the State's Department of Human Resources to serve all summonses generated by the Child Support Enforcement Division. Staff assigned to the State Child Support Enforcement Program serve child support summonses and subpoenas, research complex cases dealing with defendants evading service, and respond to emergency situations that occur within the County's Child Support offices. As part of the agreement, the Sheriff's Office receives a fee for serving the warrants and partial Federal funding for salaries and operating expenses of the section.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,035,282	9.61
Replace: ARREST Grant Funds with General Fund	147,812	2.25
Increase Cost: Child Support Grant	54,031	0.00
Replace: STOP Grant Personnel Cost Increase with General Fund	12,607	0.19
Shift: Reallocation of Protective Order Grant Personnel Costs Increases to General Fund	0	-0.19
Shift: Arrest Grant - Sheriff's Office Positions	-162,682	-2.25
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-295,050	-4.44
FY15 Approved	792,000	5.17

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,804,722	12,653,222	13,140,765	13,311,755	5.2%
Employee Benefits	6,379,577	6,609,760	7,062,258	7,341,697	11.1%
County General Fund Personnel Costs	19,184,299	19,262,982	20,203,023	20,653,452	7.2%
Operating Expenses	2,476,494	2,670,908	3,123,470	2,317,237	-13.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	21,660,793	21,933,890	23,326,493	22,970,689	4.7%
PERSONNEL					
Full-Time	170	172	172	173	0.6%
Part-Time	5	5	5	4	-20.0%
FTEs	173.14	175.87	175.87	178.13	1.3%
REVENUES					
Facility Rental Fees	0	500	500	500	—
Miscellaneous Revenues	50	4,000	4,000	4,000	—
Sheriff Fees	952,998	1,200,000	1,200,000	1,200,000	—
Other Charges/Fees	112,939	23,900	23,900	23,900	—
Other Intergovernmental	14,707	20,460	20,460	20,460	—
County General Fund Revenues	1,080,694	1,248,860	1,248,860	1,248,860	—
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	664,612	590,840	590,840	389,008	-34.2%
Employee Benefits	257,913	279,962	279,962	214,923	-23.2%
Grant Fund MCG Personnel Costs	922,525	870,802	870,802	603,931	-30.6%
Operating Expenses	222,269	164,480	164,480	188,069	14.3%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	1,144,794	1,035,282	1,035,282	792,000	-23.5%
PERSONNEL					
Full-Time	6	6	6	8	33.3%
Part-Time	0	2	2	0	—
FTEs	4.36	9.61	9.61	5.17	-46.2%
REVENUES					
Federal Grants	1,070,349	1,035,282	1,035,282	792,000	-23.5%
State Grants	67,644	0	0	0	—
Other Intergovernmental	6,801	0	0	0	—
Grant Fund MCG Revenues	1,144,794	1,035,282	1,035,282	792,000	-23.5%
DEPARTMENT TOTALS					
Total Expenditures	22,805,587	22,969,172	24,361,775	23,762,689	3.5%
Total Full-Time Positions	176	178	178	181	1.7%
Total Part-Time Positions	5	7	7	4	-42.9%
Total FTEs	177.50	185.48	185.48	183.30	-1.2%
Total Revenues	2,225,488	2,284,142	2,284,142	2,040,860	-10.7%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	21,933,890	175.87
<u>Changes (with service impacts)</u>		
Enhance: Restore Three Lapsed Deputy Sheriff Positions [Courtroom/Courthouse Security and Transport]	108,750	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	937,198	0.00
Increase Cost: Retirement Adjustment	417,205	0.00
Replace: ARREST Grant Funds with General Fund [Grants]	147,812	2.25
Increase Cost: Annualization of FY14 Lapsed Positions	90,754	0.00
Increase Cost: Extradition Costs [Criminal Process/Warrants and Extraditions]	50,000	0.00
Increase Cost: Group Insurance Adjustment	32,516	0.00
Increase Cost: Security Equipment Replacement Plan [Courtroom/Courthouse Security and Transport]	23,543	0.00
Replace: STOP Grant Personnel Cost Increase with General Fund [Grants]	12,607	0.19
Increase Cost: Printing and Mail	7,136	0.00
Decrease Cost: Promotions Exams (Funded Every Two Years)	-80,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-130,172	0.00
Decrease Cost: Motor Pool Rate Adjustment	-224,178	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-356,372	-0.18
FY15 APPROVED:	22,970,689	178.13
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	1,035,282	9.61
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Child Support Grant [Grants]	54,031	0.00
Shift: Reallocation of Protective Order Grant Personnel Costs Increases to General Fund [Grants]	0	-0.19
Decrease Cost: Arrest Grant - State's Attorney's Office Charge-back [Domestic Violence]	-134,631	-2.00
Shift: Arrest Grant - Sheriff's Office Positions [Grants]	-162,682	-2.25
FY15 APPROVED:	792,000	5.17

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Administration	5,424,097	28.95	5,697,507	29.00
Courtroom/Courthouse Security and Transport	8,164,835	71.50	7,223,220	58.50
Civil Process	2,700,413	26.00	2,860,882	27.00
Criminal Process/Warrants and Extraditions	2,383,825	20.00	2,844,683	22.00
Domestic Violence	3,260,720	29.42	4,344,397	41.63
Grants	1,035,282	9.61	792,000	5.17
Total	22,969,172	185.48	23,762,689	183.30

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	22,971	22,971	22,971	22,971	22,971	22,971
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	152	152	152	152	152
Annualization of Lapsed Deputy Sheriff Positions Partially Funded in FY15						
Labor Contracts	0	292	292	292	292	292
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-27	-27	-27	-27	-27
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	22,971	23,388	23,388	23,388	23,388	23,388

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Restore Three Lapsed Deputy Sheriff Positions [Courtroom/Courthouse Security and Transport]	108,750	0.00	261,000	0.00
Total	108,750	0.00	261,000	0.00

Transportation

MISSION STATEMENT

The mission of the Department of Transportation (DOT) programs supported by the General Fund is to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons and vehicles on County roads; to plan, design, and coordinate development and construction of transportation and pedestrian routes to maintain the County's transportation infrastructure; to operate and maintain the traffic signal system and road network in a safe and efficient manner; and to develop and implement transportation policies to maximize efficient service delivery. The General Fund supports programs in the Division of Traffic Engineering and Operations, the Division of Parking Management, the Division of Highway Maintenance, the Division of Transportation Engineering, the Division of Transit Services, and the Director's Office.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Transportation is \$50,771,424, an increase of \$3,465,853 or 7.3 percent from the FY14 Approved Budget of \$47,305,571. Personnel Costs comprise 45.2 percent of the budget for 449 full-time positions and eight part-time positions, and a total of 275.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 54.8 percent of the FY15 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

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***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Add \$1.2 million in FY15 to enhance infrastructure maintenance of roads, bridges, traffic signals, sidewalks, streetlights, and trees.***
- ❖ ***Oversee an increasing road resurfacing program with lane miles addressed rising from 24 lane miles in FY14 to 129 lane miles in FY15.***
- ❖ ***Initiated the County's first Light Emitting Diode (LED) streetlighting projects, in an effort to reduce energy and maintenance costs. Approximately 100 new LED street lights are being installed along New Hampshire Avenue, and approximately 180 existing street lights in Damascus are being converted to LED lights.***
- ❖ ***Launched the first bikeshare transit system in the State of Maryland, extending Capital Bikeshare into the Bethesda/Friendship Heights, Silver Spring/Takoma Park, and Rockville/Shady Grove/Life Sciences Center areas. County residents can join Capital Bikeshare and ride in the County and our partner jurisdictions in Washington D.C., Arlington, and Alexandria. A limited number of lower-income residents can qualify for membership in Capital***

Bikeshare, bike safety training, a helmet, and route planning at no cost.

- ❖ ***Increased County contribution to bikeshare program to replace expiring grant funding.***
- ❖ ***Completed biennial inspections for 179 bridges and renovations for 23 bridges.***
- ❖ ***Responded to 25 storm events totaling 54 inches of snow thus far in FY14.***
- ❖ ***217 of approximately 250 county owned Traffic Signals have been supplied with Uninterruptable Power Supplies/Battery Back-Up with the remaining signals to be supplied by the end of FY15.***
- ❖ ***Ninety percent of Foliage Removal work orders were completed of which 60% were for Traffic Sign visibility and 40% for Streetlights.***
- ❖ ***Work Zone Traffic Control reviewed and approved 347 Traffic Control Plans (TCP) in FY13.***
- ❖ ***The Safe Routes to School Program completed 23 comprehensive and 9 partial evaluations.***
- ❖ ***The Aerial Surveillance Program operated 338 missions in FY13 of which 75% were scheduled; 5,500 calls were logged in of which 3,377 related to signals, 841 to accidents, 523 to vehicles, 743 to construction, and 16 to providing criminal assistance.***

PROGRAM CONTACTS

Contact Al Roshdieh of the Department of Transportation at 240.777.7170 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Automation

The Automation Program provides staffing, material, and support to develop and maintain information systems in support of the Department's business operations. This includes purchase and maintenance of IT equipment, service and support for major business systems, strategic visioning and analysis for planned IT investments, and day-to-day end use support. In addition, this program provides for coordination with the County Department of Technology Services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	450,870	2.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	15,819	0.00
FY15 Approved	466,689	2.90

BikeShare

This program administers and operates the BikeShare program in the County. The purpose of this program is developing additional options for short trips, promoting the use of transit and contributing to a more pedestrian and bicycle-friendly atmosphere. This includes managing implementation of the County's system, administering the operation of the system, and coordinating with other regional BikeShare programs.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,008,150	1.15
Increase Cost: Bikeshare Program	381,440	-0.15
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,500	0.00
FY15 Approved	1,423,090	1.00

Bridge Maintenance

This program provides for the basic maintenance of bridges and box culverts along County-maintained roadways, including removal of debris under and around bridges; wall and abutment repainting; trimming trees and mowing banks around bridge approaches; and guardrail repair. Minor asphalt repairs and resurfacing of bridges and bridge approaches are also included.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	177,650	1.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,478	0.00
FY15 Approved	179,128	1.10

Transportation Engineering and Management Services

This program oversees a portion of the transportation programs, monitors and evaluates standards, investigates complaints, and implements strategies to maximize cost savings. This program is also responsible for the personnel, budget, and finance functions of several divisions in the Department of Transportation, providing essential services to the Department and serving as a point of contact for other departments.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	315,840	3.00
Increase Cost: Traffic Signal System Modernization and Uninterrupted Power Supply Unit Maintenance	152,500	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.	-200	0.00
FY15 Approved	468,140	3.00

Noise Abatement Districts

The Bradley and Cabin John Noise Abatement Special Taxation Districts were created in 1991 to levy a tax to defray certain ineligible State costs associated with the construction of noise barriers along the Capital Beltway that will benefit the properties in the districts. Proceeds of the tax are used to reimburse the County for debt service related to the general obligation bond proceeds which were initially used to finance the construction. The program also involves evaluation and negotiations with new communities that desire to explore their eligibility for establishment of new Noise Abatement Districts and coordination with the State Highway Administration.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Parking Outside the Parking Districts

This program administers, operates, and maintains the parking program outside the Parking Districts. Included in this program are residential permit parking and peak hour traffic enforcement. The residential permit parking program is responsible for the sale of parking permits and parking enforcement in these areas. Participation in the program is requested through a petition of the majority of the citizens who live in that area. The program is designed to mitigate the adverse impact of commuters parking in residential areas. Peak hour traffic enforcement in the Bethesda and Silver Spring Central Business Districts assures the availability of travel lanes during peak traffic periods. The program is also responsible for the management of County employee parking in the Rockville core.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,117,070	1.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,386	0.00
FY15 Approved	1,126,456	1.60

Resurfacing

This program provides for the contracted pavement surface treatment of the County's residential and rural roadway infrastructure.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of annual requirement for residential resurfacing funded ¹	44%	90%	50%	84%	36%
Percent of primary/arterial road quality rated fair or better ²	64%	64%	63%	60%	53%
Percent of rural/residential road quality rated fair or better ³	41%	44%	42%	40%	33%

¹ The FY13-FY16 percentage represents the sum of all CIP and Operating funding divided by ERoads pavement management program annual required funding. These percents are subject to change with respect to any supplemental, FY funding distributions and/or final FY CIP allocations.

² These percents are subject to change with respect to the outcomes of current county wide pavement condition assessments.

³ These percents are subject to change with respect to the outcomes of current county wide pavement condition assessments.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,789,410	0.00
Enhance: Resurfacing	400,000	0.00
FY15 Approved	2,189,410	0.00

Roadway and Related Maintenance

Roadway maintenance includes hot mix asphalt road patching (temporary and permanent roadway repairs, skin patching, and crack sealing); shoulder maintenance; and storm drain maintenance, including erosion repairs, roadway ditch and channel repairs, cleaning enclosed storm drains, and repair and/or replacement of drainage pipes. Related activities include: mowing; roadside vegetation clearing and grubbing; traffic barrier repair and replacement; street cleaning; regrading and reshaping dirt/gravel roads; and temporary maintenance of curbs, gutters, and sidewalks.

Starting in FY07, DOT began providing routine maintenance of roadway, bridges, and storm drain surfaces and other miscellaneous items for Park roads.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	15,778,581	120.59
Enhance: Sidewalk Repair	40,000	0.00
Increase Cost: Maintenance for Newly Accepted Subdivision Roads	34,210	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.	590,030	1.51
FY15 Approved	16,442,821	122.10

Snow Removal/Wind/Rain Storms

This program includes the removal of storm debris within right of ways and snow from County roadways. This includes plowing and applying salt and sand; equipment preparation and cleanup from snow storms; and wind and rain storm cleanup. Efforts to improve the County's snow removal operation have included public snow plow mapping, snow summit conferences; equipping other County vehicles with plows; and using a variety of contracts to assist in clearing streets. Expenditures over the budgeted program amount for this purpose will be covered by the Snow Removal and Storm Cleanup NDA.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,214,060	24.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	67,653	0.00
FY15 Approved	3,281,713	24.70

Streetlighting

This program includes investigation of citizen requests for new or upgraded streetlights; design or review of plans for streetlight installations on existing roads, bikeways and pedestrian facilities, and projects that are included in the CIP; coordination and inspection of streetlight installations and maintenance by utility companies; maintenance of all County-owned streetlights by contract; and inspection of contractual maintenance and repair work.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	520,870	0.50
Enhance: Streetlight Maintenance	25,000	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.	387	0.00
FY15 Approved	546,257	0.50

Traffic Planning

This program provides for traffic engineering and safety review of road construction projects in the CIP; review of master plans, preliminary development plans, and road geometric standards from a pedestrian, bicycle, and traffic engineering and safety standpoint. The program also includes studies to identify small scale projects to improve the capacity and safety of intersections at spot locations throughout the County, the design of conceptual plans for such improvements, as well as the review of development plans and coordination of all such reviews within the Department of Transportation; review of traffic and pedestrian impact studies for the Local Area Review process; and development, review, approval, and monitoring of development-related transportation

mitigation agreements.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	389,460	4.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	15,116	0.00
FY15 Approved	404,576	4.10

Traffic and Pedestrian Safety

This program provides for engineering studies to evaluate and address concerns about pedestrian and traffic safety and parking issues on neighborhood streets, arterial, and major roadways. Data on speed, vehicular and pedestrian volumes, geometric conditions and collision records are collected and analyzed. Plans are developed to enhance neighborhood and school zone safety, maintain livable residential environments, and provide safe and efficient traffic flow as well as safe pedestrian access on arterial and major roads.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average number of days to respond to requests for traffic studies ¹	55	60	65	68	70
Number of traffic studies pending	240	255	270	270	270

¹ Reflects reduction in consultant services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,909,360	11.50
Increase Cost: Safe Routes to Schools reflecting decrease in State grant funding	4,732	0.06
Decrease Cost: Partial expiration of Safe Routes to Schools grant	-2,344	-0.06
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	90,223	-0.03
FY15 Approved	2,001,971	11.47

Traffic Sign & Marking

This program includes conducting engineering investigations of citizen complaints about traffic signs, street name signs, pavement markings (centerlines, lane lines, edge lines, crosswalks, raised pavement markers, etc.), and inadequate visibility at intersections. It also includes design, review, and field inspection of traffic control plans for CIP road projects and for permit work performed in right-of-ways. The program includes fabrication and/or purchase of signs; installation and maintenance of all traffic and pedestrian signs, and street name signs (including special advance street name signs); repair or replacement of damaged signs; installation and maintenance of all pavement markings; safety-related trimming of roadside foliage obstructing traffic control devices; and day-to-day management of the traffic materials and supplies inventory. This program is also responsible for the issuance of permits for use of County roads and rights-of-ways for special events such as parades, races, and block parties.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,105,760	11.80
Enhance: Sign Repair and Replacement	144,000	0.00
Enhance: Crosswalk Maintenance	50,000	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.	79,492	0.00
FY15 Approved	2,379,252	11.80

Traffic Signals & Advanced Transportation Mgmt. Syst.

This program provides for the general engineering and maintenance activities associated with the design, construction, and maintenance of traffic signals, the Advanced Transportation Management System (ATMS), and the communication infrastructure that supports these programs and the County's fiber optic based network. Included in this program are proactive and reactive maintenance of the field devices and related components such as traffic signals, flashers, traffic surveillance cameras, variable message signs, travelers' advisory radio sites, twisted pair copper interconnect, and fiber optic cable and hub sites; and support of the Traffic Signal, ATMS, and FiberNet CIP projects. This program also includes provision of testimony for the County in court cases involving traffic signals.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
The backlog of signalized intersections with a malfunctioning sensor	112	172	210	210	210

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,267,360	6.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	80,274	0.00
FY15 Approved	2,347,634	6.90

Property Acquisition

This program is responsible for acquiring land for transportation capital projects and includes land acquisitions for other departments on an as-needed basis. This program includes administering the abandonment of rights-of-ways which have been or currently are in public use.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	97,120	0.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,637	0.00
FY15 Approved	101,757	0.60

Transportation Community Outreach

The Transportation Community Outreach program objective is to inform County residents of DOT's services, programs, and procedures; enhance their understanding of the department's organization and responsibilities; enhance their ability to contact directly the appropriate DOT office; and provide feedback so DOT can improve its services. Staff works with the Public Information Office to respond to media inquiries. Staff refers and follows up on residents' concerns; attends community meetings; and convenes action group meetings at the request of the Regional Services Center directors. Significant components of this program are the coordination of Renew Montgomery, a neighborhood revitalization program, and the Keep Montgomery County Beautiful program, which includes the Adopt-A-Road program, a beautification grants program, and annual beautification awards.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	208,080	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.	16,598	0.00
FY15 Approved	224,678	1.00

Transportation Planning and Design

This program provides for the development of engineering construction plans and specifications for all transportation-related projects in the County's Capital Improvements Program (CIP). This includes planning, surveying, designing of roads, bridges, traffic improvements, pedestrian, bicycle and mass transit facilities, and storm drains; as well as the inventory, inspection, renovation, preservation and rehabilitation of existing bridges. All of these plans are environmentally sound and aesthetically pleasing and meet applicable local, State, and Federal laws and regulations.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Linear feet of sidewalk construction completed (000) ¹	34	34	34	34	34
Percentage of customers satisfied with new capital projects ²	90.0	90.0	90.0	90.0	90.0

¹ Sidewalk Construction is funded by CIP.

² Outreach is for CIP projects.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	404,000	1.70
Enhance: Inspection of Short Span Bridges	40,000	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.	13,838	0.00
FY15 Approved	457,838	1.70

Transportation Construction

This program provides overall construction administration and inspection of the Department's transportation CIP projects. This includes preparing and awarding construction contracts, monitoring construction expenditures and schedules, processing contract payments, providing construction inspection, and inspecting and testing materials used in capital projects. It measures and controls the quality of manufactured construction materials incorporated into the transportation infrastructure. This program also includes

materials (manufacturing) plant inspections and testing of materials for work performed by private developers under permit with the County.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Transportation Capital Improvement Projects completed within 10% of the cost estimate in the original Project Description Form	100	100	100	100	100
Transportation Capital Improvement Projects completed within 3 months of projected timeline on Project Description Form	70	75	75	75	75

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	261,500	0.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	10,214	0.00
FY15 Approved	271,714	0.90

Transportation Management and Operations

This program provides for the daily operations of the County's transportation management program to include operations of the Transportation Management Center (TMC), the computerized traffic signal system, the aerial surveillance sub-program, and multi-agency incident management response and special event traffic management. This program also provides hardware and software support for the TMC's computer and network infrastructure, and investigation of citizen complaints about traffic signal timing, synchronization and optimization.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,590,880	7.50
Add: Adaptive Signal Control Technology Study	480,000	0.00
Enhance: Signal Maintenance	75,000	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.	78,977	0.00
FY15 Approved	2,224,857	7.50

Transportation Policy

This program provides for the integration of all transportation plans, projects, and programs to ensure Department-wide coordination and consistency. The program provides a strategic planning framework for the identification and prioritization of new capital and operating transportation projects and programs for implementation at the County and State levels. The program advocates and explains the County's transportation priorities to the Council and State Delegation. This program also includes a liaison role and active participation with local and regional bodies such as WMATA, M-NCPPC, the Metropolitan Washington Council of Governments (COG), the Transportation Planning Board (TPB), and the Maryland Department of Transportation. This program involves active participation in the master planning process in order to advance transportation priorities and ensure the ability to implement proposed initiatives. The development of transportation policy, legislation, and infrastructure financing proposals are included in this program, including administration of the Impact Tax Program, development and negotiation of participation agreements with private developers, and the Development Approval Payment program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	443,220	2.50
Enhance: Master Plan Review and Transportation Policy Area Review monitoring through increased Planning Specialist staffing	6,439	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,781	0.00
FY15 Approved	446,878	3.00

Tree Maintenance

The operating budget portion of the Tree Maintenance program provides for emergency tree maintenance services in the public rights-of-way. The program provides priority area-wide emergency tree and stump removal and pruning to ensure the safety of pedestrians and cyclists, minimize damage to property, and provide adequate road clearance and sign, signal, and streetlight visibility for motorists. Starting in FY07, the street tree planting function was transferred to DOT as part of the overall Tree Maintenance program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,530,900	14.60
Enhance: Tree Maintenance	434,000	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.	777	0.00
FY15 Approved	4,965,677	14.60

Vacuum Leaf Collection

The Vacuum Leaf Collection program provides two vacuum leaf collections to the residents in the Leaf Vacuuming District during the late fall/winter months. Vacuum leaf collection is an enhanced service which complements homeowner responsibilities related to the collection of the high volume of leaves generated in this part of the County. This program is supported by a separate leaf vacuum collection fee that is charged to property owners in the Leaf Vacuuming District.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,155,300	30.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	69,343	0.03
FY15 Approved	5,224,643	30.83

Administration

The Director's Office provides overall leadership for the Department, including policy development, planning, accountability, service integration, customer service, and the formation of partnerships. It also handles administration of the day-to-day operations of the Department, including direct service delivery, budget and fiscal management oversight (capital and operating), training, contract management, logistics and facilities support, human resources management, and information technology. In addition, administration staff coordinates the departmental review of proposed State legislation and provides a liaison between the County and WMATA. The Department consists of five divisions: the Division of Traffic Engineering and Operations, the Division of Parking Management, the Division of Highway Maintenance, the Division of Transportation Planning, and the Division of Transit Services. The Administration program includes efforts of staff from all divisions of the Department.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,570,130	23.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	26,115	0.00
FY15 Approved	3,596,245	23.70

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	16,090,471	13,346,280	17,348,002	13,974,657	4.7%
Employee Benefits	6,109,794	5,858,821	7,157,523	5,960,424	1.7%
County General Fund Personnel Costs	22,200,265	19,205,101	24,505,525	19,935,081	3.8%
Operating Expenses	36,722,196	22,927,839	45,963,221	25,596,716	11.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	58,922,461	42,132,940	70,468,746	45,531,797	8.1%
PERSONNEL					
Full-Time	441	443	443	449	1.4%
Part-Time	8	8	8	8	—
FTEs	223.65	242.06	242.06	243.98	0.8%
REVENUES					
Federal Grants	971,500	0	0	0	—
Miscellaneous Revenues	29,853	325,000	325,000	10,000	-96.9%
Motor Pool Charges/Fees	2,644	0	0	0	—
Other Charges/Fees	0	40,000	40,000	440,000	1000.0%
Parking Fees	318,863	188,000	248,000	248,000	31.9%
Parking Fines	1,177,741	0	0	0	—
Residential Parking Permits	206,636	216,580	200,000	200,000	-7.7%
State Aid: Highway User	2,767,466	3,438,906	3,464,960	3,587,736	4.3%
Subdivision Plan Review	273,730	200,000	200,000	200,000	—
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
Other Fines/Forfeitures	11,277	0	0	0	—
County General Fund Revenues	5,759,710	5,402,486	5,471,960	5,679,736	5.1%
BRADLEY NOISE ABATEMENT					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Bradley Noise Abatement Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Bradley Noise Abatement Expenditures	0	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Investment Income	5	0	0	0	—
Bradley Noise Abatement Revenues	5	0	0	0	—
CABIN JOHN NOISE ABATEMENT					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Cabin John Noise Abatement Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Cabin John Noise Abatement Expenditures	0	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Investment Income	1	0	0	0	—
Property Tax	1,018	0	0	0	—
Cabin John Noise Abatement Revenues	1,019	0	0	0	—
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	0	12,404	12,404	11,087	-10.6%
Employee Benefits	0	4,924	4,924	3,897	-20.9%
Grant Fund MCG Personnel Costs	0	17,328	17,328	14,984	-13.5%

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Operating Expenses	62,536	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	62,536	17,328	17,328	14,984	-13.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.50	0.25	0.25	0.19	-24.0%
REVENUES					
State Grants	62,536	17,328	17,328	14,984	-13.5%
Grant Fund MCG Revenues	62,536	17,328	17,328	14,984	-13.5%
VACUUM LEAF COLLECTION					
EXPENDITURES					
Salaries and Wages	2,199,035	2,154,412	2,066,209	2,242,070	4.1%
Employee Benefits	647,686	718,181	619,843	740,203	3.1%
Vacuum Leaf Collection Personnel Costs	2,846,721	2,872,593	2,686,052	2,982,273	3.8%
Operating Expenses	2,487,165	2,282,710	3,301,978	2,242,370	-1.8%
Capital Outlay	0	0	0	0	—
Vacuum Leaf Collection Expenditures	5,333,886	5,155,303	5,988,030	5,224,643	1.3%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	33.54	30.83	30.83	30.83	—
REVENUES					
Investment Income	889	4,000	1,110	2,150	-46.3%
Leaf Vacuum Collection Fees	6,565,973	6,526,619	6,526,619	6,526,335	0.0%
Systems Benefit Charge	-11	0	0	0	—
Other Charges/Fees	14,826	0	0	0	—
Vacuum Leaf Collection Revenues	6,581,677	6,530,619	6,527,729	6,528,485	0.0%
DEPARTMENT TOTALS					
Total Expenditures	64,318,883	47,305,571	76,474,104	50,771,424	7.3%
Total Full-Time Positions	441	443	443	449	1.4%
Total Part-Time Positions	8	8	8	8	—
Total FTEs	257.69	273.14	273.14	275.00	0.7%
Total Revenues	12,404,947	11,950,433	12,017,017	12,223,205	2.3%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	42,132,940	242.06
Changes (with service impacts)		
Add: Adaptive Signal Control Technology Study [Transportation Management and Operations]	480,000	0.00
Enhance: Tree Maintenance [Tree Maintenance]	434,000	0.00
Enhance: Resurfacing [Resurfacing]	400,000	0.00
Enhance: Sign Repair and Replacement [Traffic Sign & Marking]	144,000	0.00
Enhance: Signal Maintenance [Transportation Management and Operations]	75,000	0.00
Enhance: Crosswalk Maintenance [Traffic Sign & Marking]	50,000	0.00
Enhance: Inspection of Short Span Bridges [Transportation Planning and Design]	40,000	0.00
Enhance: Sidewalk Repair [Roadway and Related Maintenance]	40,000	0.00
Enhance: Streetlight Maintenance [Streetlighting]	25,000	0.00
Enhance: Master Plan Review and Transportation Policy Area Review monitoring through increased Planning Specialist staffing [Transportation Policy]	6,439	0.50
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	933,420	0.00
Increase Cost: Bikeshare Program [BikeShare]	381,440	-0.15
Increase Cost: Motor Pool Rate Adjustment	369,348	0.00
Increase Cost: Traffic Signal System Modernization and Uninterrupted Power Supply Unit Maintenance [Transportation Engineering and Management Services]	152,500	0.00
Increase Cost: Conversion of 6 Temporary Employees to Permanent Merit Positions	91,871	1.50
Increase Cost: Retirement Adjustment	79,669	0.00
Increase Cost: Group Insurance Adjustment	50,074	0.00

	Expenditures	FTEs
Increase Cost: Maintenance for Newly Accepted Subdivision Roads [Roadway and Related Maintenance]	34,210	0.00
Increase Cost: Printing and Mail	18,379	0.00
Increase Cost: Safe Routes to Schools reflecting decrease in State grant funding [Traffic and Pedestrian Safety]	4,732	0.06
Decrease Cost: Annualization of FY14 Personnel Costs	-411,225	0.01
FY15 APPROVED:	45,531,797	243.98
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	17,328	0.25
Other Adjustments (with no service impacts)		
Decrease Cost: Partial expiration of Safe Routes to Schools grant [Traffic and Pedestrian Safety]	-2,344	-0.06
FY15 APPROVED:	14,984	0.19
VACUUM LEAF COLLECTION		
FY14 ORIGINAL APPROPRIATION	5,155,303	30.83
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	97,160	0.00
Increase Cost: Retirement Adjustment	6,706	0.00
Increase Cost: Group Insurance Adjustment	5,814	0.00
Decrease Cost: Motor Pool Rate Adjustment	-40,340	0.00
FY15 APPROVED:	5,224,643	30.83

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Automation	450,870	2.90	466,689	2.90
BikeShare	1,008,150	1.15	1,423,090	1.00
Bridge Maintenance	177,650	1.10	179,128	1.10
Transportation Engineering and Management Services	315,840	3.00	468,140	3.00
Noise Abatement Districts	0	0.00	0	0.00
Parking Outside the Parking Districts	1,117,070	1.60	1,126,456	1.60
Resurfacing	1,789,410	0.00	2,189,410	0.00
Roadway and Related Maintenance	15,778,581	120.59	16,442,821	122.10
Snow Removal/Wind/Rain Storms	3,214,060	24.70	3,281,713	24.70
Streetlighting	520,870	0.50	546,257	0.50
Traffic Planning	389,460	4.10	404,576	4.10
Traffic and Pedestrian Safety	1,909,360	11.50	2,001,971	11.47
Traffic Sign & Marking	2,105,760	11.80	2,379,252	11.80
Traffic Signals & Advanced Transportation Mgmt. Syst.	2,267,360	6.90	2,347,634	6.90
Property Acquisition	97,120	0.60	101,757	0.60
Transportation Community Outreach	208,080	1.00	224,678	1.00
Transportation Planning and Design	404,000	1.70	457,838	1.70
Transportation Construction	261,500	0.90	271,714	0.90
Transportation Management and Operations	1,590,880	7.50	2,224,857	7.50
Transportation Policy	443,220	2.50	446,878	3.00
Tree Maintenance	4,530,900	14.60	4,965,677	14.60
Vacuum Leaf Collection	5,155,300	30.80	5,224,643	30.83
Administration	3,570,130	23.70	3,596,245	23.70
Total	47,305,571	273.14	50,771,424	275.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	702,415	0.75	314,277	0.75
CIP	CIP	17,445,543	149.66	17,805,055	148.34
Environmental Protection	Water Quality Protection Fund	3,456,635	32.29	3,534,151	32.29

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
Solid Waste Services	Solid Waste Disposal	241,990	2.90	247,778	2.90
Transit Services	Mass Transit	171,270	1.00	174,470	1.00
Urban Districts	Bethesda Urban District	25,000	0.00	25,000	0.00
Urban Districts	Silver Spring Urban District	30,000	0.00	13,000	0.00
Urban Districts	Wheaton Urban District	12,900	0.00	12,900	0.00
Total		22,085,753	186.60	22,126,631	185.28

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	45,532	45,532	45,532	45,532	45,532	45,532
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-480	-480	-480	-480	-480
Items approved for one-time funding in FY15, including an Adaptive Control Technology study, will be eliminated from the base in the outyears.						
Labor Contracts	0	246	246	246	246	246
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-17	-17	-17	-17	-17
These figures represent other negotiated items included in the labor agreements.						
Operating Budget Impacts for Selected Transportation Projects	0	229	374	631	638	638
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Amended Capital Improvements Program						
Subtotal Expenditures	45,532	45,510	45,655	45,912	45,919	45,919
VACUUM LEAF COLLECTION						
Expenditures						
FY15 Approved	5,225	5,225	5,225	5,225	5,225	5,225
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	29	29	29	29	29
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	5,225	5,251	5,251	5,251	5,251	5,251

Parking District Services

MISSION STATEMENT

The mission of Parking District Services is to:

- Support the role of public parking in commercial areas throughout the County. Parking management is an important tool for achieving public objectives of economic development and transportation management;
- Support the comprehensive development of the Silver Spring, Bethesda, Wheaton, and Montgomery Hills central business districts and promote their economic growth and stability by supplying a sufficient number of parking spaces to accommodate that segment of the public demand which is neither provided for by developers nor served by alternative travel modes;
- Promote and complement a total transportation system through the careful balance of rates and parking supply to encourage the use of the most efficient and economical transportation modes available; and
- Develop and implement parking management strategies designed to maximize the usage of the available parking supply in order to enhance the economic development of specific central business districts.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Parking Districts Funds is \$28,527,492, an increase of \$2,671,097 or 10.3 percent from the FY14 Approved Budget of \$25,856,395. Personnel Costs comprise 17.0 percent of the budget for 52 full-time positions, and a total of 49.89 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 83.0 percent of the FY15 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

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***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Strong and Vibrant Economy***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Replace the parking meters on-street and in public parking lots in Silver Spring with a combination of new customer friendly Smart meters and Pay By Space systems.***
- ❖ ***Select a vendor for a Power Purchase Agreement (PPA) for the solar generation of electricity. The PPA vendor will own, install and maintain solar panels on the rooftops of selected County owned garages and would provide the generated power to the County at negotiated below market rates under a 20 to 30 year agreement.***
- ❖ ***Open the Capital Crescent Garage (Public Parking Garage 31) in Bethesda at Woodmont and Bethesda Avenues. This new, state of the art, 950 space public parking facility will include 60 foot clear spans and raised ceilings, a security system with video cameras and call stations, electric vehicle charging stations and enhanced bicycle parking for easy access to the adjacent Capital Crescent Trail.***

- ❖ **Completed a conversion of parking citation revenue recordation from the former County financial system (FAMIS) to the current Oracle accounting system. This was a major effort involving the County's citation management system vendor, the Department of Finance, the Department of Technology Services, the Enterprise Resources Planning unit and staff of the Division of Parking Management. Also implemented a new automated revenue reconciliation process that improved the efficiency of the reconciliation.**
- ❖ **Instituted a new parking rate structure based on demand instead of length of stay. This system aligns the most desirable parking spaces with the highest rate and allows people to make an individual decision on cost versus convenience.**
- ❖ **Replaced the individual on-street Bethesda parking meters with new Smart meters. The new meters provide an easy to read video screen that displays parking rates, time purchased and any specific meter restrictions. They accept credit cards and include an in-street sensor that allows parking availability to be displayed on the County website and available to private application developers.**
- ❖ **Began the roll-out of a license plate based virtual permit system to replace paper permits in residential parking permit areas. This system allows registration and renewal on-line or through a 24-hour call center as well as through traditional mail or in-person methods. Accuracy and efficiency of parking enforcement is also enhanced.**

PROGRAM CONTACTS

Contact Rick Siebert of the Parking Districts Funds at 240.777.8732 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Management Services and Property Development

This program supports the overall Parking Services program objectives through the management of Information Technology, Budget, Human Resources and Planning staff to optimize organizational effectiveness. The Program strategically plans for the re-development of Parking Lot District real property to promote the economic growth and stability of associated urban districts. It is responsible for the drafting and coordination of Requests for Proposals for property development and provides support in the negotiation and execution of General Development Agreements.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,784,445	10.50
Decrease Cost: Garage 58 Rental Lease - Silver Spring	-200,000	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.	205,026	0.10
FY15 Approved	2,789,471	10.60

Financial Management Program

The Financial Management Program has overall responsibility for recording and reconciling all parking district revenue and the administration of the Ad Valorem tax program.

It is also responsible for the management of the encumbrance and invoice payment process. Within this process it is directly responsible for revenue bond debt, fixed costs and utilities programs.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Parking Management Revenue Generated (\$ millions)	40.3	42.1	43.0	44.4	44.4
Parking Operating Expenditures (\$ millions)	25.9	25.7	25.8	28.4	28.4
Parking Management Cost Efficiency (ratio of expenses to revenues) ¹	\$0.64	\$0.61	\$0.60	\$0.64	\$0.64
Parking Customer Service Survey Ranking ²	NA	3.28	NA	TBD	NA

¹ The increasing cost ratio is a result of increasing debt service to support capital projects.

² This measure reports the average customer satisfaction rating for both permit holders and visitor parkers along the following scale (1. Poor; 2. Fair; 3. Good; 4. Excellent) for Montgomery County Public Parking Facilities. A survey will be conducted semiannually.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,642,393	5.31
Increase Cost: Debt Service - Bethesda	948,850	0.00
Increase Cost: Risk Management Adjustment - Bethesda	690	0.00
Increase Cost: Risk Management Adjustment- Montgomery Hills	510	0.00
Increase Cost: Risk Management Adjustment- Wheaton	50	0.00
Increase Cost: Risk Management Adjustment - Silver Spring	10	0.00
Decrease Cost: Utilities - Silver Spring	-500,000	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.	104,443	-0.10
FY15 Approved	8,196,946	5.21

Parking Facility Maintenance and Engineering

This program provides the maintenance of all parking lots, garages, and surrounding grounds. Facilities maintenance is programmed at a level which is designed to ensure the operational integrity of the facilities and the safety of parking patrons. Maintenance of parking facilities includes: snow and ice removal; housekeeping services; equipment maintenance for elevators, electrical systems, and Heating, Ventilation, and Air- Conditioning systems (HVAC); facility repairs for maintenance of damaged glass, asphalt, concrete, plumbing, painting, space stripes, graffiti, doorframes, brick and block, meter posts, and woodwork due to vandalism, use and age; and grounds-keeping services.

Additionally, the program supports a balanced system of public parking which promotes the economic stability and growth of the County's central business districts. This is implemented through the design and construction of new parking facilities, including mixed-use projects. The program also includes renovating and improving existing parking facilities to ensure the preservation and integrity of the parking system and its continued service to the public. This program also evaluates energy usage and recommends and implements improvements that reduce the amount of energy used by off-street facilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,221,932	16.68
Increase Cost: Garage Maintenance - Silver Spring	65,561	0.00
Increase Cost: Emergency Back Up Batteries in Garages - Silver Spring	57,200	0.00
Increase Cost: Emergency Battery Back Up in Garages - Bethesda	38,500	0.00
Increase Cost: Emergency Back Up Batteries in Garages- Wheaton	22,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Montgomery Hills	-620	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Wheaton	-2,350	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Bethesda	-18,850	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Silver Spring	-27,730	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.	203,188	1.30
FY15 Approved	5,558,831	17.98

Parking Operations

This unit has overall responsibility for the collection and processing of all parking revenue, including revenue from individual meters, automated pay stations, cashiered facilities, parking permits, and parking fines. Additionally it provides support to the Mass Transit Fund in the processing of bus revenue for deposit.

The program is also responsible for the management of the parking citation database and provides management of the appeal process for all parking tickets written within the County. Parking Operations maintains regularly scheduled parking enforcement patrols in all Parking Lot Districts (PLD), residential permit areas outside the PLD's and other designated County facilities. In addition, this program provides a comprehensive meter maintenance program to ensure all meter devices function properly.

Augmenting the public safety mission of the County Police, this unit also provides contract security guard services for parking facilities to detect and report theft, vandalism, and threats to personal security. Security support is also provided by the Silver Spring Clean and Safe Team.

Parking Operations also manages and executes the Parking Outside the Parking Districts Program funded by the County's General Fund.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	10,207,625	16.10
Enhance: 1,200 On-Street Single Space Smart Meters - Silver Spring	1,300,200	0.00
Increase Cost: Garage 31 Maintenance, Operations, and Utilities	607,000	0.00
Increase Cost: Hosted Centralized Server for Silver Spring Garages 60 and 61 and Bethesda Garage 11	100,600	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Bethesda	84,890	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Silver Spring	84,890	0.00
Enhance: Six Multi-Space Machines in Kennett Street Garage 9 - Silver Spring	69,960	0.00
Increase Cost: Hosted Centralized Server for Silver Spring Garages 60 and 61 and Bethesda Garage 11	50,300	0.00
Enhance: Four Multi-Space Machines on Two Surface Lots - Silver Spring	44,600	0.00
Enhance: 40 IPS Single Smart Meters on Surface Lots - Silver Spring	43,340	0.00
Increase Cost: Solid Waste Services - Silver Spring	31,910	0.00
Increase Cost: Solid Waste Services - Bethesda	16,750	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space Maintenance - Silver Spring	6,510	0.00
Increase Cost: Solid Waste Services- Wheaton	3,150	0.00
Increase Cost: Contractual Increases for Pay-On-Foot and Pay-By-Space Maintenance - Bethesda	2,870	0.00
Increase Cost: Printing and Mail - Bethesda	2,157	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-by-Space Machines- Montgomery Hills	1,210	0.00
Increase Cost: Solid Waste Services- Montgomery Hills	530	0.00
Increase Cost: Contractual Increases for Pay-On-Foot and Pay-By-Space Maintenance- Wheaton	240	0.00
Decrease Cost: Debit/Credit Card Bank fees for Pay-On-Foot and Pay-By-Space Machines- Wheaton	-510	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment- Wheaton	-11,300	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment - Silver Spring	-75,300	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment - Bethesda	-109,190	0.00
Decrease Cost: Meter Lease Purchase - Silver Spring	-166,530	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.	-313,658	0.00
FY15 Approved	11,982,244	16.10

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
BETHESDA PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	1,364,954	1,382,866	1,448,114	1,567,412	13.3%
Employee Benefits	473,802	529,231	536,408	569,313	7.6%
Bethesda Parking District Personnel Costs	1,838,756	1,912,097	1,984,522	2,136,725	11.7%
Operating Expenses	10,842,972	7,376,145	7,307,507	7,915,640	7.3%
Debt Service Other	0	4,010,939	4,010,939	4,959,789	23.7%
Capital Outlay	0	0	0	0	—
Bethesda Parking District Expenditures	12,681,728	13,299,181	13,302,968	15,012,154	12.9%
PERSONNEL					
Full-Time	20	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	24.23	20.40	20.40	21.12	3.5%
REVENUES					
Investment Income	9,358	55,300	11,710	22,720	-58.9%
Miscellaneous Revenues	-582,864	33,455,620	33,455,620	284,120	-99.2%
Parking Fees	12,355,800	12,998,730	12,998,730	13,673,730	5.2%
Parking Fines	5,162,831	4,829,000	4,829,000	4,829,000	—
Property Rentals	687,890	40,000	40,000	40,000	—
Property Tax	2,568,464	2,478,318	2,568,146	2,629,783	6.1%
Residential Parking Permits	-57	0	0	0	—
Smart Meters	0	316,000	116,000	316,000	—
Bethesda Parking District Revenues	20,201,422	54,172,968	54,019,206	21,795,353	-59.8%
MONTGOMERY HILLS PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	32,867	32,716	32,435	35,602	8.8%
Employee Benefits	9,308	11,951	10,084	12,431	4.0%
Montgomery Hills Parking District Personnel Costs	42,175	44,667	42,519	48,033	7.5%
Operating Expenses	87,329	92,232	92,232	92,339	0.1%
Capital Outlay	0	0	0	0	—
Montgomery Hills Parking District Expenditures	129,504	136,899	134,751	140,372	2.5%
PERSONNEL					
Full-Time	3	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	3.39	0.47	0.47	0.47	—
REVENUES					
Miscellaneous Revenues	-2,963	0	0	0	—
Parking Fees	27,376	52,000	52,000	52,000	—
Parking Fines	26,136	25,000	25,000	25,000	—
Property Tax	81,917	78,955	80,381	82,762	4.8%
Montgomery Hills Parking District Revenues	132,466	155,955	157,381	159,762	2.4%
SILVER SPRING PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	1,451,480	1,505,965	1,559,783	1,675,668	11.3%
Employee Benefits	506,214	581,991	547,446	617,237	6.1%
Silver Spring Parking District Personnel Costs	1,957,694	2,087,956	2,107,229	2,292,905	9.8%
Operating Expenses	7,809,001	9,009,878	8,134,074	9,733,435	8.0%
Capital Outlay	0	0	0	0	—
Silver Spring Parking District Expenditures	9,766,695	11,097,834	10,241,303	12,026,340	8.4%
PERSONNEL					
Full-Time	29	20	20	20	—
Part-Time	0	0	0	0	—
FTEs	20.70	24.23	24.23	24.78	2.3%
REVENUES					
Investment Income	5,583	58,100	6,980	13,540	-76.7%
Miscellaneous Revenues	-454,435	0	0	0	—
Parking Fees	10,167,443	10,550,000	10,550,000	10,550,000	—
Parking Fines	3,049,057	2,256,250	2,256,250	2,256,250	—
Property Tax	6,935,865	6,641,556	7,589,621	7,808,396	17.6%
Residential Parking Permits	-87	0	0	0	—
Silver Spring Parking District Revenues	19,703,426	19,505,906	20,402,851	20,628,186	5.8%

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
WHEATON PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	239,515	240,190	242,218	261,559	8.9%
Employee Benefits	87,293	94,522	94,091	99,708	5.5%
Wheaton Parking District Personnel Costs	326,808	334,712	336,309	361,267	7.9%
Operating Expenses	926,352	987,769	987,263	987,359	0.0%
Capital Outlay	0	0	0	0	—
Wheaton Parking District Expenditures	1,253,160	1,322,481	1,323,572	1,348,626	2.0%
PERSONNEL					
Full-Time	0	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	0.47	3.49	3.49	3.52	0.9%
REVENUES					
Investment Income	196	0	250	490	—
Miscellaneous Revenues	-97,088	0	0	0	—
Parking Fees	996,197	925,200	925,200	925,200	—
Parking Fines	595,370	546,000	546,000	546,000	—
Property Tax	477,628	413,542	467,763	480,795	16.3%
Wheaton Parking District Revenues	1,972,303	1,884,742	1,939,213	1,952,485	3.6%
DEPARTMENT TOTALS					
Total Expenditures	23,831,087	25,856,395	25,002,594	28,527,492	10.3%
Total Full-Time Positions	52	52	52	52	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	48.79	48.59	48.59	49.89	2.7%
Total Revenues	42,009,617	75,719,571	76,518,651	44,535,786	-41.2%

FY15 APPROVED CHANGES

	Expenditures	FTEs
BETHESDA PARKING DISTRICT		
FY14 ORIGINAL APPROPRIATION	13,299,181	20.40
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Debt Service - Bethesda [Financial Management Program]	948,850	0.00
Increase Cost: Garage 31 Maintenance, Operations, and Utilities [Parking Operations]	607,000	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Bethesda [Parking Operations]	84,890	0.00
Increase Cost: FY15 Compensation Adjustment - Bethesda	79,522	0.05
Increase Cost: Hosted Centralized Server for Silver Spring Garages 60 and 61 and Bethesda Garage 11 [Parking Operations]	50,300	0.00
Increase Cost: Emergency Battery Back Up in Garages - Bethesda [Parking Facility Maintenance and Engineering]	38,500	0.00
Increase Cost: Solid Waste Services - Bethesda [Parking Operations]	16,750	0.00
Increase Cost: Retirement Adjustment	5,601	0.00
Increase Cost: Group Insurance Adjustment	3,883	0.00
Increase Cost: Contractual Increases for Pay-On-Foot and Pay-By-Space Maintenance - Bethesda [Parking Operations]	2,870	0.00
Increase Cost: Printing and Mail - Bethesda [Parking Operations]	2,157	0.00
Increase Cost: Risk Management Adjustment - Bethesda [Financial Management Program]	690	0.00
Increase Cost: Annualization of FY14 Personnel Costs	0	0.67
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Bethesda [Parking Facility Maintenance and Engineering]	-18,850	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment - Bethesda [Parking Operations]	-109,190	0.00
FY15 APPROVED:	15,012,154	21.12
MONTGOMERY HILLS PARKING DISTRICT		
FY14 ORIGINAL APPROPRIATION	136,899	0.47
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment- Montgomery Hills	1,663	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-by-Space Machines- Montgomery Hills [Parking Operations]	1,210	0.00

	Expenditures	FTEs
Increase Cost: Solid Waste Services- Montgomery Hills [Parking Operations]	530	0.00
Increase Cost: Risk Management Adjustment- Montgomery Hills [Financial Management Program]	510	0.00
Increase Cost: Retirement Adjustment	99	0.00
Increase Cost: Group Insurance Adjustment	81	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Montgomery Hills [Parking Facility Maintenance and Engineering]	-620	0.00
FY15 APPROVED:	140,372	0.47
SILVER SPRING PARKING DISTRICT		
FY14 ORIGINAL APPROPRIATION	11,097,834	24.23
<u>Changes (with service impacts)</u>		
Enhance: 1,200 On-Street Single Space Smart Meters - Silver Spring [Parking Operations]	1,300,200	0.00
Enhance: Six Multi-Space Machines in Kennett Street Garage 9 - Silver Spring [Parking Operations]	69,960	0.00
Enhance: Four Multi-Space Machines on Two Surface Lots - Silver Spring [Parking Operations]	44,600	0.00
Enhance: 40 IPS Single Smart Meters on Surface Lots - Silver Spring [Parking Operations]	43,340	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Hosted Centralized Server for Silver Spring Garages 60 and 61 and Bethesda Garage 11 [Parking Operations]	100,600	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Silver Spring [Parking Operations]	84,890	0.00
Increase Cost: FY15 Compensation Adjustment - Silver Spring	83,483	0.00
Increase Cost: Garage Maintenance - Silver Spring [Parking Facility Maintenance and Engineering]	65,561	0.00
Increase Cost: Emergency Back Up Batteries in Garages - Silver Spring [Parking Facility Maintenance and Engineering]	57,200	0.00
Increase Cost: Solid Waste Services - Silver Spring [Parking Operations]	31,910	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space Maintenance - Silver Spring [Parking Operations]	6,510	0.00
Increase Cost: Retirement Adjustment	5,768	0.00
Increase Cost: Group Insurance Adjustment	4,034	0.00
Increase Cost: Risk Management Adjustment - Silver Spring [Financial Management Program]	10	0.00
Increase Cost: Annualization of FY14 Personnel Costs	0	0.55
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Silver Spring [Parking Facility Maintenance and Engineering]	-27,730	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment - Silver Spring [Parking Operations]	-75,300	0.00
Decrease Cost: Meter Lease Purchase - Silver Spring [Parking Operations]	-166,530	0.00
Decrease Cost: Garage 58 Rental Lease - Silver Spring [Management Services and Property Development]	-200,000	0.00
Decrease Cost: Utilities - Silver Spring [Financial Management Program]	-500,000	0.00
FY15 APPROVED:	12,026,340	24.78
WHEATON PARKING DISTRICT		
FY14 ORIGINAL APPROPRIATION	1,322,481	3.49
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Emergency Back Up Batteries in Garages- Wheaton [Parking Facility Maintenance and Engineering]	22,000	0.00
Increase Cost: FY15 Compensation Adjustment- Wheaton	13,210	0.00
Increase Cost: Solid Waste Services- Wheaton [Parking Operations]	3,150	0.00
Increase Cost: Retirement Adjustment	1,010	0.00
Increase Cost: Group Insurance Adjustment	645	0.00
Increase Cost: Contractual Increases for Pay-On-Foot and Pay-By-Space Maintenance- Wheaton [Parking Operations]	240	0.00
Increase Cost: Risk Management Adjustment- Wheaton [Financial Management Program]	50	0.00
Increase Cost: Annualization of FY14 Personnel Costs	0	0.03
Decrease Cost: Debit/Credit Card Bank fees for Pay-On-Foot and Pay-By-Space Machines- Wheaton [Parking Operations]	-510	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 - Wheaton [Parking Facility Maintenance and Engineering]	-2,350	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment- Wheaton [Parking Operations]	-11,300	0.00
FY15 APPROVED:	1,348,626	3.52

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Management Services and Property Development	2,784,445	10.50	2,789,471	10.60
Financial Management Program	7,642,393	5.31	8,196,946	5.21
Parking Facility Maintenance and Engineering	5,221,932	16.68	5,558,831	17.98
Parking Operations	10,207,625	16.10	11,982,244	16.10
Total	25,856,395	48.59	28,527,492	49.89

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(FY18 \$000's)	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
BETHESDA PARKING DISTRICT						
Expenditures						
FY15 Approved	15,012	15,012	15,012	15,012	15,012	15,012
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-30	-30	-30	-30	-30
Items approved for one-time funding in FY15, including a server for Garage 11, will be eliminated from the base in the outyears.						
Labor Contracts	0	21	21	21	21	21
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Bethesda Lot 31 Parking Garage	0	70	70	70	70	70
Maintenance, operations, and utilities cost of new garage scheduled to open in FY15.						
Debt Service	0	1	3	4	5	-1
These figures represent costs associated with debt service including new debt, pay down of existing debt, and fluctuations due to interest rate assumptions.						
Emergency Battery Backup in Garages	0	-39	0	-39	0	-39
Replacement every two years.						
Retiree Health Insurance Pre-Funding	0	-6	-13	-20	-28	-36
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	15,012	15,028	15,061	15,017	15,049	14,996
MONTGOMERY HILLS PARKING DISTRICT						
Expenditures						
FY15 Approved	140	140	140	140	140	140
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	140	140	140	140	140	140
SILVER SPRING PARKING DISTRICT						
Expenditures						
FY15 Approved	12,026	12,026	12,026	12,026	12,026	12,026
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-1,294	-1,294	-1,294	-1,294	-1,294
Items approved for one-time funding in FY15, including smart meters and a server for Garages 60 and 61, will be eliminated from the base in the outyears.						
Labor Contracts	0	22	22	22	22	22
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Emergency Backup Batteries in Garages	0	-57	0	-57	0	-57
Replacement every two years.						
Retiree Health Insurance Pre-Funding	0	-4	-9	-14	-19	-25
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	12,026	10,692	10,744	10,682	10,734	10,671

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
WHEATON PARKING DISTRICT						
Expenditures						
FY15 Approved No inflation or compensation change is included in outyear projections.	1,349	1,349	1,349	1,349	1,349	1,349
Labor Contracts These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.	0	3	3	3	3	3
Emergency Backup Batteries in Garages Replacement every two years.	0	-22	0	-22	0	-22
Retiree Health Insurance Pre-Funding These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.	0	-1	-1	-2	-3	-4
Subtotal Expenditures	1,349	1,330	1,351	1,328	1,349	1,326

Transit Services

MISSION STATEMENT

The mission of the Division of Transit Services is to provide an effective mix of public transportation services in Montgomery County.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Division of Transit Services is \$125,869,755, an increase of \$4,515,854 or 3.7 percent from the FY14 Approved Budget of \$121,353,901. Personnel Costs comprise 54.6 percent of the budget for 825 full-time positions, and a total of 835.62 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 45.4 percent of the FY15 budget.

The general obligation bond Debt Service for the Mass Transit Fund is appropriated in the Debt Service Fund and is not displayed in this section. To pay for the Debt Service, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of \$11,046,940 is required.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

LINKAGE TO COUNTY RESULT AREAS

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

- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Over 100 Ride On bus operators were certified in five different languages (Spanish, French, Amharic, Chinese, and Vietnamese) to better serve our passengers.***
- ❖ ***Added Ride On Facebook page and Twitter account to enhance communication.***
- ❖ ***Will replace 31 buses in FY15 and add one bus for "Meet the MARC" bus service.***
- ❖ ***Enhanced safety program to provide focused approach on reducing accidents and injuries, safe work methods, proactive safety awareness, and compliance training in defensive driving and safe work methods.***
- ❖ ***Extended hours for Kids Ride Free Program Monday through Friday from 2pm until 8pm (previously 7pm) and supported increased ridership.***
- ❖ ***Enhance Call-n-Ride eligibility requirements to increase subsidies of the monthly payments for 500 current participants, and add 431 new participants to the program.***
- ❖ ***Received 40 new buses and accelerated bus replacement plan with retirement of Champion buses.***
- ❖ ***Implemented customer service refresher training for bus operators ("We Care" Program); all employees will have received training in FY14.***

- ❖ **A translation service for Call-n-Ride with multiple language capability has been made available to assist Limited or non-English speaking participants when scheduling Call-n-Ride trips with taxicab companies' dispatch.**
- ❖ **A new Call-n-Ride website portal was developed where participants can view their account information, including card usage and balance.**
- ❖ **Developed and implemented new Youth Cruiser SmarTrip card.**
- ❖ **Implemented new "Meet the MARC" bus service from Clarksburg to Germantown in January 2014.**
- ❖ **Productivity Improvements**
 - **On April 1, 2013 the Call-n-Ride program eliminated the use of coupons which has made the program more user-friendly for both participants and transportation providers, eliminating the bulky coupon vouchers and replacing them with an automated swipe card. This new system has reduced the time it takes to add value to participants' cards from 10 to 5 business days after their copayment is received.**
 - **Moved paper monthly passes and youth monthly and summer paper passes to electronic SmarTrip card. Sales can be activated via the Internet.**
 - **Implemented schedule remediation to 35 routes to improve schedule reliability with scheduling efficiencies realized from new Scheduling Software**
 - **Restructured bus service in Olney to provide expanded service area, faster service, and improved reliability**

PROGRAM CONTACTS

Contact Darlene Flynn of the Division of Transit Services at 240.777.5807 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Medicaid and Senior Programs

Special Transportation Programs provide: Medicaid transportation to and from Medical appointments for eligible participants; a user-side subsidy program (Call-n-Ride) that provides travel options for low-income elderly and disabled; and information on public private transportation programs available to seniors and persons with disabilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	8,225,840	7.85
Technical Adj: Adjustment for workyears charged to Commuter Services and Medicaid grants	9,393	-0.18
Enhance: Call-n-Ride by expanding eligibility to serve approximately 431 more residents	-85,000	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.	109,647	2.18
FY15 Approved	8,259,880	10.85

Ride On

Fixed-route bus service is provided by the Ride On system throughout the County. Ride On operates primarily in neighborhoods and provides a collector and distributor service to the major transfer points and transit centers in the County. Ride On supplements and coordinates the County's mass transit services with Metrobus and Metrorail service which is provided by the Washington Metropolitan Area Transit Authority. The Ride On transit system operates and manages more than 78 routes; maintains a strategic plan for replacement of the bus fleet; trains new bus operators and provides continuing safety, remedial and refresher instruction for existing operators; and coordinates activities with a state of the art Central Communications Center; which also operates Ride On's computer-aided dispatch/automatic vehicle location system.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Reported Collisions Between Ride On Buses and a Person or Object, per 100,000 miles driven	4.0	4.0	4.0	4.0	4.0
Scheduled Ride On Roundtrip Circuits Missed, in Whole or in Part, per 1,000 Roundtrip Circuits ¹	8.30	8.3	5.56	5.12	5.12
Passengers Transported Per Capita (Ratio of the Number of Passengers Boarding a Ride On bus Within the Fiscal Year and the County Population)	27.9	27.1	27.26	27.42	27.58

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Ride On Customers Who Report a Satisfactory Customer Service Experience ²	NA	NA	NA	NA	NA
Passengers Per Hour of Service ³	25.40	24.54	24.54	24.78	24.81
Hours of Service ⁴	1,072,287	1,083,876	1,095,518	1,096,643	1,107,609
Reported Ride On Complaints Per 100,000 Bus Riders	27.1	27	25	24	23
Passengers Transported (millions) ⁵	27.90	26.603	26.88	27.176	27.475

¹ Ride On will be fully staffed in operator positions.

² New measure; data to be collected in the future.

³ Service hours are defined as platform hours. These are hours that the bus is providing service including non-revenue trips

⁴ FY14-Annualized new service implemented in FY13; "Meet the MARC" Clarksburg service began mid-year

⁵ Assume annualization of FY14 new service in FY15 and growth of 1.1% in FY15 and FY16

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	98,032,331	748.18
Enhance: System Safety	629,785	8.00
Increase Cost: Add funding for route detours associated with the Lyttonsville Bridge repair	390,000	3.00
Enhance: Additional Ride On bus service in early morning and late evening	279,846	4.00
Enhance: Van Go hours	186,242	3.00
Increase Cost: Annualization of Clarksburg to Germantown MARC Station Service	104,370	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.	2,836,404	-4.27
FY15 Approved	102,458,978	762.91

Commuter Services

The Commuter Services Section promotes alternatives to the single occupant vehicle -- including transit, car/vanpooling, biking, walking and telework--to reduce traffic congestion and improve air quality. Programs and services are concentrated in the County's five Transportation Management Districts: Silver Spring, Friendship Heights, Bethesda, North Bethesda and Greater Shady Grove, and in the Wheaton Transportation Planning & Policy area. Commuting information and assistance is also provided to businesses, employees, and residents throughout the County. Programs are developed to support use of transportation options and the section coordinates with other local, state and regional agencies on efforts to improve effectiveness of those options.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,331,740	16.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,464	1.20
FY15 Approved	3,340,204	17.80

Taxi Regulation

The Taxi Regulation program is responsible for issuance, enforcement, renewal, and management of passenger vehicle licenses and taxicab driver IDs. This program administers the taxicab regulation, licensing, and permit activities of chapter 53 of the Montgomery County Code.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	798,290	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,496	0.00
FY15 Approved	811,786	7.00

Customer Service

The Customer Service program is the interface between Ride On's service delivery and customer information. In addition to managing the distribution of paper transit timetables, web sites are maintained and updated as well as real time information is provided through various media (phone, web, mobile apps and signs). In addition, system information is provided by way of electronic system maps and informational displays inside and outside of buses and bus stop shelters. As needed, public forums are arranged for proposed service changes.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,460,220	6.00
Increase Cost: Kids and Seniors Ride Free	125,003	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14- Quadrennial Review	-90,000	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.	130,811	0.13
FY15 Approved	1,626,034	6.13

Transit Parking Facility Maintenance

The Transit Parking Facility Maintenance program funds the operation and maintenance of the Park & Ride Lots as well as Transit Centers. The Division of Parking Management Operations section provides and manages the maintenance services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	293,120	1.32
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,224	-0.21
FY15 Approved	301,344	1.11

Transit Operations Planning

The Transit Operations Planning program provides comprehensive, coordinated, and integrated services to assure the County's transit needs are met. To accomplish this objective, the program plans and schedules Ride On service; evaluates and develops Ride On routes; and coordinates bus service with the Washington Metropolitan Area Transit Authority.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,185,070	17.70
Increase Cost: Maintenance for Trapeze Plan and Post software programs	37,540	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.	216,418	1.00
FY15 Approved	2,439,028	18.70

Passenger Facilities

The Passenger Facilities program provides for the safe, comfortable, clean, and accessible entry for transit customers into the transit system. The program is responsible for supervising the construction and maintenance of bus shelters and the collection of the County's share of revenues generated through advertising sales, as provided under a 15-year franchise agreement. It is also responsible for the purchase, installation, maintenance and replacement of all equipment, including but not limited to bus benches, trash receptacles, transit information display units, and other passenger amenities. The program installs and maintains all system signage, including poles and bus stop flags.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	959,870	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.	58,090	0.00
FY15 Approved	1,017,960	4.00

Fixed Costs

The Fixed Costs program contains certain cost items that involve long-term funding commitments independent of the annual scope of program costs. Fixed costs included in this category are utility payments and insurance. Casualty insurance for Ride On is provided through the Division of Risk Management. The costs are required or "fixed" based on the existence of the programs, but the actual amount is based on anticipated rates and the proposed size and scope of the related unit or program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,476,450	0.67
Decrease Cost: Risk Management Adjustment	-359,934	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.	-15,245	0.00
FY15 Approved	3,101,271	0.67

Administration

The Administration program provides general management, planning, supervision, and support for the Division. It performs financial management tasks, administers contracts, manages grants, provides personnel management functions, and provides Montgomery County's financial support to the Washington Suburban Transit Commission.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,590,970	6.74
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-77,700	-0.29
FY15 Approved	2,513,270	6.45

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	44,770,071	46,447,330	46,411,132	49,167,284	5.9%
Employee Benefits	15,059,155	17,082,566	16,371,814	17,783,009	4.1%
Mass Transit Personnel Costs	59,829,226	63,529,896	62,782,946	66,950,293	5.4%
Operating Expenses	53,159,389	53,135,836	55,220,838	54,221,900	2.0%
Capital Outlay	0	0	0	0	—
Mass Transit Expenditures	112,988,615	116,665,732	118,003,784	121,172,193	3.9%
PERSONNEL					
Full-Time	789	791	791	810	2.4%
Part-Time	0	0	0	0	—
FTEs	799.25	800.95	800.95	820.69	2.5%
REVENUES					
Bus Advertising	982,104	520,000	520,000	520,000	—
Investment Income	734	0	920	1,790	—
Miscellaneous Revenues	19,745	0	0	0	—
Motor Pool Charges/Fees	956,035	0	0	0	—
Parking Fees	641,982	1,315,645	651,610	661,385	-49.7%
Parking Fines	376,534	300,000	395,000	405,000	35.0%
Property Tax	79,577,448	70,071,096	70,066,417	68,920,536	-1.6%
Ride On Fare Revenue	21,977,926	21,358,898	22,068,194	23,638,593	10.7%
State Aid: Call N' Ride	508,909	379,110	379,110	379,110	—
State Aid: Damascus Fixed Route	589,437	309,950	309,950	309,950	—
State Aid: Ride On	27,302,214	33,785,768	33,785,768	38,674,612	14.5%
Taxi Licensing Fees	565,090	531,000	531,000	531,000	—
Other Charges/Fees	1,374,786	1,068,174	878,194	878,194	-17.8%
Other Fines/Forfeitures	15,345	0	0	0	—
Mass Transit Revenues	134,888,289	129,639,641	129,586,163	134,920,170	4.1%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	1,184,191	1,321,898	1,321,898	1,367,200	3.4%
Employee Benefits	493,250	393,251	393,251	381,597	-3.0%
Grant Fund MCG Personnel Costs	1,677,441	1,715,149	1,715,149	1,748,797	2.0%
Operating Expenses	1,670,713	2,973,020	2,973,020	2,948,765	-0.8%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	3,348,154	4,688,169	4,688,169	4,697,562	0.2%
PERSONNEL					
Full-Time	15	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	15.16	15.11	15.11	14.93	-1.2%
REVENUES					
Federal Grants	491,282	1,763,357	1,763,357	1,763,357	—
Miscellaneous Revenues	90,000	0	0	0	—
State Grants	2,401,354	2,924,812	2,924,812	2,934,205	0.3%
Other Intergovernmental	100,000	0	0	0	—
Grant Fund MCG Revenues	3,082,636	4,688,169	4,688,169	4,697,562	0.2%

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	116,336,769	121,353,901	122,691,953	125,869,755	3.7%
Total Full-Time Positions	804	806	806	825	2.4%
Total Part-Time Positions	0	0	0	0	—
Total FTEs	814.41	816.06	816.06	835.62	2.4%
Total Revenues	137,970,925	134,327,810	134,274,332	139,617,732	3.9%

FY15 APPROVED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY14 ORIGINAL APPROPRIATION	116,665,732	800.95
<u>Changes (with service impacts)</u>		
Enhance: System Safety [Ride On]	629,785	8.00
Enhance: Additional Ride On bus service in early morning and late evening [Ride On]	279,846	4.00
Enhance: Van Go hours [Ride On]	186,242	3.00
Enhance: Call-n-Ride by expanding eligibility to serve approximately 431 more residents [Medicaid and Senior Programs]	-85,000	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	2,620,704	0.00
Increase Cost: Motor Pool Rate Adjustment	990,592	0.00
Increase Cost: Add funding for route detours associated with the Lyttonsville Bridge repair [Ride On]	390,000	3.00
Increase Cost: Group Insurance Adjustment	151,629	0.00
Increase Cost: Retirement Adjustment	127,294	0.00
Increase Cost: Kids and Seniors Ride Free [Customer Service]	125,003	0.00
Increase Cost: Annualization of Clarksburg to Germantown MARC Station Service [Ride On]	104,370	1.00
Increase Cost: Maintenance for Trapeze Plan and Post software programs [Transit Operations Planning]	37,540	0.00
Increase Cost: Printing and Mail	32,817	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14- Quadrennial Review [Customer Service]	-90,000	0.00
Decrease Cost: Risk Management Adjustment [Fixed Costs]	-359,934	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-634,427	-0.26
FY15 APPROVED:	121,172,193	820.69
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	4,688,169	15.11
<u>Other Adjustments (with no service impacts)</u>		
Technical Adj: Adjustment for workyears charged to Commuter Services and Medicaid grants [Medicaid and Senior Programs]	9,393	-0.18
FY15 APPROVED:	4,697,562	14.93

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Medicaid and Senior Programs	8,225,840	7.85	8,259,880	10.85
Ride On	98,032,331	748.18	102,458,978	762.91
Commuter Services	3,331,740	16.60	3,340,204	17.80
Taxi Regulation	798,290	7.00	811,786	7.00
Customer Service	1,460,220	6.00	1,626,034	6.13
Transit Parking Facility Maintenance	293,120	1.32	301,344	1.11
Transit Operations Planning	2,185,070	17.70	2,439,028	18.70
Passenger Facilities	959,870	4.00	1,017,960	4.00
Fixed Costs	3,476,450	0.67	3,101,271	0.67
Administration	2,590,970	6.74	2,513,270	6.45
Total	121,353,901	816.06	125,869,755	835.62

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
MASS TRANSIT					
Health and Human Services	County General Fund	425,194	0.00	282,694	0.00
GRANT FUND MCG					
Health and Human Services	Grant Fund MCG	0	0.00	127,000	0.00

FUTURE FISCAL IMPACTS

Title	APPR.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
MASS TRANSIT						
Expenditures						
FY15 Approved	121,172	121,172	121,172	121,172	121,172	121,172
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	261	261	261	261	261
New positions in the FY15 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect full year costs of these positions in the outyears.						
Labor Contracts	0	766	766	766	766	766
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-57	-57	-57	-57	-57
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	121,172	122,142	122,142	122,142	122,142	122,142

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Additional Ride On bus service in early morning and late evening [Ride On]	156,714	4.00	313,428	4.00
Enhance: Van Go hours [Ride On]	104,296	3.00	208,592	3.00
Total	261,010	7.00	522,020	7.00

Health and Human Services

MISSION STATEMENT

The Department of Health and Human Services (HHS) assures delivery of a full array of services to address the somatic and behavioral health, economic and housing security, and other emergent needs of Montgomery County residents. To achieve this, the Department (directly and/or via a network of community partners) develops and implements policies, procedures, programs, and services that: 1) offer customer-focused direct care and supports; 2) maximize financial and staffing resources to deliver services through effective management, coordination and pursuit of strategic funding opportunities; 3) pilot and evaluate innovative approaches to service delivery and systems integration; and 4) develop, enhance, and maintain a broad network of community-based organizations, public, and private agencies to promote and sustain partnerships, which increase the availability of needed services.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Health and Human Services is \$284,561,313, an increase of \$23,156,835 or 8.9 percent from the FY14 Approved Budget of \$261,404,478. Personnel Costs comprise 55.0 percent of the budget for 1352 full-time positions and 329 part-time positions, and a total of 1588.87 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 45.0 percent of the FY15 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

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***
- ❖ ***Affordable Housing in an Inclusive Community***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Percent of reviewed HHS client cases that demonstrate beneficial impact from received services	86.0	92.0	92.0	92.0	92.0
Percentage of client cases needing assistance with multiple services for which effective team formation is documented ¹	78.0	67	71	71	71
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented ²	67.0	50	67	67	67
Percent of Medical Assistance applications approved for enrollment	71.0	N/A	N/A	N/A	N/A
Percentage of seniors and adults with disabilities who avoid institutional placement while receiving case management services	94.9	95.0	95.0	95.0	95.0
Weighted composite of HHS client cases that demonstrate beneficial impact from received services: Improved health and wellness (1-100 scale)	55.2	55.2	55.0	55.0	55.0
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Greater independence (1-100 scale)	86.1	87.7	86.0	86.0	86.0
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Risk mitigation (1-100 scale)	82.5	84.7	84	84	84

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Weighted percent of DHHS customers satisfied with the services they received from DHHS staff	96.4	96.2	95	95	95
Percentage of current "health and human services" contracts derived from Requests for Proposals that contain performance measures related to beneficial impact and customer satisfaction ³	97.7	98.0	98.0	98.0	98.0

¹ Service Integration percentage: FY13-92; FY14-93; FY15-93; FY16-93

² Service Integration percentage: FY13-60; FY14-65; FY15-70; FY16-70

³ Beneficial impact will be specific to the program and will focus on risk mitigation, greater independence, and improved health.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Fund a 3% inflationary adjustment for tax-supported contracts with non-profit organizations and residential treatment providers.**
- ❖ **Enhance comprehensive services including early childhood services and staff support for the Kennedy Cluster Project, a multi-agency collaborative service model, to reduce institutional barriers for students and families in high-need areas to engage in school activities and improve academic achievement.**
- ❖ **Expand the comprehensive services approach to the Watkins Mill Cluster by adding a care coordinator and a Linkages to Learning site at South Lake Elementary School.**
- ❖ **Create a Program Specialist II position to provide oversight for High School Wellness Centers and administrative support to the Positive Youth Development program.**
- ❖ **Establish the Capital Area Food Bank Family Markets program at three school sites to provide food and outreach services to children and families in need.**
- ❖ **Enhance the Saturday School program through the George B. Thomas Learning Academy to serve Montgomery County Public School students who need educational supports.**
- ❖ **Add funds to expand Centro Nia's Pre-kindergarten program to serve 30 additional children and provide a new Service Coordinator position to support the program.**
- ❖ **Add funds for a contractual child psychiatrist to reduce wait times for psychiatry services to children and adolescents across outpatient mental health centers.**
- ❖ **Enhance funding for adult outpatient behavioral health services to increase clinical capacity and address waiting lists.**
- ❖ **Add funds to establish a Mobile Crisis Team for Children to respond to psychiatric crises involving children and adolescents and provide in-home and community based intensive follow-up services.**
- ❖ **Support the addition of a Therapist II position in Trauma Services to expand clinical service capacity in the Abused Persons Program and address waitlists for victims of domestic violence.**
- ❖ **Increase contract psychiatric service rates to improve the County's ability to attract skilled psychiatrists to provide qualified services for Behavioral Health programs.**
- ❖ **Add funds to support the Financial Reporting and Management Institute for Nonprofit Montgomery to improve the capacity of nonprofit organizations and strengthen collaborations among all stakeholders.**
- ❖ **Continue community-building programs and services through IMPACT Silver Spring in the Bel Pre area and the East County. Expand services to the Connecticut Avenue Estates community in coordination with Montgomery Housing Partnership.**
- ❖ **Expand the Volunteer Income Tax Assistance Program to better meet the demand for tax preparation services for low to moderate income families and individuals.**
- ❖ **Enhance services provided by the Suburban Maryland Welcome Back Center for all foreign trained health professionals led by the Latino Health Initiative.**
- ❖ **Increase funding to enhance organizational capacity and expand mental health services through the African American Health Program and the Asian American Health Initiative.**

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- ❖ **Add funds to provide case management services and application assistance for emergency services through the Neighborhood Opportunity Network site in Gaithersburg.**
 - ❖ **Enhance the County's Temporary Workers' Centers to provide a wide array of support services, including financial literacy, legal counseling, and job placement and training to meet the needs of low-wage and contingent workers.**
 - ❖ **Replace the federal Emergency Solutions Grant shortfall to continue providing housing services to individuals and families experiencing a housing crisis or homelessness.**
 - ❖ **Replace the federal Community Services Block Grant shortfall to continue service for low income persons to achieve greater self-sufficiency through technical assistance and case management so they can access public and community resources.**
 - ❖ **Enhance the Care for Kids program to provide health services for an additional 250 uninsured children under the age of 18.**
 - ❖ **Enhance the Montgomery Cares program to support the transition to electronic health records, expand behavioral health services and specialty care, increase medication for community pharmacy, and support Medicaid participation training and a patient satisfaction survey.**
 - ❖ **Create a Program Manager position to staff the newly established Interagency Commission on Homelessness.**
 - ❖ **Expand homeless outreach services provided through Bethesda Cares.**
 - ❖ **Increase energy assistance funding to assist people unable to pay higher than normal utility bills that resulted from the extremely cold winter.**
 - ❖ **Add funds to the Developmental Disability Supplement to support program growth and expanding service requirements among current clients, as well as a 3% inflationary adjustment.**
 - ❖ **Add funds for a Caregiver Support Senior Fellow position to coordinate outreach to seniors and persons with disabilities regarding the available services.**
 - ❖ **Add funds for a Social Worker position in the Adult Protective Services/Social Services to Adults Program to address an increase in financial exploitation investigations due to new mandatory reporting requirements.**
 - ❖ **Add funds for a Program Manager position in the Long Term Care Ombudsman Program to provide protection and advocacy support to long-term care facility residents.**
 - ❖ **Raise the Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.**
 - ❖ **Add funds for Adult Day Care subsidies to increase the number of clients able to attend an Adult Day Care program for socialization and medical supervision.**
 - ❖ **Provide nurse monitoring services to more than 2,000 senior and disabled clients receiving services through the State's new Medicaid waiver program, Community First Choice.**
 - ❖ **In addition to the funding for this department, the approved budget includes funds for community organizations that augment County services including \$1.3 million for community organizations serving the disabled, \$1.6 million for organizations extending senior services, \$777,967 for organizations providing public health services, \$1.1 million for community organizations supplementing County behavioral health services, and \$2.9 million for organizations providing safety net services to County residents. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate and flexible way than County Government is able to. They also are able to leverage community resources that are unavailable to County Government.**
 - ❖ **In FY13, the Montgomery County Core Service Agency in collaboration with Aging and Disability Services developed training for volunteers working for the villages which provide services such as transportation and grocery shopping for seniors who desire to continue to live in their own homes.**
 - ❖ **The Senior Nutrition Program extended congregate meals to the newly opened White Oak Community Center three days per week, serving 25-30 meals per day. In addition, 6,900 cold box meals were served in low-income buildings without an established lunch program.**

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- ❖ **The Montgomery County Continuum of Care held its third “Homeless Resource Day” in November 2013 to provide assistance to more than 300 households experiencing homelessness.**
 - ❖ **With the addition of two new therapist positions, Clinical Assessment and Triage Services (CATS) expanded hours to provide assessment services to incoming inmates with behavioral health needs during weekends and evenings. In FY13, CATS provided needs/risk assessment services to 2,151 incoming inmates. The Transition team provided discharge planning services to 373 exiting inmates requiring services in the community.**
 - ❖ **The Montgomery County Public Health Emergency Preparedness and Response Program achieved 100% on the 2012 Centers for Disease Control and Prevention (CDC) Local Technical Assistance Review that measures continued readiness and capacity for functions considered critical.**
 - ❖ **All food service inspection results since FY11 were made available for public access in electronic format through the Montgomery County Open Data System.**
 - ❖ **The Street Outreach Network served a total of 382 clients in FY13, increased by 75% from FY12. The Crossroads and UpCounty Youth Opportunity Centers combined served a total of 617 clients in FY13, an increase of 80% from FY12.**
 - ❖ **The new Montgomery County Early Childhood Advisory Council (ECAC) was formed in spring 2013 to advise the County on issues related to the well-being of children and families and to assist in the development of initiatives that help children enter school ready to learn.**
 - ❖ **The Commission on Veterans Affairs (CVA) obtained 65 Veterans Affairs Supported Housing (VASH) Vouchers from U.S. Department of Housing and Urban Development, which is worth \$13,122 per voucher in housing subsidies for the County’s homeless veterans. CVA also partnered with the District of Columbia Department of Veterans Affairs Medical Center to establish a Community-Based Outpatient Clinic in the County by Fall of 2014.**
 - ❖ **Special Needs Housing (SNH), on behalf of the County, partnered with Montgomery County Coalition for the Homeless to join the 100,000 Homes Campaign in FY13. SNH also expanded the Housing Initiative Program (HIP) by 45 households in FY13, including a new initiative for 25 medically vulnerable adults.**
 - ❖ **SNH provided more than 4,100 emergency assistance grants totaling \$3.0 million dollars to resolve housing and utility emergencies in FY13.**
 - ❖ **Productivity Improvements**
 - **SNH's Office of Home Energy Program implemented a new eligibility screening process to improve efficiency and enable faster processing of applications for assistance.**
 - **Under a Memorandum of Agreement with Montgomery County Public Schools, the Community Support Network’s Autism Waiver Program provides Service Coordination to 235 MCPS students including 34 children added for FY14. The program has had two consecutive “perfect” audit ratings from the State of Maryland.**
 - **Through the Primary Care Coalition, the Montgomery Cares Program provided support to eight of its affiliated clinical provider organizations to convert to an electronic health record system. Conversion began in July 2013, and is slated to be completed by the end of 2014.**
 - **Licensure and Regulatory Services increased completion rate of mandated food services inspections from 72% in FY12 to 88% in FY13. Greater inspection completion rates help to ensure the safety of food served to the public and reduce the chances of serious food borne disease outbreaks.**
 - **In FY13, Income Supports and Child Care Subsidy staff have met or exceeded 96% compliance in application processing while experiencing a 77% increase in applications and an 85% increase in caseloads.**
 - **In FY13, the Kinship Navigator Program diverted 68 families, including 108 children, from becoming court-involved Child Welfare Service cases. The Program also assisted 16 families in gaining legal custody and guardianship for the relative children in their homes.**
 - **In FY14, HHS completed initial design and a formal readiness assessment of its planned Enterprise Integrated Case Management (EICM) system, with system implementation to begin in FY15. When complete, the EICM will streamline intake for many HHS programs and provide HHS with a more complete picture of its clients and their circumstances, and will support more collaborative, cost-effective care with better client outcomes.**

PROGRAM CONTACTS

Contact Stuart Venzke of the Department of Health and Human Services at 240.777.1211 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	74,072,149	78,351,423	75,971,465	82,726,073	5.6%
Employee Benefits	26,467,464	29,261,722	28,669,765	30,669,976	4.8%
County General Fund Personnel Costs	100,539,613	107,613,145	104,641,230	113,396,049	5.4%
Operating Expenses	77,455,111	85,612,072	87,975,871	94,801,911	10.7%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	177,994,724	193,225,217	192,617,101	208,197,960	7.7%
PERSONNEL					
Full-Time	763	792	792	808	2.0%
Part-Time	288	288	288	289	0.3%
FTEs	1,117.09	1,150.14	1,150.14	1,161.66	1.0%
REVENUES					
Core Health Services Funding	3,666,098	3,838,256	3,975,150	4,411,426	14.9%
Federal Financial Participation Reimbursements	11,488,656	8,331,210	11,660,530	11,660,530	40.0%
Health and Human Services Fees	1,381,824	1,447,928	1,413,090	1,426,320	-1.5%
Health Inspection: Restaurants	1,696,121	1,580,540	1,808,680	1,808,680	14.4%
Health Inspections: Living Facilities	246,660	234,370	240,730	240,730	2.7%
Health Inspections: Swimming Pools	500,571	535,165	501,220	501,220	-6.3%
Marriage Licenses	286,240	286,100	286,100	286,100	—
Medicaid/Medicare Reimbursement	1,511,636	5,276,359	6,735,470	2,852,088	-45.9%
Miscellaneous Revenues	-15,721	0	0	0	—
Nursing Home Reimbursement	630,422	649,000	666,850	666,850	2.8%
Other Fines/Forfeitures	1,400	0	1,400	1,400	—
Other Intergovernmental	41,208	44,077	726,873	3,604,906	8078.7%
Other Licenses/Permits	74,472	71,915	73,620	73,620	2.4%
County General Fund Revenues	21,509,587	22,294,920	28,089,713	27,533,870	23.5%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	31,926,193	31,574,363	31,574,363	31,469,476	-0.3%
Employee Benefits	11,102,453	10,993,704	10,993,704	11,782,129	7.2%
Grant Fund MCG Personnel Costs	43,028,646	42,568,067	42,568,067	43,251,605	1.6%
Operating Expenses	29,080,563	25,611,194	25,611,194	33,111,748	29.3%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	72,109,209	68,179,261	68,179,261	76,363,353	12.0%
PERSONNEL					
Full-Time	558	534	534	544	1.9%
Part-Time	44	43	43	40	-7.0%
FTEs	441.51	418.62	418.62	427.21	2.1%
REVENUES					
Federal Grants	21,108,201	15,169,917	15,169,917	15,615,146	2.9%
HB669 Social Services State Reimbursment	33,793,535	33,187,682	33,187,682	34,356,477	3.5%
Medicaid/Medicare Reimbursement	614,085	0	0	0	—
Miscellaneous Revenues	467,023	0	0	0	—
State Grants	19,430,468	19,681,662	19,681,662	26,261,730	33.4%
Other Charges/Fees	127,899	0	0	0	—
Other Intergovernmental	1,365,994	140,000	140,000	130,000	-7.1%
Grant Fund MCG Revenues	76,907,205	68,179,261	68,179,261	76,363,353	12.0%
DEPARTMENT TOTALS					
Total Expenditures	250,103,933	261,404,478	260,796,362	284,561,313	8.9%
Total Full-Time Positions	1,321	1,326	1,326	1,352	2.0%
Total Part-Time Positions	332	331	331	329	-0.6%
Total FTEs	1,558.60	1,568.76	1,568.76	1,588.87	1.3%
Total Revenues	98,416,792	90,474,181	96,268,974	103,897,223	14.8%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	193,225,217	1150.14
<u>Changes (with service impacts)</u>		
Add: Community First Choice Nurse Monitoring Services [Community First Choice]	2,266,000	0.00
Enhance: Montgomery Cares for Electronic Health Records, Behavioral Health Expansion, Patient Satisfaction Survey, Pharmacy Assessment, Community Pharmacy, Specialty Care, and Medicaid Participation Training [Health Care for the Uninsured]	960,200	0.00
Enhance: Enrollment Increases and Service Delivery for Developmental Disability Supplement Providers, including 3% Inflationary Adjustment. [Community Support Network for People with Disabilities]	956,822	0.00
Enhance: Staffing at five Linkages to Learning Sites and Open a New Site at South Lake Elementary School [Linkages to Learning]	363,199	0.00
Enhance: Centro Nia's Pre-kindergarten Program and Staffing to Provide Services for Additional 30 Children [Early Childhood Services]	329,165	0.00
Add: Mobile Crisis Team for Children [24-Hour Crisis Center]	250,000	0.00
Enhance: Adult Behavioral Health Services [Outpatient Behavioral Health Services - Adult]	225,000	0.00
Add: Shared Contract Child Psychiatrist [Behavioral Health Planning and Management]	165,000	0.00
Add: The Financial Reporting and Management Institute and Operating Support for Nonprofit Montgomery [Office of the Chief Operating Officer]	156,620	0.00
Enhance: Adult Day Care Subsidy [Assessment and Continuing Case Management Services]	116,565	0.00
Enhance: Staffing Need for the Expansion of the Kennedy Cluster Project and the Watkins Mill Cluster Project [Child and Adolescent School and Community Based Services]	111,565	2.50
Add: Early Childhood Services for the Kennedy Cluster Project [Early Childhood Services]	104,156	0.00
Enhance: Asian American Health Program for mental health program staff and bi-lingual or multi-lingual health promoters [Office of Community Affairs]	100,000	0.00
Enhance: Rental and Energy Assistance Program [Rental & Energy Assistance Program]	100,000	0.00
Enhance: Suburban Maryland Welcome Back Center for Foreign Trained Professionals [Office of Community Affairs]	100,000	0.00
Enhance: The Saturday School Program through the George B. Thomas Academy Learning [Child and Adolescent School and Community Based Services]	100,000	0.00
Add: Capital Area Food Bank Family Markets Program at three school sites [Child and Adolescent School and Community Based Services]	96,000	0.00
Add: One Program Manager II Position for Interagency Commission on Homelessness [Service Area Administration]	82,113	1.00
Enhance: African American Health Program for Data Analyst, Community Health Workers, and Behavioral Health Program Planning [Office of Community Affairs]	75,000	0.00
Enhance: Therapist II Position to Expand Service Capacity [Trauma Services]	72,445	1.00
Enhance: Community Building Programs through IMPACT Silver Spring in Bel Pre, Connecticut Avenue Estates, and the East County [Office of Community Affairs]	71,790	0.00
Enhance: Homeless Outreach through Bethesda Cares [Shelter Services]	70,000	0.00
Enhance: One Social Worker III Position to Reduce Adults Waitlist for Social Services [Assessment and Continuing Case Management Services]	69,324	1.00
Enhance: One Program Specialist II Position for the Positive Youth Development Program [Positive Youth Development]	65,496	1.00
Add: One Program Manager I Position to Long Term Care Ombudsman Program [Ombudsman Services]	65,385	1.00
Enhance: Volunteer Income Tax Assistance Program [Office of Community Affairs]	60,880	0.00
Add: One Caregiver Support Senior Fellow [Senior Community Services]	50,835	0.38
Enhance: School Health Staffing for New Clarksburg Elementary School [School Health Services]	49,500	0.73
Enhance: Temporary Workers' Centers Program through CASA de Maryland [Office of Community Affairs]	46,752	0.00
Enhance: Family Services for Neighborhood Opportunity Network [Office of Eligibility and Support Services]	35,000	0.00
Enhance: Care for Kids to Provide Services for Additional 250 Enrollees [Health Care for the Uninsured]	20,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	4,490,427	0.00
Increase Cost: 3% Inflationary Adjustment to Tax-Supported Contracts with Non-profit Organizations	1,381,347	0.00
Increase Cost: Risk Management Adjustment [Office of the Chief Operating Officer]	719,241	0.00
Increase Cost: Retirement Adjustment	418,805	0.00
Increase Cost: Group Insurance Adjustment	206,316	0.00
Increase Cost: Annualization of New FY14 Lapsed Positions	153,996	0.40
Increase Cost: Adult Foster Care Reimbursement Rate [Assisted Living Services]	153,180	0.00
Replace: Emergency Solutions Grant Shortfall [Rental & Energy Assistance Program]	125,044	0.00
Replace: Community Services Block Grant Shortfall [Office of Community Affairs]	110,674	1.06
Increase Cost: Psychiatric Services Contract [Outpatient Behavioral Health Services - Adult]	63,682	0.00
Increase Cost: Printing and Mail [Office of the Chief Operating Officer]	32,858	0.00
Increase Cost: Motor Pool Rate Adjustment [Office of the Chief Operating Officer]	31,133	0.00
Increase Cost: 3% Inflationary Adjustment to Residential Treatment Providers [Behavioral Health Planning and Management]	30,513	0.00
Technical Adj: Align FTEs with Hyperion	0	2.85

	Expenditures	FTEs
Decrease Cost: Victims Compensation Fund [Trauma Services]	-1,361	0.00
Decrease Cost: Public Information Office MC311 Staffing Charges to HHS [Office of the Director]	-24,227	-0.40
Decrease Cost: Elimination of One-Time Items Approved in FY14	-34,900	0.00
Shift: Transitional Shelters to A Leased Facility and Paid Through the Leases Non-Departmental Account [Shelter Services]	-71,528	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-72,445	-1.00
Decrease Cost: Annualization of FY14 Operating Expenses	-74,824	0.00
FY15 APPROVED:	208,197,960	1161.66

GRANT FUND MCG

FY14 ORIGINAL APPROPRIATION	68,179,261	418.62
<u>Changes (with service impacts)</u>		
Add: Maryland Connector Entity Grant for the Affordable Care Act (2001651) [Office of the Director]	5,900,000	5.00
Add: Maryland Infants & Toddlers - Consolidated Local Implementation (Medicaid) Grant (0F64169) [Infants and Toddlers]	1,011,322	0.00
Add: ADAA Recovery Support Expansion Grant (2001431) [Treatment Services Administration]	925,094	0.00
Add: HHS Expanded Breast & Cervical Cancer Diagnosis Grant (2000992) [Women's Health Services]	293,812	0.00
Add: Early Childhood Advisory Council Grant (2001450) [Early Childhood Services]	142,830	0.00
Add: Senior Center Operating Grant (2001047) [Senior Community Services]	79,088	0.00
Add: Maryland Access Point Expansion (MAP) Grant (2000519) [Senior Community Services]	18,843	0.00
Reduce: Maryland Infant and Toddlers Grant (0F61507) [Infants and Toddlers]	-58,271	0.00
Reduce: Community Services Block Grant [Office of Community Affairs]	-110,674	-1.06
Eliminate: Minority Infant Mortality Reduction Grant (0F64175) [Women's Health Services]	-135,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: House Bill 669 Funding	1,168,795	5.40
Technical Adj: Tuberculosis Control Grant (0F62014) and Immunization Hepatitis B Grant (0F62081) [Tuberculosis Services]	80,357	0.00
Technical Adj: Community Mental Health Grant Consolidation (0F60032) [Behavioral Health Planning and Management]	55,395	0.00
Shift: Maryland Strategic Prevention Framework Grant (2001063) [Treatment Services Administration]	-33,475	0.00
Shift: Temporary Emergency Food Assistance Program (TEFAP) Grant (0F61304) [Office of Community Affairs]	-35,000	0.00
Decrease Cost: HHS Money Follows the Person Options Counseling Grant (2001061) [Community First Choice]	-105,600	0.00
Shift: Alcohol and Drug Abuse Administration (ADAA) Federal Treatment Grant (2000773) [Treatment Services Administration]	-122,562	0.00
Technical Adj: Miscellaneous Grant Changes	-401,810	-0.75
Technical Adj: Alcohol and Drug Abuse Administration (ADAA) Grant Consolidation (0F64044) [Treatment Services Administration]	-489,052	0.00
FY15 APPROVED:	76,363,353	427.21

FUNCTION SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Aging and Disability Services	39,230,036	160.55	43,559,385	164.93
Behavioral Health and Crisis Services	39,447,338	209.70	41,224,381	209.70
Children, Youth, and Family Services	62,407,923	433.53	74,426,917	526.43
Public Health Services	73,394,361	571.98	69,193,812	489.71
Special Needs Housing	19,756,896	62.50	20,511,872	63.50
Administration and Support	27,167,924	130.50	35,644,946	134.60
Total	261,404,478	1568.76	284,561,313	1588.87

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	208,198	208,198	208,198	208,198	208,198	208,198
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	192	192	192	192	192
New positions in the FY15 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY15	0	-44	-44	-44	-44	-44
Items approved for one-time funding in FY15, including office furniture, laptops, and desk phones, that will be eliminated from the base in the outyears.						
Labor Contracts	0	1,194	1,194	1,194	1,194	1,194
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-125	-125	-125	-125	-125
These figures represent other negotiated items included in the labor agreements.						
Dennis Avenue Health Center (P641106)	0	102	204	204	204	204
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
High School Wellness Center (P640902)	0	872	904	904	1,705	1,714
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
Progress Place Relocation and Personal Living Quarters (P601401)	0	0	69	69	69	69
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
School Based Health & Linkages to Learning Centers (P640400)	0	0	108	131	131	131
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
Subtotal Expenditures	208,198	210,390	210,701	210,724	211,525	211,534

ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add: One Caregiver Support Senior Fellow [Senior Community Services]	25,835	0.38	34,447	0.38
Add: One Program Manager I Position to Long Term Care Ombudsman Program [Ombudsman Services]	63,485	1.00	84,647	1.00
Add: One Program Manager II Position for Interagency Commission on Homelessness [Service Area Administration]	68,893	1.00	90,042	1.00
Enhance: One Program Specialist II Position for the Positive Youth Development Program [Positive Youth Development]	58,576	1.00	78,101	1.00
Enhance: One Social Worker III Position to Reduce Adults Waitlist for Social Services [Assessment and Continuing Case Management Services]	66,124	1.00	88,165	1.00
Enhance: Staffing Need for the Expansion of the Kennedy Cluster Project and the Watkins Mill Cluster Project [Child and Adolescent School and Community Based Services]	100,000	2.50	200,000	2.50
Enhance: Therapist II Position to Expand Service Capacity [Trauma Services]	66,125	1.00	88,167	1.00
Total	449,038	7.88	663,569	7.88

Aging and Disability Services

FUNCTION

The staff of Aging and Disability Services shares the Montgomery County vision, where seniors, persons with disabilities, and their families are fully participating members of our community. The mission of this service area is to affirm the dignity and value of seniors, persons with disabilities, and their families by offering a wide range of information, home and community-based support services, protections, and opportunities, which promote choice, independence, and inclusion.

PROGRAM CONTACTS

Contact Jay Kenney of the HHS - Aging and Disability Services at 240.777.4565 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this service area's operating budget.

PROGRAM DESCRIPTIONS

Community Support Network for People with Disabilities

This program area provides supported employment for adults with developmental disabilities, service coordination, services for people with visual and hearing impairments and physical disabilities, summer camp for children with multiple disabilities, crisis management and intervention, school-to-work transition assistance, and the Home and Community Based Services Waiver for Children with Autism Spectrum Disorder (Autism Waiver). This program area also provides financial assistance to State-funded providers who serve adults with developmental disabilities.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of adults with developmental disabilities provided community living services who remain at the same level of independence after receiving supportive services ¹	N/A	N/A	95	95	95

¹ Data not available for FY12.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	16,016,041	38.00
Enhance: Enrollment Increases and Service Delivery for Developmental Disability Supplement Providers, including 3% Inflationary Adjustment.	956,822	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.	18,927	-2.50
FY15 Approved	16,991,790	35.50

Assessment and Continuing Case Management Services

This program area provides multi-disciplinary assessments, care planning, and case management services to frail seniors and adults with disabilities to remedy and prevent abuse, neglect, self-neglect, exploitation, or inappropriate institutionalization. Services include Adult Protective Services, Adult Evaluation and Review Services (AERS), Statewide Evaluation and Planning Services, Social Services to Adults, and the Public Guardianship Program.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number on Social Services to Adults (SSTA) waiting list	84	275	190	140	140

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,121,420	59.55
Enhance: Adult Day Care Subsidy	116,565	0.00
Enhance: One Social Worker III Position to Reduce Adults Waitlist for Social Services	69,324	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.	346,975	3.00
FY15 Approved	7,654,284	63.55

Assisted Living Services

This program area provides subsidies and case management for low-income seniors who live in group homes for the frail elderly and adult foster care homes for frail seniors and adults with disabilities.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of clients remaining in community placement (i.e., not entering institutional setting) ¹	NA	95	95	95	95

¹ Data not available for FY12.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,899,098	7.07
Increase Cost: Adult Foster Care Reimbursement Rate	153,180	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.	24,140	0.00
FY15 Approved	2,076,418	7.07

Home Care Services

This program area provides personal care assistance to seniors and eligible adults with disabilities who are unable to manage independently due to physical and/or mental impairments. In-home aide services prevent abuse, neglect, and exploitation of vulnerable adults, and enhance overall quality of life by providing personal care, chore assistance, therapeutic support, self-care education, and escorted transportation.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of clients served annually	345	315	315	315	315
Percentage of clients with no unmet personal care needs	93	88	95	95	95

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,291,856	14.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	131,046	0.50
FY15 Approved	4,422,902	15.00

Community First Choice

Community First Choice was formally known as Home and Community Based Waiver for Older Adults. This program area administers and operates Maryland's new Long Term Care Medicaid program, Community First Choice. The program provides a continuum of services designed to allow people of all ages and in need of long term care to live in the community, rather than in institutions.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,002,224	13.00
Add: Community First Choice Nurse Monitoring Services	2,266,000	0.00
Decrease Cost: HHS Money Follows the Person Options Counseling Grant (2001061)	-105,600	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.	-11,055	0.00
FY15 Approved	4,151,569	13.00

Aging and Disability Resource Unit

This program area assists seniors, persons with disabilities, and their families, in defining service needs, locating required services, and facilitating the application process to access services.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of callers that received referrals/information they need	93	92	92	92	92

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	824,765	9.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	23,698	0.00
FY15 Approved	848,463	9.00

Ombudsman Services

This program area investigates and resolves complaints made by residents, staff, and family members in nursing homes and assisted living facilities for seniors and people with disabilities.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of complaints resolved and partially resolved	86	88	85	85	85

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	654,406	5.50
Add: One Program Manager I Position to Long Term Care Ombudsman Program	65,385	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.	-2,430	0.00
FY15 Approved	717,361	6.50

Respite Care

This program area provides temporary, occasional care of frail seniors, adults and children with disabilities, and children with severe behaviors and/or medical issues to give relief to families and other primary caregivers.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of customers with disabilities that remain in the community ¹	NA	NA	NA	NA	NA

¹ Data not available because survey was not conducted. A new set of measures is under development for FY14.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	946,356	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.	33,307	0.00
FY15 Approved	979,663	0.00

Senior Community Services

This program area provides funds for services that help seniors to remain independent in the community including: coordinating community 'villages' to help seniors remain safe and independent in their communities, legal services, representative payee services, health insurance counseling, "visitor" services, grocery shopping, providing transportation and mobility management to evaluate and advocate for transportation resources for seniors and individuals with disabilities, subsidized employment, and socialization for seniors with visual impairments.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of clients receiving Representative Payee services who report adequate funds for food, medical care, and shelter.	93	86	93	93	93

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,464,038	7.93
Add: Senior Center Operating Grant (2001047)	79,088	0.00
Add: One Caregiver Support Senior Fellow	50,835	0.38
Add: Maryland Access Point Expansion (MAP) Grant (2000519)	18,843	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.	100,634	1.00
FY15 Approved	2,713,438	9.31

Senior Nutrition Program

This program area provides lunches to seniors at sites around the County and provides home-delivered meals, nutrition education, and physical fitness activities. It is administered in cooperation with a variety of public, private, and nonprofit organizations.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of unduplicated customers served in the Senior Nutrition Program	5,177	4,894	5,744	6,000	6,000

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,550,180	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-26,523	0.00
FY15 Approved	2,523,657	3.00

Service Area Administration

This program area provides leadership and direction for the administration of Aging and Disability.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	459,652	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,188	0.00
FY15 Approved	479,840	3.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Community Support Network for People with Disabilities	16,016,041	38.00	16,991,790	35.50
Assessment and Continuing Case Management Services	7,121,420	59.55	7,654,284	63.55
Assisted Living Services	1,899,098	7.07	2,076,418	7.07
Home Care Services	4,291,856	14.50	4,422,902	15.00
Community First Choice	2,002,224	13.00	4,151,569	13.00
Aging and Disability Resource Unit	824,765	9.00	848,463	9.00
Ombudsman Services	654,406	5.50	717,361	6.50
Respite Care	946,356	0.00	979,663	0.00
Senior Community Services	2,464,038	7.93	2,713,438	9.31
Senior Nutrition Program	2,550,180	3.00	2,523,657	3.00
Service Area Administration	459,652	3.00	479,840	3.00
Total	39,230,036	160.55	43,559,385	164.93

Behavioral Health and Crisis Services

FUNCTION

The mission of Behavioral Health and Crisis Services (BHCS) is to promote the behavioral health and well-being of Montgomery County residents. BHCS works to foster the development and to ensure access to a comprehensive system of effective services and support for children, youth and families, adults, and seniors in crisis or with behavioral health needs. BHCS is committed to ensuring culturally and linguistically competent care and the use of evidence based or best practices along a continuum of care. BHCS works with the State's public mental health and substance abuse system, other HHS service areas, county agencies and the community to provide strength-based and integrated services to persons in need.

PROGRAM CONTACTS

Contact Raymond L. Crowel of the HHS - Behavioral Health and Crisis Services at 240.777.1488 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this service area's operating budget.

PROGRAM DESCRIPTIONS

Behavioral Health Planning and Management

As the State mandated local mental health authority, this program is responsible for the planning, management, and monitoring of Public Behavioral Health Services for children with serious, social, emotional and behavioral health challenges, and adults with a serious and persistent mental illness. The functions include developing and managing a full range of treatment and rehabilitation services including services for persons with co-occurring mental illness and substance abuse disorders, homeless persons, and persons who have been incarcerated and/or are on conditional release. Services include the ongoing development of a resiliency and recovery oriented continuum of services that provide for consumer choice and empowerment. This program now manages all service area contracts.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of adults served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education ¹	75	76	76	76	76
Percent of children served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education ²	94	96	96	96	96

¹ Results are calculated using Outcome Measurement System (OMS) data released by DHMH.

² Results are calculated using Outcome Measurement System (OMS) data released by DHMH.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,819,920	15.50
Add: Shared Contract Child Psychiatrist	165,000	0.00
Technical Adj: Community Mental Health Grant Consolidation (0F60032)	55,395	0.00
Increase Cost: 3% Inflationary Adjustment to Residential Treatment Providers	30,513	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.	-216,585	0.00
FY15 Approved	7,854,243	15.50

Access to Behavioral Health Services

This program area includes Access to Behavioral Health Services, Case Management Services, Urine Monitoring Program and Laboratory Services. The Access to Behavioral Health Services program provides information and referral, screenings and assessments for uninsured and low-income consumers with mental health and/or substance abuse problems to connect them to the appropriate community services. To provide effective engagement in needed services, program staff also provide short-term case management and psychiatric services to vulnerable clients such as those recently discharged from a psychiatric hospital or jail until they can be linked to a community outpatient mental health program. The program offers services at a central office and collocated with HHS income supports offices and the Department of Correction Pre-trial Services. Community Case Management Services provides intensive social work services to individuals with serious mental illness to ensure effective engagement in needed services

and sufficient community supports to reduce negative outcomes and foster the wellness and recovery of the consumer. The federal/state Projects for Assistance in Transition from Homelessness (PATH) in this program particularly targets at re-entry mentally-ill individuals in the criminal justice system. The Urine Monitoring Program provides urine testing to detect drug use of clients referred by the courts or social service or mental health agencies, and others required to submit to urine surveillance or who require or request urine screening and testing to support recovery from substance abuse.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,213,380	31.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	352,804	0.50
FY15 Approved	3,566,184	32.00

Treatment Services Administration

Provides overall management of the Federal and State Alcohol and Drug Abuse Administration grant and Medicaid funded community based programs and oversees operations of the addiction continuum of private providers.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of persons served in Level 1 Outpatient Treatment ¹	1,077	1065	450	450	450
Percentage of decrease in substance abuse for patients completing treatment (Level 1 Outpatient Treatment) ²	70	86	75	75	75

¹ Number of Level 1 served will be decreasing over the years as part of the implementation of the Patient Protection and Affordable Care Act, because clients will be able to self refer through their insurance and bypass the County.

² % Decrease in substance abuse is set at 75% per the State of Maryland.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,590,589	4.00
Add: ADAA Recovery Support Expansion Grant (2001431)	925,094	0.00
Shift: Maryland Strategic Prevention Framework Grant (2001063)	-33,475	0.00
Shift: Alcohol and Drug Abuse Administration (ADAA) Federal Treatment Grant (2000773)	-122,562	0.00
Technical Adj: Alcohol and Drug Abuse Administration (ADAA) Grant Consolidation (0F64044)	-489,052	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.	-215,391	-1.00
FY15 Approved	5,655,203	3.00

Forensic Services - Adult

Adult Forensic Services is composed of two programs: (1) Clinical Assessment and Transition Services (CATS); and (2) Jail Addiction Services (JAS). CATS has two components: (1) assessment and post-booking diversion services within 24 hours of booking to inmates with behavioral health issues upon entry into the Montgomery County Detention Center; and (2) discharge planning for inmates who are being released from the Correctional Facilities by assessing inmates' behavioral health needs and coordinating access to services in the community. JAS is an intensive jail-based residential addiction treatment program for inmates who suffer from substance related disorders at the Montgomery County Correctional Facility.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of successful Jail Addiction Services clients who were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	80	76	76	76	76

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,062,018	18.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	266,817	1.00
FY15 Approved	2,328,835	19.00

Outpatient Behavioral Health Services - Adult

Outpatient Behavioral Health Services - Adult provides comprehensive and quality outpatient and intensive outpatient services to adult residents of Montgomery County, who have co-occurring substance and mental health disorders. Priority is given to serving vulnerable persons including intravenous drug users; women who are pregnant or have young children; and those who lack health insurance, are homeless, or medically compromised. Many program participants are also involved with the criminal justice system or

have chronic medical conditions such as diabetes or HIV/AIDS. The Adult Behavioral Health program accepts referrals from Access to Behavioral Health Services and Avery Road Treatment Center. Services include a comprehensive range of substance abuse and mental health services programs beginning with an assessment and diagnostic evaluation, then offering group and individual treatment as well as (as needed) psychotropic medication evaluation and medication monitoring, family support and case management services. Services are individualized with the adult being a partner in all treatment decisions. Eligibility is limited to Montgomery County residents. This program has the capacity to provide services to Limited English Proficiency clients and those with specialized cultural and language needs. Peer Support is available upon request.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of clients showing improvement in functioning and decreased symptoms – based on the symptoms list ¹	81	83	83	83	83
Percentage of clients who completed treatment plan upon discharge (% is based on discharged clients) ²	43	55	46	48	48

¹ Projection is based on past 5 years

² Due to a reorganization, this program reports this measure separately from Specialty Behavioral Health Services. FY12 is the baseline year.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,127,125	22.00
Enhance: Adult Behavioral Health Services	225,000	0.00
Increase Cost: Psychiatric Services Contract	63,682	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.	-205,071	-2.50
FY15 Approved	3,210,736	19.50

Outpatient Behavioral Health Services - Child

Children's Outpatient Behavioral Health Services is comprised of three components that provide or support comprehensive mental health treatment and care coordination services to children, youth, and their families that are individualized, culturally and linguistically appropriate and administered in the least restrictive, most conducive environment. The Child and Adolescent Outpatient Mental Health Service Team provides assessment, psychiatric, and therapeutic treatment to children and adolescents with serious emotional impairments. The Home-based Treatment Team provides specialized, evidence-based mobile treatment specifically for children and families involved with Child Welfare Services. The System of Care Development and Management Team collaborates with local and State partners to plan, develop, and manage publicly-funded (State and County) mental health and care coordination services for children and adolescents. All three components are guided by the principle that services should be child focused, family driven, and culturally competent. This program area also includes Juvenile Justice Services (JJS) that supports the County's comprehensive approach by integrating screening, assessment, case management, community services, and treatment with the juvenile justice legal process. JJS also provides substance abuse prevention, which provides support and education to promote healthy behaviors and lifestyles. The services provided through these programs, in particular Screening and Assessment Services for Children and Adolescents, are closely aligned with the Substance Abuse and Mental Health Services provided in Behavioral Health and Crisis Services.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of clients who meet their treatment goals at the time of discharge ¹	78	81	75	75	75
Percentage of offenders under age 18 who are diverted to substance abuse education or mental health treatment programs who do not re-enter the correction system within 12 months of being assessed compliant with requirements ²	89.0	88.0	88.0	88.0	88.0

¹ Percentage is based on number of cases closed and recorded.

² The correction system refers to the juvenile justice or adult correction systems. Assessment is done to determine compliance with requirements. This measure is by definition a 12 month follow-up of clients, so actual FY13 data reports recidivism rate of clients served in FY12.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,488,799	28.25
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,818	0.00
FY15 Approved	5,511,617	28.25

Trauma Services

The Trauma Services Program provides integrated clinical services to domestic violence victims and offenders, sexual assault victims, and victims of general crime. All victims may be assessed and receive short term counseling and psychiatric care, as well as a variety of specialty services geared to their particular need. Programming for domestic violence also includes information and

referral, crisis intervention, safety planning, and placement in emergency shelter. Services are provided on-site at the Family Justice Center, as well as at 1301 Piccard Drive. Also provided at 1301 Piccard Drive is programming for victims of sexual assault, which includes outreach twenty-four hours a day, seven days a week through volunteer support to rape and sexual assault victims at hospitals and police stations, where they provide information, referrals, and assistance with crime victim compensation.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of adult victims of sexual assault and general crime who show a decrease in symptoms after treatment (as measured by Post-Traumatic Stress Disorder Checklist – Civilian clinical scales)	88	80	75	75	75
Percentage of child victims of sexual assault and general crime who show a decrease in symptoms after treatment (as measured by the Child's Reaction to Traumatic Events Scale clinical scales)	94	85	80	80	80
Percentage of clients receiving therapy who demonstrate improvement on a domestic violence rating scale	93	90	80	80	80

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,660,374	29.55
Enhance: Therapist II Position to Expand Service Capacity	72,445	1.00
Decrease Cost: Victims Compensation Fund	-1,361	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.	34,610	-1.00
FY15 Approved	4,766,068	29.55

24-Hour Crisis Center

This program provides telephone, walk-in, mobile crisis outreach, and crisis residential services to persons experiencing situational, emotional, or mental health crises. The Crisis Center provides all services, twenty-four hours/day seven days/week. Much of the work of the Crisis Center focuses on providing the least restrictive community-based service appropriate to the client's situation. Many of the services provided are alternatives to more traditional mental health services. Psychiatric crisis resources are used to prevent hospitalizations and suicides. Disaster mental health services include crisis management and consultation for disasters and community crises. The Crisis Center coordinates the mental health response during disasters and community critical incidents. During the off-hours (after 5:00 p.m., weekends, and holidays), crisis back-up services are provided for various health and human services needs when the clients' primary service providers are not available.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of students identified by schools to be at risk who are stabilized utilizing community resources without hospital intervention	96	96	95	95	95

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,996,733	35.90
Add: Mobile Crisis Team for Children	250,000	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.	258,496	0.00
FY15 Approved	4,505,229	35.90

Mental Health Services: Seniors & Persons with Disabilities

This program provides outreach mental health services for seniors who cannot or will not access office-based services as well as persons experiencing caregiver stress. It provides Prevention and Early Intervention services for seniors by providing drop in groups at senior centers, psycho education, consultation to assisted living providers, Housing Opportunities Commission resident counselors and senior center directors, and mental health training for providers of services for seniors. This program also provides mental health services to persons who are deaf or hearing impaired.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of surveyed homebound seniors reporting an improvement in their quality of life as measured by Mental Health Statistics Improvement Program Consumer Survey Scale ¹	94	86	85	85	85

¹ Starting in FY12, this measure is reported as a weighted percentage of both Senior Outreach program and Hispanic Outreach program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	762,991	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,321	0.00
FY15 Approved	775,312	2.00

Specialty Behavioral Health Services

Behavioral Health Specialty Services now includes the Adult Drug Court Program and the Medication Assisted Treatment-Clinical/Vocational Services shifted from Outpatient Behavioral Health Services-Adult. The Adult Drug Court program provides outpatient, intensive outpatient, case management and follow-up. Medication Assisted Treatment (MAT) services are provided to adults residents of Montgomery County, who are diagnosed with substance use disorders. Individuals served in the MAT program are opiate dependent, uninsured, and have not been able to succeed in other venues of treatment.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,139,442	19.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	296,321	2.00
FY15 Approved	2,435,763	21.50

Service Area Administration

This program provides leadership, oversight, and guidance for the administration of Behavioral Health and Crisis Services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	585,967	3.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,224	0.00
FY15 Approved	615,191	3.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Behavioral Health Planning and Management	7,819,920	15.50	7,854,243	15.50
Access to Behavioral Health Services	3,213,380	31.50	3,566,184	32.00
Treatment Services Administration	5,590,589	4.00	5,655,203	3.00
Forensic Services - Adult	2,062,018	18.00	2,328,835	19.00
Outpatient Behavioral Health Services - Adult	3,127,125	22.00	3,210,736	19.50
Outpatient Behavioral Health Services - Child	5,488,799	28.25	5,511,617	28.25
Trauma Services	4,660,374	29.55	4,766,068	29.55
24-Hour Crisis Center	3,996,733	35.90	4,505,229	35.90
Mental Health Services: Seniors & Persons with Disabilities	762,991	2.00	775,312	2.00
Specialty Behavioral Health Services	2,139,442	19.50	2,435,763	21.50
Service Area Administration	585,967	3.50	615,191	3.50
Total	39,447,338	209.70	41,224,381	209.70

Children, Youth, and Family Services

FUNCTION

The mission of Children, Youth, and Family Services is to promote opportunities for children to grow up safe, healthy, ready for school, and for families and individuals to achieve well-being and self-sufficiency. This mission is realized through the provision of protection, prevention, intervention, and treatment services for children and their families, and through education, support, and financial assistance for parents, caretakers, and individuals. These services work to build on the strengths of both the individual and the community in addressing issues of child development, abuse, neglect, health, and economic security.

PROGRAM CONTACTS

Contact JoAnn Barnes of the HHS - Children, Youth, and Family Services at 240.777.1101 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this service area's operating budget.

PROGRAM DESCRIPTIONS

Child Welfare Services

This program provides protective, rehabilitative, and supportive services for children who are maltreated and for their families. This program also provides supportive and financial help to relatives, foster parents, and adoptive parents. Investigations, protective services, kinship care, foster care, adoption, and in-home aide services are also provided through this program. In-Home Services provide social services to families with children who are at risk of removal from home due to neglect or abuse.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of reduction in the number of children placed in out-of-home care ¹	8	15	9	9	9
Percentage of families receiving in-home services who do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services	98	96	98	98	98

¹ Continuing focus on the use of relatives and community members enabled more children to remain with their families, reducing the need for out of home placements.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	22,217,740	209.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	572,274	-1.60
FY15 Approved	22,790,014	207.80

Linkages to Learning

The mission of Linkages to Learning is to improve the well-being of Montgomery County's children and families through a collaborative delivery of comprehensive school-based services that support success at home, in school and in the community. This program is a partnership among the Department of Health and Human Services, Montgomery County Public Schools, and local public and private non-profit agencies. It provides school-based prevention and early intervention services to students and families of elementary and middle school communities with high indicators of poverty. These integrated social, health, mental health, community education and development services are designed to address the non-academic issues that may interfere with a child's success.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of clients receiving mental health services who demonstrated maintained or improved behavior at termination of treatment, regardless of reason for termination	76	74	75	75	75
Percentage of clients satisfied with services	96	96	95	95	95

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,241,537	5.00
Enhance: Staffing at five Linkages to Learning Sites and Open a New Site at South Lake Elementary School	363,199	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.	289,296	0.00
FY15 Approved	5,894,032	5.00

Positive Youth Development

This program focuses on positive youth development, gang prevention, and intervention for those youth who are at-risk of gang involvement and those already involved in gang activity, as well as youth and their families who may have been involved or exposed to violence. The key elements include a youth violence prevention coordinator who manages and monitors the Up-County and Down-County Youth Opportunity Centers, three High School Wellness Centers, and the Street Outreach Network. Services and supports are provided through community based work, community education, and partnerships. This program works closely with the Police Department, MCPS, State Attorney's Office, Recreation, other HHS divisions, Libraries, and other community groups to address gang and youth violence issues throughout the county.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,131,426	10.00
Enhance: One Program Specialist II Position for the Positive Youth Development Program	65,496	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.	143,333	0.00
FY15 Approved	4,340,255	11.00

Early Childhood Services

This program focuses on increasing the quality of early care and education programs available to young children throughout Montgomery County through technical assistance, consultation, and training for providers. Family Support Services focus on the development of strategies to increase the supply of quality early care and education programs and services. Services are delivered through contracts between HHS, the State, and private non-profits that support parents as their children's first and most important teacher. The services include learning parties, home visits, health and parenting education, screening of children to identify special needs, and family support; primarily targeting families and children with risk factors such as poverty, health issues, and isolation.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of families that are receiving parent support services that do not have involvement with child welfare by the time the child is five years old	100	100	100	100	100
Percentage of Head Start, licensed child care centers, and family based child care students who demonstrate "full readiness" upon entering kindergarten ¹	80.0	78.0	80.0	80.0	80.0

¹ This information is collected by MCPS kindergarten teachers and reported by the Maryland State Department of Education in the mid-March to early April time frame of the next calendar year. FY12 is the most recent data available for this measure due to a 9 month time lag.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,076,452	12.00
Enhance: Centro Nia's Pre-kindergarten Program and Staffing to Provide Services for Additional 30 Children	329,165	0.00
Add: Early Childhood Advisory Council Grant (2001450)	142,830	0.00
Add: Early Childhood Services for the Kennedy Cluster Project	104,156	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.	111,383	1.00
FY15 Approved	3,763,986	13.00

Infants and Toddlers

This program provides evaluation, assessment, family support, and early intervention services to families with children from birth up to five years of age when there is a concern about development, or when a developmental delay is documented. The services are delivered using a family-centered approach and are provided by staff employed by MCPS, HHS, and private community service providers.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of children served	4,545	5907	4500	4500	4500
Percentage of families that understand their child's special needs ¹	96	86	86	86	86

¹ FY12 data is the most recent data available for this measure due to a 6 month time lag. This information is collected and reported by Maryland State Department of Education.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,401,857	13.03
Add: Maryland Infants & Toddlers - Consolidated Local Implementation (Medicaid) Grant (0F64169)	1,011,322	0.00
Reduce: Maryland Infant and Toddlers Grant (0F61507)	-58,271	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.	-59,896	0.00
FY15 Approved	4,295,012	13.03

Child Care Subsidies

This program provides child care subsidies and support for eligible low-income families who work or are working or are in a work activity and families receiving Temporary Cash Assistance, and actively participating in job search, job preparation, or another work activity. The Child Care Subsidy Program is the single point of entry for both the State and Federally-funded Child Care Subsidy program and the County's Working Parents Assistance program.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of families authorized to receive a subsidy (per fiscal year) ¹	477	595	600	600	600

¹ This is calculated as the number of families with approved vouchers for any portion of the fiscal year. FY13: WPA wait list for last 3 months. FY14: WPA wait list first 3 months, placement beginning 4th month. FY15-FY16: Assuming no new WPA funds are available, program will maintain at 600.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,177,503	16.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	35,785	0.00
FY15 Approved	4,213,288	16.50

Office of Eligibility and Support Services

This program, formerly known as Income Supports, serves low-income families and individuals facing significant challenges in meeting basic needs to include food, medical coverage, and shelter. The program determines eligibility for: Temporary Cash Assistance (TCA); Temporary Disability Assistance Program; Refugee Cash Assistance; and Supplement Nutrition Assistance Program (formerly known as Food Stamps). This program also manages a required employment program for applicants and recipients of TCA. In FY14, Income Supports and the Medical Assistance and Outreach program in Public Health Services - Community Health program merged to more effectively serve the Medical Assistance eligible population and to jointly implement the Affordable Care Act. This merger includes Community Medical Assistance; Maryland Children's Health Program, Medical Assistance for Families and Children and Refugee Medical Assistance. This integration of both programs is organizationally housed in Children, Youth and Family Services, but is managed collaboratively with Public Health Services through a matrix management model.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage (increase) in families accessing Food Stamps as a support to self sufficiency measured as the number of families applying for Food Stamp assistance (compared to FY05 as the base year)	106	170	175	175	175
Twelve month work participation rate for work-eligible TCA recipients in federally defined work activities ¹	NA	58	55	55	55
Average 12 month earnings gain rate for current and former Temporary Cash Assistance recipients who are placed in jobs (%) ²	56.0	N/A	N/A	N/A	N/A
Average 12 month job retention rate for current and former TCA recipients who are placed in jobs (%)	81.0	N/A	N/A	N/A	N/A

¹ *This measure is under construction for FY13

² FY11 is the most recent data available for this measure due to an 18 month time lag, FY12 number are estimated.

The State stopped collecting data and reporting outcomes to support this measure. Consequently both the employment measures were retired and replaced with a new measure for Income Supports

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	16,849,551	159.10
Enhance: Family Services for Neighborhood Opportunity Network	35,000	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.	8,480,394	90.00
FY15 Approved	25,364,945	249.10

Child and Adolescent School and Community Based Services

Services provided through this program are delivered through contracts with community-based partners and include respite care, community empowerment efforts, single-parent family services, family services, youth services, and family outreach efforts. The program also provides for the coordination, planning, and implementation of a number of key interagency initiatives among public and private agencies in the community to meet the needs of children, youth, and their families.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,920,006	4.00
Enhance: Staffing Need for the Expansion of the Kennedy Cluster Project and the Watkins Mill Cluster Project	111,565	2.50
Enhance: The Saturday School Program through the George B. Thomas Academy Learning	100,000	0.00
Add: Capital Area Food Bank Family Markets Program at three school sites	96,000	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.	102,864	0.00
FY15 Approved	3,330,435	6.50

Service Area Administration

This program provides leadership and direction for the administration of Children, Youth, and Family.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	391,851	4.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	43,099	0.00
FY15 Approved	434,950	4.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Child Welfare Services	22,217,740	209.40	22,790,014	207.80
Linkages to Learning	5,241,537	5.00	5,894,032	5.00
Positive Youth Development	4,131,426	10.00	4,340,255	11.00
Early Childhood Services	3,076,452	12.00	3,763,986	13.00
Infants and Toddlers	3,401,857	13.03	4,295,012	13.03
Child Care Subsidies	4,177,503	16.50	4,213,288	16.50
Office of Eligibility and Support Services	16,849,551	159.10	25,364,945	249.10
Child and Adolescent School and Community Based Services	2,920,006	4.00	3,330,435	6.50
Service Area Administration	391,851	4.50	434,950	4.50
Total	62,407,923	433.53	74,426,917	526.43

Public Health Services

FUNCTION

The functions of the Public Health Services programs are to protect and promote the health and safety of County residents. This is accomplished by monitoring health status and implementing intervention strategies to contain or prevent disease (including bio-terrorism and emerging diseases); fostering public-private partnerships, which increase access to health services; developing and implementing programs and strategies to address health needs; providing individual and community level health education; evaluating the effectiveness of select programs and strategies; and licensing and inspecting facilities and institutions affecting public health and safety.

PROGRAM CONTACTS

Contact Dr. Ulder Tillman of the HHS - Public Health Services at 240.777.1741 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this service area's operating budget.

PROGRAM DESCRIPTIONS

Health Care for the Uninsured

This program area includes the Montgomery Cares, Care for Kids, Maternity Partnership, and Reproductive Health programs. Through public-private partnerships, these programs provide primary health care services for low-income uninsured children, adults, pregnant women, and the homeless, using private pediatricians, a network of safety net clinics, obstetricians, and hospitals, along with other health care providers. This program area also provides care coordination to uninsured children and adolescents with chronic or handicapping conditions needing specialty diagnostic, medical, and surgical treatment.

<i>Program Performance Measures</i>	<i>Actual FY12</i>	<i>Actual FY13</i>	<i>Estimated FY14</i>	<i>Target FY15</i>	<i>Target FY16</i>
Percentage of healthy birth weight babies (= or > 2,500 grams) born to pregnant women in the Maternity Partnership Program	95	95	95	95	95
Percent of vulnerable populations that have a primary care or prenatal care visit - Children	26.1	TBD	TBD	TBD	TBD
Percent of vulnerable populations that have a primary care or prenatal care visit - Adults ¹	27.5	TBD	TBD	TBD	TBD

¹ The Department is not projecting results for FY13-16 at this time due to the multiple variables related to health care reform.

<i>FY15 Approved Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
FY14 Approved	13,614,382	6.00
Enhance: Montgomery Cares for Electronic Health Records, Behavioral Health Expansion, Patient Satisfaction Survey, Pharmacy Assessment, Community Pharmacy, Specialty Care, and Medicaid Participation Training	960,200	0.00
Enhance: Care for Kids to Provide Services for Additional 250 Enrollees	20,000	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.	75,079	0.00
FY15 Approved	14,669,661	6.00

Communicable Disease and Epidemiology

Communicable Disease and Epidemiology is responsible for investigations, management, and control of the spread of over 65 infectious diseases as stipulated by Maryland law, including: rabies; hepatitis A, B, and C; salmonellosis; measles; cholera; legionellosis; and lyme disease. Emerging pathogens, such as H1N1 Influenza, are addressed with aggressive surveillance efforts and collaboration with State agencies of Agriculture, Health, and the Environment. Control measures for disease outbreaks in high-risk populations, such as residents of long-term care facilities, are implemented to prevent further spread of diseases to others. Educational programs are provided to groups that serve persons at risk for infectious diseases (homeless shelters, nursing homes, day care centers, etc.). The program also provides vital record administration and death certificate issuance. Immunizations, outreach, and education are available to residents, private medical providers, schools, childcare providers, and other community groups. The Refugee Health Program screens all persons who enter the County with refugee status for communicable diseases. Refugees are medically assessed and are either treated or referred to the private sector. The Migrant Health Program is also provided in compliance with Federal laws governing migrant laborers.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of investigations on reportable communicable diseases that follow appropriate protocols to limit further spread of the disease	100	100	100	100	100

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,008,010	18.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-9,631	-0.80
FY15 Approved	1,998,379	17.50

Community Health Services

Community Health Services provides preventive health access services to uninsured and underinsured populations, from newborns to the elderly. Services include nurse case management and home visits to targeted populations such as pregnant women, pregnant and parenting teens, children up to one year of age, and at-risk infants. Other services include staffing support for immunization clinics, STD services, and pregnancy testing in regional health centers. The Medical Assistance and Outreach Program have been shifted to the new Office of Eligibility and Support Services program in Children Youth and Family.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of Infants At Risk (IAR) referrals that received a follow-up visit within 10 days by Community Health Service (CHS) nurse ¹	95	95	95	95	95

¹ Increases are due to full staffing levels.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	11,663,942	128.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-7,030,285	-84.00
FY15 Approved	4,633,657	44.80

Dental Services

This program provides dental services to promote oral health in six dental clinics. Services include instruction in preventive health practices, primary assessments, targeted dental services, and emergency services. Services are provided to income-eligible Montgomery County children, pregnant women, adults, and seniors. This program also includes an HIV Dental Program, which provides comprehensive oral health services to HIV-positive clients.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of children who complete their dental treatment plan	78	84	80	80	80

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,277,771	15.75
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	28,132	0.25
FY15 Approved	2,305,903	16.00

Environmental Health Regulatory Services

This program issues permits for and inspects a variety of activities to protect the public health by ensuring that sanitation standards are met and maintained, and that there is minimal risk of injuries or spread of vector, food, and waterborne diseases in facilities licensed by the program. This program also enforces nutritional restrictions on trans-fat in foods and enforces menu labeling regulations. Food service establishments, swimming pools, health-care facilities, group homes, private educational facilities for children and adults, and a variety of other facilities used by the public are inspected and licensed. Inspections are conducted for compliance with health and safety standards established by the County and by State of Maryland laws and regulations. The County's rat control ordinance and smoking prohibitions and restrictions are enforced under this program. Complaints made by the public are investigated and orders for correction are issued as appropriate.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of swimming pools found to be in compliance upon regular inspection	87	87	90	90	90

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,350,333	30.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	119,060	0.00
FY15 Approved	3,469,393	30.00

Health Care and Group Residential Facilities

This program inspects and licenses nursing homes, domiciliary care homes (large assisted living facilities with less intensive care than nursing homes), adult day care centers, small assisted living facilities and group homes serving children, elderly, mentally ill, and developmentally disabled persons to ensure compliance with County, State, and Federal laws and regulations. Staff responds to complaints and provides advice and consultations to licensees to maintain high standards of care.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of nursing homes with actual harm deficiencies	12	9	10	10	10

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,522,673	12.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	104,539	0.00
FY15 Approved	1,627,212	12.50

Cancer and Tobacco Prevention

The Tobacco Use Prevention and Cessation Program and the Cancer Prevention, Education, Screening and Treatment Program are two major programs funded through the State Cigarette Restitution Fund. State funding supports coordination activities among community groups for outreach, screenings, education, and treatment. Each program has established coalitions consisting of public health partners, community based organizations, hospitals, and other existing resources that work collaboratively to implement either tobacco-control programs or the statewide goal of early detection and elimination of cancer disparities, whether based on race, ethnicity, age or sex, as well as the establishment of tobacco-control programs.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,140,194	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-581	0.00
FY15 Approved	1,139,613	3.00

STD/HIV Prevention and Treatment Program

The Sexually Transmitted Diseases (STD) Program provides diagnosis and treatment to those who have contracted STDs. Contacts of infected patients are confidentially notified and referred for treatment. HIV counseling and testing is provided, with referral for medical and psychosocial support services if the test is positive. The HIV program provides primary medical care through all stages of HIV/AIDS, medication, as well as a broad spectrum of case management support services. Other services include home/hospice care, coordination of a regional HIV dental clinic, and housing services through the Housing Opportunities for People with AIDS program.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
New cases of Chlamydia per 100,000 population among County residents (15-24) ¹	1,313.4	1,369	1,409	1,450	1,492

¹ Data are for the calendar year in which the fiscal year began. This measure is one of the three age cohort components. Projections are not made due to uncertainty as to when case numbers will fall.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,306,469	42.65
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-7,999	0.00
FY15 Approved	7,298,470	42.65

School Health Services

This program provides health services to the students in Montgomery County Public Schools (MCPS). These services include: first aid and emergency care; health appraisal; medication and treatment administration; health counseling, consultation, and education; referral for medical, psychological, and behavioral problems; case management for students with acute and chronic health conditions, and pregnant and parenting teens; hearing, vision screenings, and Lead Certification screenings are provided to MCPS students. Immunizations and tuberculosis screenings are administered at School Health Services Centers, primarily to international students enrolling in MCPS. Primary health care, provided by nurse practitioners and physicians, is provided to students enrolled at one of the County's School Based Health Centers or High School Wellness Centers. Head Start-Health Services is a collaborative effort of HHS, Office of Community Affairs, School Health Services, MCPS, and contracted community-based child care centers to provide comprehensive pre-kindergarten services to Federally eligible three and four year old children. School Health Services provides a full range of health, dental, and social services to the children and their families.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of students who return to class after and are ready to learn following health room intervention	88	87	87	87	87

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	23,167,911	256.33
Enhance: School Health Staffing for New Clarksburg Elementary School	49,500	0.73
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,108,419	0.40
FY15 Approved	24,325,830	257.46

Tuberculosis Services

This program includes: testing persons for exposure to Tuberculosis (TB), treating active cases, identifying persons at risk of developing TB, performing contact studies to determine who may have been exposed to an infectious person, and medication therapy. A treatment plan is developed for each diagnosed patient and the patient receives supervised medication therapy. Special programs are provided to high-risk populations such as the homeless, addicted persons, incarcerated persons, and persons living in high-density areas of foreign-born populations.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of clients with active infectious tuberculosis who receive and are scheduled to complete Directly Observed Therapy and successfully complete the treatment regimen ¹	92	95	96	95	95

¹ Data are for the calendar year in which the fiscal year began .

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,656,570	16.20
Technical Adj: Tuberculosis Control Grant (0F62014) and Immunization Hepatitis B Grant (0F62081)	80,357	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.	106,549	0.80
FY15 Approved	1,843,476	17.00

Women's Health Services

This program provides care coordination services for women and children in the Medical Assistance-managed care program. Referral services are provided for individuals with specific health issues (i.e., sexually transmitted diseases). Screening for early detection of breast cancer and cervical cancer including gynecological examinations, clinical breast examinations, mammograms, ultrasounds of the breast and related case-management services are offered through the Women's Cancer Control Program to eligible women aged forty years and older.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,804,990	19.65
Add: HHS Expanded Breast & Cervical Cancer Diagnosis Grant (2000992)	293,812	0.00
Eliminate: Minority Infant Mortality Reduction Grant (0F64175)	-135,000	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.	141,034	1.00
FY15 Approved	3,104,836	20.65

Public Health Emergency Preparedness & Response

This program is responsible for the planning, readiness, and response activities in the event of a public health emergency or bio-terrorism threat. Planning efforts are made in collaboration with the County Emergency Management Group; the Office of Emergency Management and Homeland Security; the Departments of Fire and Rescue Services; the Police Department; hospitals; and a variety of other County, State, regional, and Federal agencies. Efforts are targeted at training and staff development; communication strategies; emergency response drills; partnerships; resources and equipment; the establishment of disease surveillance systems; mass immunization clinics; medication dispensing sites; and readiness.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of PHS Programs with Continuity of Operations (COOP) plans that have been reviewed and updated within the past 12 months	100	100	100	100	100

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,172,710	10.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-77,973	-1.00
FY15 Approved	1,094,737	9.30

Service Area Administration

This program area provides leadership and direction for the administration of Public Health Services. Service Area Administration also includes Health Planning and Epidemiology, the Community Health Improvement Process and Special Projects, as well as oversight for medical clinical volunteers, the Commission on Health, contracts, grants, and partnership development.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,708,406	12.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-25,761	0.35
FY15 Approved	1,682,645	12.85

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Health Care for the Uninsured	13,614,382	6.00	14,669,661	6.00
Communicable Disease and Epidemiology	2,008,010	18.30	1,998,379	17.50
Community Health Services	11,663,942	128.80	4,633,657	44.80
Dental Services	2,277,771	15.75	2,305,903	16.00
Environmental Health Regulatory Services	3,350,333	30.00	3,469,393	30.00
Health Care and Group Residential Facilities	1,522,673	12.50	1,627,212	12.50
Cancer and Tobacco Prevention	1,140,194	3.00	1,139,613	3.00
STD/HIV Prevention and Treatment Program	7,306,469	42.65	7,298,470	42.65
School Health Services	23,167,911	256.33	24,325,830	257.46
Tuberculosis Services	1,656,570	16.20	1,843,476	17.00
Women's Health Services	2,804,990	19.65	3,104,836	20.65
Public Health Emergency Preparedness & Response	1,172,710	10.30	1,094,737	9.30
Service Area Administration	1,708,406	12.50	1,682,645	12.85
Total	73,394,361	571.98	69,193,812	489.71

Special Needs Housing

FUNCTION

The mission of Special Needs Housing (SNH) is to provide oversight and leadership to the County's efforts to develop new and innovative housing models to serve special needs and homeless populations and maintain housing stability for vulnerable households. SNH is responsible for collaborating with public and private agencies to develop and implement strategies, to address the County's plan to remedy and prevent homelessness, and to increase the development of supportive, accessible, and affordable housing for special needs populations. Special needs populations include homeless individuals and families, persons with mental health and substance abuse issues, individuals with developmental disabilities, transitioning youth, and seniors with disabilities.

PROGRAM CONTACTS

Contact Nadim Khan of the HHS - Special Needs Housing at 240.777.1179 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this service area's operating budget.

PROGRAM DESCRIPTIONS

Rental & Energy Assistance Program

The Maryland Energy Assistance Program and Electric Universal Services Program provide financial assistance for eligible low-income households to pay home heating and energy costs. The Rental Assistance and Handicapped Rental Assistance Programs provide subsidies to low-income renters, handicapped persons, and families with dependent children. The Housing Initiative Program provides housing and service coordination to special needs families/individuals and also provides funding for the Partnership for Permanent Housing program.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average number of households receiving a rental subsidy each month ¹	1,434	1600	1700	1700	1700

¹ All rental subsidy funds are budgeted in DHCA, except for \$400,000, which remains in the DHHS budget for \$200/month Rental Assistance Program subsidy.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,098,256	13.00
Replace: Emergency Solutions Grant Shortfall	125,044	0.00
Enhance: Rental and Energy Assistance Program	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.	12,429	0.00
FY15 Approved	5,335,729	13.00

Shelter Services

Shelter Services provides emergency and transitional shelters to homeless families and single adults. Shelter Services include community outreach and engagement, comprehensive needs assessments, and case management services to link homeless persons to behavioral health, and financial and legal programs that address housing barriers. The goal is to place single adult and families in stable and permanent housing as rapidly as possible.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average length of stay by homeless families in emergency shelter ¹	116	108	120	120	120
Number of families placed in emergency shelters	99	111	90	90	90

¹ Under the Housing First Initiative, the goal is to have families in a shelter for a maximum of 30 days. Due to the large number of families with housing needs, the Department does not believe that goal is attainable in the next few years.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	6,661,362	3.00
Enhance: Homeless Outreach through Bethesda Cares	70,000	0.00
Shift: Transitional Shelters to A Leased Facility and Paid Through the Leases Non-Departmental Account	-71,528	0.00

	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	173,689	0.00
FY15 Approved	6,833,523	3.00

Permanent Supportive Housing Services

Permanent Supportive Housing Services provides permanent housing to single adults and families. The single adult or head of household must have a documented disabling condition which could include mental health issues, substance dependence, or a co-occurring disorder. Case management is provided to monitor compliance and assist clients in becoming more self-sufficient.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of households remaining housed at least 12 months after placement in permanent supportive housing	98.0	97	95.0	95.0	95.0

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,381,884	9.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	74,197	0.00
FY15 Approved	2,456,081	9.90

Housing Stabilization Services

Housing Stabilization Services provides intake and assessment for County households who are experiencing a housing-related emergency. The program's focus is on crisis intervention and prevention. State and County grants are provided to prevent evictions and utility cut offs. Additionally, referrals are made for Temporary Cash Assistance. Case management services are provided to help at risk households develop and implement plans to prevent a future housing crisis.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,341,424	34.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	184,892	0.00
FY15 Approved	5,526,316	34.60

Service Area Administration

This program provides leadership and direction for the administration of Special Needs Housing.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	273,970	2.00
Add: One Program Manager II Position for Interagency Commission on Homelessness	82,113	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.	4,140	0.00
FY15 Approved	360,223	3.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Rental & Energy Assistance Program	5,098,256	13.00	5,335,729	13.00
Shelter Services	6,661,362	3.00	6,833,523	3.00
Permanent Supportive Housing Services	2,381,884	9.90	2,456,081	9.90
Housing Stabilization Services	5,341,424	34.60	5,526,316	34.60
Service Area Administration	273,970	2.00	360,223	3.00
Total	19,756,896	62.50	20,511,872	63.50

Administration and Support

FUNCTION

The function of Administration and Support Services is to provide overall leadership, administration, and direction to the Department of Health and Human Services (HHS), while providing an efficient system of support services to assure effective management and delivery of services.

PROGRAM CONTACTS

Contact Stuart Venzke of the HHS - Administration and Support at 240.777.1211 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this service area's operating budget.

PROGRAM DESCRIPTIONS

Office of the Director

The Office of the Director provides comprehensive leadership and direction for the Department, including policy development and implementation; planning and accountability; service integration; customer service; and the formation and maintenance of partnerships with non-governmental service providers. Further, the Office of the Director facilitates external liaison and communications, provides overall guidance and leadership of health and social service initiatives, and assures compliance with relevant laws and regulations including the Americans with Disabilities Act (ADA) and the Health Insurance Portability and Accountability Act (HIPAA).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,269,683	18.75
Add: Maryland Connector Entity Grant for the Affordable Care Act (2001651)	5,900,000	5.00
Decrease Cost: Public Information Office MC311 Staffing Charges to HHS	-24,227	-0.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	159,955	-1.00
FY15 Approved	8,305,411	22.35

Office of the Chief Operating Officer

This Office provides overall administration of the day-to-day operations of the Department, including direct service delivery, budget and fiscal management oversight, contract management, logistics and facilities support, human resources management, and information technology support and development.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	17,672,074	89.25
Increase Cost: Risk Management Adjustment	719,241	0.00
Add: The Financial Reporting and Management Institute and Operating Support for Nonprofit Montgomery	156,620	0.00
Increase Cost: Printing and Mail	32,858	0.00
Increase Cost: Motor Pool Rate Adjustment	31,133	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.	967,051	0.50
FY15 Approved	19,578,977	89.75

Office of Community Affairs

This office supports expanding access to and improving the quality of services, increasing Individuals/families' independence, promoting equity and reducing disparities. The office accomplishes the mission through education, outreach, system navigation assistance, effective referrals, language services, cultural competency training, and policy advocacy. The office includes the Community Action Agency, Head Start, TESS Center, the Leadership Institute of Equity and Elimination of Disparities (LIEED) within which are the African American Health Program, Latino Health Initiative, and the Asian American Health Initiative.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of African Americans who demonstrate an increase in knowledge after taking diabetes education classes	92	90	90	90	90

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,226,167	22.50
Replace: Community Services Block Grant Shortfall	110,674	1.06
Enhance: Asian American Health Program for mental health program staff and bi-lingual or multi-lingual health promoters	100,000	0.00
Enhance: Suburban Maryland Welcome Back Center for Foreign Trained Professionals	100,000	0.00
Enhance: African American Health Program for Data Analyst, Community Health Workers, and Behavioral Health Program Planning	75,000	0.00
Enhance: Community Building Programs through IMPACT Silver Spring in Bel Pre, Connecticut Avenue Estates, and the East County	71,790	0.00
Enhance: Volunteer Income Tax Assistance Program	60,880	0.00
Enhance: Temporary Workers' Centers Program through CASA de Maryland	46,752	0.00
Shift: Temporary Emergency Food Assistance Program (TEFAP) Grant (0F61304)	-35,000	0.00
Reduce: Community Services Block Grant	-110,674	-1.06
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	114,969	0.00
FY15 Approved	7,760,558	22.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Director	2,269,683	18.75	8,305,411	22.35
Office of the Chief Operating Officer	17,672,074	89.25	19,578,977	89.75
Office of Community Affairs	7,226,167	22.50	7,760,558	22.50
Total	27,167,924	130.50	35,644,946	134.60

Community Use of Public Facilities

MISSION STATEMENT

The mission of the Office of Community Use of Public Facilities (CUPF) is to maximize the community's use of schools and other public facilities and to identify and facilitate activities and programs that respond to the community's needs without disrupting the instructional program of the Montgomery County Public Schools or County operations.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Office of Community Use of Public Facilities is \$10,134,509, an increase of \$238,238 or 2.4 percent from the FY14 Approved Budget of \$9,896,271. Personnel Costs comprise 26.2 percent of the budget for 26 full-time positions and one part-time position, and a total of 26.74 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 73.8 percent of the FY15 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**
- ❖ **Children Prepared to Live and Learn**
- ❖ **Healthy and Sustainable Neighborhoods**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Program Measures					
Hours of paid school use	524,187	520,516	520,500	520,500	520,500
Hours of paid school field use ¹	75,394	70,286	71,000	71,000	71,000
Hours of use for government buildings ²	13,034	13,695	13,700	13,700	13,700
Hours of Paid Community Use in Silver Spring Civic Building at Veterans Plaza ³	6,011	7,442	7,500	7,500	7,500
Number of users participating in User Education Training	784	723	725	725	725
Percentage of government building free use ⁴	54	53	55	55	55
Hours of paid community use on M-NCPPC fields ⁵	87,956	100,464	100,000	100,000	100,000
Percent of available time in school auditoriums, gyms, all purpose rooms/caferias used by the community. ⁶	37	35	35	35	35
Percent of available use time in County buildings used by the community ⁷	47	54	55	55	55
Percentage of school, field, and government building users satisfied with the reservation process	87	85	85	85	85
Hours of weekday paid high school use	56,347	55,518	55,500	55,500	55,500
Percentage of Interagency Coordinationg Board (ICB) Members satisfied with CUPF operations		100	100	100	100

¹ The impact of weather on field availability is variable.

² Includes free and paid use. Government buildings (Executive & Council buildings, Libraries, Clarksburg Cottage and Regional Centers - excluding SSCBVP)

³ Includes both indoor and outdoor use. Community Access Pilot funds increased access for groups receiving subsidy in FY13.

⁴ CUPF schedules free use for County departments and government agencies. This count excludes the Silver Spring Civic Building.

⁵ Beginning with the in Spring 2011 season, CUPF began scheduling 300 M-NCPPC local and regional fields. Capability to apply for Park fields on-line was created in FY13.

⁶ Actual use is dependent on customer requests and presumed availability of room.

⁷ Actual use is based on customer demand vs. assumed availability in all County buildings scheduled by CUPF to include Executive and Council Office buildings, Public Libraries, Regional Service Centers, Silver Spring Civic Building and Clarksburg Cottage.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Replace current facility permitting and accounting software (CLASS System) with a cloud-hosted recreation management and facility reservation system (Active Network Systems) as part of a one-stop shopping experience for residents, a joint effort with Montgomery County Recreation and Montgomery Parks.*
- ❖ *Through the Community Access Program Pilot, 55 local groups were supported in their use of the Silver Spring Civic Building (SSCB). Nearly 50% of participating groups were new users of the SSCB. For FY13, paid use hours in the Civic Building increased 23.4% over the FY12 use.*
- ❖ *Upon completion of the construction of new artificial turf stadium fields at Paint Branch, Wootton, and Gaithersburg High Schools, Laytonia Regional Park and the North Potomac Community Recreation Center, CUPF will facilitate community use. During FY13, CUPF scheduled nearly 1,900 hours of use by community groups at Richard Montgomery, Blair, and Walter Johnson High Schools and at Fairland Park.*
- ❖ *Coordinate a new process for selection and placement of before and after-school childcare in conjunction with Montgomery County Public Schools.*
- ❖ *Continue efforts to make schools, parks, and other public facilities welcoming resources for the community. In FY13 1,107,751 hours of use were logged in the CUPF database, by community groups, schools, public partners and County agencies, an increase of 3.1%.*
- ❖ **Productivity Improvements**
 - *Community use of Montgomery Park fields increased 14% in FY13 following the implementation of an online application and payment option.*
 - *Enhanced customer service with a streamlined fee structure, virtual tours, and after-hours problem phone line that can accept text messages.*
 - *Launched an online training option for new users to comply with mandatory requirements for participation in an orientation program covering school use guidelines and requirements before using a school for community use. The online approach will enable more group representatives to be trained at their convenience.*
 - *Expanded implementation of the intranet-based overtime request and approval process for more MCPS employees supporting community use, reducing processing time by 50%.*

PROGRAM CONTACTS

Contact Elizabeth Habermann of the Office of Community Use of Public Facilities at 240.777.2713 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Community Access to Public Space

This program provides community organizations and public agencies with access to public schools and government facilities for community services, programs, and events. Services performed by staff in support of this function include: user education training; centralized scheduling of schools, MNCPPC fields, libraries, Regional Service Centers, County government meeting rooms, and the Silver Spring Civic Building; managing on-line customer facility requests; administering connectivity to the facility database for school and County staff; information and referral; and problem and conflict resolution. Working with MCPS staff, PTAs, and community-based committees in the implementation and review of facility use policies and procedures is an integral component of this program.

This program also provides general management and staff support to the Interagency Coordinating Board (ICB), which is CUPF's policy-making authority, and its Citizens' Advisory Committee, and administration for community use operations, including financial processes and budgeting for the Community Use Enterprise Fund. The County's General Fund supports limited free use of facilities to qualifying organizations in accordance with ICB policy.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	1,822,708	1,845,507	1,784,159	1,940,191	5.1%
Employee Benefits	692,735	699,304	672,624	711,495	1.7%
Community Use of Public Facilities Personnel Costs	2,515,443	2,544,811	2,456,783	2,651,686	4.2%
Operating Expenses	7,027,221	7,351,460	6,942,888	7,482,823	1.8%
Capital Outlay	0	0	0	0	—
Community Use of Public Facilities Expenditures	9,542,664	9,896,271	9,399,671	10,134,509	2.4%
PERSONNEL					
Full-Time	26	26	26	26	—
Part-Time	1	1	1	1	—
FTEs	26.80	26.74	26.74	26.74	—
REVENUES					
Facility Rental Fees	10,387,987	10,004,550	10,004,550	10,368,000	3.6%
Investment Income	918	50	1,150	2,230	4360.0%
Community Use of Public Facilities Revenues	10,388,905	10,004,600	10,005,700	10,370,230	3.7%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY14 ORIGINAL APPROPRIATION	9,896,271	26.74
Other Adjustments (with no service impacts)		
Increase Cost: Reimbursements to MCPS for Staff and Services	203,196	0.00
Increase Cost: FY15 Compensation Adjustment	102,945	0.00
Increase Cost: Credit Card Transaction Fees	19,300	0.00
Increase Cost: Office Lease	9,470	0.00
Increase Cost: Retirement Adjustment	6,473	0.00
Increase Cost: Group Insurance Adjustment	5,130	0.00
Increase Cost: Printing and Mail	1,079	0.00
Increase Cost: Elections	700	0.00
Decrease Cost: Motor Pool Rate Adjustment	-712	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-7,673	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-101,670	0.00
FY15 APPROVED:	10,134,509	26.74

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COMMUNITY USE OF PUBLIC FACILITIES						
Expenditures						
FY15 Approved	10,135	10,135	10,135	10,135	10,135	10,135
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	27	27	27	27	27
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Elections	0	2	4	7	9	9
MCPS is compensated through CUPF for costs associated with general and primary elections held in school facilities. Costs vary with the election cycle and with the mix of schools that host elections. CUPF receives offsetting revenues from the General Fund for this purpose.						
Increase in Other MCPS Reimbursable Costs	0	15	27	43	61	61
Reimbursements to MCPS for staff, maintenance, and supplies will be periodically adjusted to reflect increases in those costs.						
Office Lease	0	18	27	38	45	45
These costs assume the current lease remains in effect.						

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
Retiree Health Insurance Pre-Funding	0	-5	-12	-18	-26	-33
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Transition from Class to ACTIVENet	0	72	66	66	66	66
Fiscal Assistant to manage journal entries relating to CUPF's use of this joint system						
Utility Reimbursements to MCPS	0	234	273	313	354	354
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
Subtotal Expenditures	10,135	10,496	10,544	10,608	10,669	10,661

Public Libraries

MISSION STATEMENT

Montgomery County Public Libraries (MCPL) offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.

MCPL's Vision: Our diverse community of lifelong learners finds Montgomery County Public Libraries to be an open, inviting, and vital gateway to the information, ideas, and enrichment that strengthens our County. A diverse, highly qualified staff continually assesses community needs and interests to support, encourage, and inspire our customers.

MCPL's Values: The Montgomery County Public Libraries believes in the right of all to learn and to grow. We value intellectual freedom, accountability, quality service, diversity, fairness, professional ethics, integrity of information, and respect for our customers, our community, and ourselves. We are a learning organization that functions openly by exploring new ideas and using the collective talent, knowledge, and creativity of employees at all levels.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Public Libraries is \$38,286,960, an increase of \$3,465,086 or 10.0 percent from the FY14 Approved Budget of \$34,821,874. Personnel Costs comprise 81.9 percent of the budget for 210 full-time positions and 210 part-time positions, and a total of 384.56 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 18.1 percent of the FY15 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

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***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Total Use of Library Services ¹	23,608,870	24,094,214	26,392,162	27,797,413	29,283,716

¹ Total Use of Library Services includes program attendance, meeting room use, all forms of borrowing, using materials inside the library, visits, information services, use of the web site and electronic resources, new library cards, and use of computers, printers, and copiers.

ACCOMPLISHMENTS AND INITIATIVES

❖ **FY15 Initiatives**

- **Open the new Silver Spring Library.** The Silver Spring Library will open with 69 Public Service Hours (PSH) per week, an increase of 18 PSH over the current hours.
- **Expand PSH by up to four per week at the following eleven library branches:** Davis, Marilyn J. Praisner, Potomac, Aspen Hill, Chevy Chase, Damascus, White Oak, Kensington Park, Little Falls, Long Branch, and Twinbrook. New hours will take effect in October 2014.
- **Further expand PSH at library branches by another \$550,000, also for implementation in October 2014.**
- **Increase library materials funding by \$500,000 to an FY15 level of \$5,350,000. Substantially expand Non-Fiction titles, World Languages collections, and other types of materials.**

❖ **MCPL Strategic Plan: Strengthen our Communities' Passion for Reading, Viewing & Listening**

- **Updated borrowing policies to make more materials available to customers (increased maximum items borrowed to 100, items on hold to 30).**
- **Fully implemented downloadable music to the library's collection (Freegal).**
- **Partnered with the National Alliance on Mental Illness to provide programs for families and caregivers on mental health issues.**

❖ **MCPL Strategic Plan: Provide Learning Readiness through Early Literacy Programs**

- **Updated staff training to incorporate new research-based early literacy techniques.**
- **Updated Web Site Parents/Caregivers page to define early literacy; explain the research, suggest additional web sites, and provide tips for developing pre-reading skills.**
- **Worked with Family Services, Inc. to develop a core children's collection at the Betty Ann Krahne Center.**

❖ **MCPL Strategic Plan: Help Learners Succeed**

- **Developed, funded via grant, and launched Science and Technology themed, early literacy Go! Kits project. The Go! Kits are specialized backpacks that are furnished with two books about a science-based topic, an educational toy, and an iPad Mini tablet computer preloaded with one e-book and several Apps.**
- **Partnered with the Jewish Council on Aging Heyman Interages Center to present Grandreaders programs in five branches. Senior volunteers help elementary school children who are having issues learning to read.**

❖ **MCPL Strategic Plan: Bring Technology's Benefits to Everyone.**

- **Successfully funded and completed or began implementation of projects in eight out of nine areas identified in the FY13 – 16 Technology Strategic Plan.**
- **Completely Redesigned the MCPL website to be more readable, up-to-date, and Social Media-connected.**

❖ **MCPL Strategic Plan: Empower Our Communities by Creating Awareness of Library Resources**

- **Collaborated with Montgomery College's Lifelong Learning Classes to provide seniors with participatory programming.**
- **Successfully marketed new on-line services via a "Get Appy" campaign, resulting in an increased use of free information Apps that provide business, academic, e-books, language learning, and other information.**
- **Increased MCPL's efforts to connect with all demographics, and find opportunities to connect with potential new customers via Pop-up libraries at various locations throughout the County, including fairs and community events.**

❖ **MCPL Strategic Plan: Foster an Organizational Culture of Innovation**

- **Created engageMCPL, a vehicle for staff to share their experiences, informal customer feedback, and ideas, modeled on the County's OpenMontgomery/engageMontgomery program.**

❖ **Productivity Improvements**

- **Created a new model for mobile services within existing budget resources. The new concept is an outreach team that covers the full geography of the County with a greatly increased variety and number of contacts with communities and dramatically increased visits to schools, community events, and day care centers.**
- **Increased use of Social Media (Facebook, 64% increase; Twitter, 33% increase) to market services and events, which uses no paper and less staff resources than traditional methods.**
- **Operated a collaborative training project with Montgomery College, leveraging public funds by avoiding redundant training costs in two agencies.**
- **Established a Customer Account Coordinator position, using existing resources, to more quickly and efficiently resolve customer account issues.**
- **Created a Virtual Services Team Collaboration Room with Smart Room technology and an open, modern, and flexible layout to facilitate content creation, decision making, and collaboration with other units and departments.**
- **Expanded movement of materials check-in to staff workrooms in more branches, improving efficiency and de-cluttering service desks.**
- **Established a new, "hands-on" training lab in Central Administration, using existing resources, to ensure that**

new staff are ready to provide service on their first day in the branch and eliminating the need for on-site branch training.

PROGRAM CONTACTS

Contact Eric Carzon of the Department of Public Libraries at 240.777.0048 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Branch Library Services

Library Services are available to all County residents, Maryland residents, and those working in Montgomery County, free of charge. MCPL meets the diverse needs of the community for lifelong learning with materials, branch facilities and services, virtual services, programming, and staff. Library services to the public are provided at 20 library branches, plus the Montgomery County Correctional Facility Library, the Noyes Library for Young Children, the MCPLExpress@Olney kiosk at the Longwood Community Center, and electronically through the library's website.

Services available include:

- Circulation of library materials and management of customer accounts (via staff at branches, email, website, and the telephone);
- Information services, including reader's advisory, research and homework assistance, questions about library materials, and questions about how to access information related to other government services (available in person, via the website, email, chat, and telephone);
- Information services via the department and State of Maryland Ask-a-Librarian collaboration (questions answered via telephone, email, and chat);
- Access to online reference information at library branches or anywhere with a computer;
- Early Literacy programs that emphasize to children and caregivers the skills and behaviors needed to be "Ready-to-Learn" by age five, in coordination with the Maryland State Department of Education and all Maryland library systems;
- Facilitation of other programming done by staff, volunteers, or community organizations in a variety of areas of interest to the residents of Montgomery County;
- Automated library services "Beyond-Our-Walls" via book and media dispensing devices, reserve lockers, and return book drops;
- A variety of formally booked (via Community Use of Public Facilities) and informally available meeting, study room, and table and seating spaces that support a wide variety of community needs including English language learning, basic literacy tutoring, academic and research pursuits, socialization, culture, education, and civic engagement;
- Public Access Catalog for accessing, searching, and discovering information in the libraries' collections, including on-line databases, e-books, and e-magazines (available at computers in library branches and also available 24 hours per day via the Internet);
- Access to hundreds of computers that are connected to the Internet;
- Access to office productivity software at general public computers and in lab settings for job search, resume writing, completing applications, and other activities;
- Internet access via Wi-Fi during open hours;
- Automated phone and website renewal (24 hours per day, 7 days a week); and
- Video Relay Service sign language interpretation devices at select branches for the deaf and hard-of-hearing community.

Materials and specific services are also provided to customers who have targeted information or materials needs or who require assistance or materials formats that differ from mainstream books and media. This includes services for:

- New Americans, especially those new to English, and those who need to read materials in other languages - collections in Spanish, Chinese, Vietnamese, French, Korean, Russian, Farsi, and Amharic are provided in selected branches.
- Language learning labs with specialized software, and volunteer English conversation clubs, which assist residents in practicing their English skills. Library staffs are formally certified to provide services in several languages to better assist residents with limited English proficiency.
- Incarcerated persons – The Montgomery County Correctional Facility Library provides law materials for inmates, as well as recreational and informational reading materials.
- Adult beginning readers – The Literacy Council of Montgomery County, which receives substantial funding from the County to conduct basic literacy and English as a Second Language support, provides tutorial services for adult beginning readers, which is complemented by adult beginning-to-read materials in many libraries.
- Persons with disabilities – All library staff are trained to better facilitate providing the information and reading needs of people with disabilities, their family members, caretakers, students, and service providers. Each branch has a basic level of equipment and staff training; and an enhanced focus on equipment, materials, programming, and outreach is provided at the Disability Resource Center at the Rockville Memorial Library.
- MCPL operates as the community's resource for help in navigating government services and providing information about relevant services provided by other organizations and agencies. Job and career resources, financial aid and assistance, citizenship, and healthcare information are examples of often-requested information.

- Children - Noyes Library for Young Children - This library serves as a system-wide resource and model library for early learning and early literacy.

Staff in Branch Library Services also support the management of the collection at each branch and contribute to virtually provided services, in both the provision of content for the department's web page and contributing time to MCPL's Ask-a-Librarian phone, Maryland libraries' Ask Us Now state-wide reference service, chat, and e-mail reference support services. Managers and staff in this program support system partnerships, outreach, and programming, and perform some of these activities within their specific communities.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Information Questions Answered In Branches ¹	1,216,181	1,216,291	1,440,651	1,491,074	1,588,470
Internet/computer session utilization ²	558,938	548,958	365,001	403,325	447,691
Library Holds Fulfilled ³	565,529	537,372	614,484	614,947	621,096
Library Material used in a library ⁴	1,007,508	1,087,432	1,150,544	1,179,819	1,221,636
Number of items checked out (circulation) ⁵	9,403,471	9,305,530	10,306,711	10,565,334	10,829,468
Number of library visits ⁶	4,894,525	4,718,332	5,138,059	5,653,873	6,162,722
Public Wireless Internet (Wi-Fi) Sessions ⁷	NA	494,961	571,680	665,950	785,488
Percentage of Library customers satisfied based on the Library customer survey results ⁸	NA	NA	92	93	93

¹ Questions answered in person and via telephone at all branches. New methodology for sampling the total number of information questions in branches was implemented in FY14. Increase FY14 for Gaithersburg, Olney, Long Branch, and Poolesville branches; FY15 for the new Silver Spring branch and 11 other branches.

² FY14 projected to fall sharply due to network issues, upgrades that interrupted service, declining utility of software prior to replacement of computers and installation of Microsoft Office 2010, and increased use of Wi-Fi. FY15 and FY16 sessions are projected to increase with improvements to computers, software, and branches.

³ Includes library items placed on hold by customers that were fulfilled during the fiscal year.

⁴ Methodology changed in FY14 to a continuous count. Prior to Fall 2013, use was estimated based upon data taken for set periods of time and then extrapolated for the year. Use is projected to increase because of the re-opening of Gaithersburg and Olney branches, new Silver Spring branch, and other increased branch hours and materials.

⁵ Monthly Circulation has increased since late FY13. It is projected to increase in FY14 with increased library hours, funding for library materials, including e- books, and the reopening of Gaithersburg and Olney with more service hours. Further increases projected for FY15 and FY16, with the new Silver Spring and increased hours at 11 other branches.

⁶ FY14 visits are projected to increase with the re-opening of the Gaithersburg and Olney branches and increased service hours at Poolesville and Long Branch libraries. FY15 and FY16 visits are projected to increase with the opening of the new Silver Spring library, and increased service hours at 11 other branches starting in mid-FY15.

⁷ Wi-Fi sessions are estimated from computer log files for FY13 and FY14. Use is projected to increase due to improvement of the Wireless Internet infrastructure during FY14 and FY15; the re-opening of Gaithersburg and Olney branches in FY14; and the new Silver Spring branch, and increased service hours at 11 other branches in FY15.

⁸ Comprehensive customer service surveys were conducted in April 2008 and April 2011, with approximately 8,000 respondents per survey. Surveys will resume in 2014. Results are largely determined by customer satisfaction with materials, access to service hours, staffing levels, technology, and programs.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	23,118,577	299.24
Enhance: New Silver Spring Library	760,248	17.19
Enhance: Public Service Hours at Library Branches	550,000	11.40
Enhance: Public Service Hours Up to Four Per Week at Eleven Libraries	249,420	4.10
Increase Cost: Annualization of Olney Library Renovation and Addition	110,000	0.00
Increase Cost: Labor Contracts - Other - Seasonal Wages	34,986	0.00
Decrease Cost: Gaithersburg Interim Library Lease	-29,164	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.	1,246,936	2.93
FY15 Approved	26,041,003	334.86

Administration, Virtual Services, Outreach and Operations Support

The Office of the Director oversees strategic planning and evaluation of services, policy development and direction, human resources and personnel, technology, branch services, collection management, and financial management. The Office of the Director manages relations with the community, Library Board, local library advisory committees, Friends of the Library, and coordination with County government, as well as marketing the department's services and community outreach. The Director's Office directly manages the Technology Management Team, Business Office, the Collection Development Manager, and three Public Services Administrators. Planning for future information technology and the introduction of new services is led by the Director's Office and involves all programs in the department.

Public Services Administrators (PSA) oversee and support the day-to-day operations of the library's branches. The PSA for Branch Operations and Customer Service is responsible for branch library services policy and procedures, customer service, and the daily operation of the system's 21 library branches. The PSA for Human Resources and Community Engagement is responsible for human

resources management functions such as classification, transfers, discipline, records, promotions, labor relations, recruitment, position descriptions, and occupational medical services issues, training and staff development. The PSA is also responsible for community engagement functions, including virtual services, marketing, community outreach, service on Sundays, substitute staffing operations, programming steering committees, and strategic partnerships. The PSA for Strategic Planning and Facilities is responsible for the department's Strategic Plan, Facilities Strategic Plan, Continuity of Operations Planning, and the management of and use of statistics and analysis for program evaluation and planning. The PSA manages department facilities issues in coordination with the Department of General Services. Facilities issues include maintenance, as well as development and execution of the department's part of the County Capital Improvements Program.

The Virtual Services unit provides several ways for customers to discover library resources and services, get questions answered, and view on-line library materials 24 hours per day, seven days per week and is responsible for development and management of the Department's website and social media efforts (Facebook, Twitter, Blogs). The Virtual Services unit creates topical guides for popular subjects called "LibGuides," and answers frequently asked questions.

The Technology Management Team manages the department's information technology assets, including the circulation control system, Public Access Catalog, network configuration, application servers, and public access to the Internet at more than 500 public computers and "Wi-Fi Hotspots" located at each branch. The team provides technology support to all branches and units in the department and is the department's liaison with the County Department of Technology Services.

The Business Office manages administrative support functions, including contracts, budget, fiscal administration, operations support contracts, grant management, time card reporting, revenue management, and supply purchasing.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Cost per circulation ¹	3.09	3.43	3.38	3.51	3.49
Number of visits to the library's website ²	3,891,952	2,974,410	3,688,027	3,946,189	4,222,422
Questions Answered by Virtual Technologies ³	49,822	1,097,590	1,141,494	1,187,153	1,234,639
Attendance at Library Programs ⁴	72,417	108,197	114,600	121,955	130,980

¹ Monthly Circulation has increased since late FY13 and is projected to increase in FY14 with increased library hours, funding for library materials including e-books, and the reopening of Gaithersburg and Olney with more service hours. Further increases are projected for FY15 and FY16, with the new Silver Spring and increased hours at 11 other branches.

² Visits to "Library Guides" moved from this measure to "Questions Answered by Virtual Technologies" in FY13. MCPL cannot currently count mobile apps usage, some kinds of social media usage, or computer lab usage. These are data points that may be included in future measures. Visits to the MCPL on-line materials catalog are added as of FY14.

³ Visits to the MCPL Library Guides (which are designed to answer questions) moved to this measure in FY13. Also includes questions answered with virtual technologies that include via Email, chat, frequently asked questions on the web, and in the future may include Twitter, Facebook, Text, or other virtual methods.

⁴ A major in-house initiative to provide more programming was started in FY13. FY14 and FY15 attendance is projected to increase with the addition of more programming spaces made available by the re-opening of the Gaithersburg and Olney branches and the opening of a new Silver Spring Library.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,395,480	27.00
Increase Cost: Printing and Mail	7,883	0.00
Increase Cost: Motor Pool Rate Adjustment	1,677	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.	-354,858	-4.50
FY15 Approved	4,050,182	22.50

Collection Management

The Collection Management program provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, and eAudiobooks. The Collection Development Unit is responsible for planning the inclusion of new formats and the evaluation of collections in relation to community information needs. Collections are purchased for English learners, as well as collections in Spanish, Chinese, Vietnamese, French, Korean, Russian, Farsi, and Amharic. The materials delivery service delivers new materials, customer requested items, and returned materials among MCPL branches and between several jurisdictions in the region. The cataloging and processing unit prepares all library materials for use in the branches. The Interlibrary Loan service provides opportunities for Montgomery County cardholders to use materials from public library systems throughout Maryland, from out-of-state public libraries, and from academic and special libraries throughout the world.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Circulation of library materials per capita ¹	9.5	9.3	10.2	10.4	10.6
Library visits per capita ²	4.9	4.7	5.1	5.6	6.0
Retrieve an electronic database record or article ³	1,453,979	1,518,792	1,564,356	1,611,286	1,659,625

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
eBooks and eAudioBooks borrowed. ⁴	188,132	381,335	464,862	511,348	562,483

¹ Monthly Circulation has increased since late FY13 and is projected to increase in FY14 with increased library hours, funding for library materials including e-books, and the reopening of Gaithersburg and Olney with more service hours. Further increases are projected for FY15 and FY16, with the new Silver Spring and increased hours at 11 other branches.

² FY14 visits are projected to increase with the re-opening of the Gaithersburg and Olney branches and increased service hours at Poolesville and Long Branch libraries. FY15 and FY16 visits are projected to increase with the opening of the new Silver Spring library, and increased service hours at 11 other branches starting in mid-FY15.

³ Database content includes addresses/information on businesses, journal articles, specialized eBooks (technical manuals, etc.), on-line courses, and other electronic content. Does not include eBooks and eAudiobooks (described elsewhere).

⁴ Includes e-books, e-audiobooks, and downloadable music. Growth has been substantial in this material type since FY10, when separate data started to be measured. In FY14, e-book circulation is projected to increase an expected 22%, with increased funding for e-books. Current data also shows the rate of increased usage seems to be stabilizing.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,307,817	23.70
Enhance: Increase Library Materials and Increase Staff to Support Library Collections	582,807	1.50
Increase Cost: Maintenance of Technology Equipment	39,750	0.00
Increase Cost: SIRSI Contract	18,000	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.	247,401	2.00
FY15 Approved	8,195,775	27.20

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,620,286	19,632,540	19,104,944	21,720,107	10.6%
Employee Benefits	7,233,688	8,756,735	8,774,837	9,593,108	9.6%
County General Fund Personnel Costs	24,853,974	28,389,275	27,879,781	31,313,215	10.3%
Operating Expenses	6,025,678	6,380,309	6,380,309	6,921,455	8.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	30,879,652	34,769,584	34,260,090	38,234,670	10.0%
PERSONNEL					
Full-Time	172	190	190	210	10.5%
Part-Time	180	196	196	210	7.1%
FTEs	312.96	348.94	348.94	383.56	9.9%
REVENUES					
Facility Rental Fees	14,867	12,000	12,000	12,000	—
Library Fees	24,565	600	600	600	—
Library Fines	1,140,854	1,421,220	1,421,220	1,421,220	—
Miscellaneous Revenues	185,265	240,000	240,000	240,000	—
State Reimbursement: Library Operations	2,721,572	2,720,976	2,720,976	2,667,853	-2.0%
State Reimbursement: Library Staff Retirement	1,965,520	2,618,000	2,618,000	2,813,185	7.5%
Other Fines/Forfeitures	0	10,000	10,000	10,000	—
Other Intergovernmental	0	20,000	20,000	20,000	—
County General Fund Revenues	6,052,643	7,042,796	7,042,796	7,184,858	2.0%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	29,839	37,427	37,427	37,427	—
Employee Benefits	10,688	2,863	2,863	2,863	—
Grant Fund MCG Personnel Costs	40,527	40,290	40,290	40,290	—
Operating Expenses	70,309	12,000	12,000	12,000	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	110,836	52,290	52,290	52,290	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	1	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
State Grants	110,836	52,290	52,290	52,290	—
Grant Fund MCG Revenues	110,836	52,290	52,290	52,290	—
DEPARTMENT TOTALS					
Total Expenditures	30,990,488	34,821,874	34,312,380	38,286,960	10.0%
Total Full-Time Positions	172	190	190	210	10.5%
Total Part-Time Positions	181	196	196	210	7.1%
Total FTEs	313.96	349.94	349.94	384.56	9.9%
Total Revenues	6,163,479	7,095,086	7,095,086	7,237,148	2.0%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	34,769,584	348.94
<u>Changes (with service impacts)</u>		
Enhance: New Silver Spring Library [Branch Library Services]	760,248	17.19
Enhance: Increase Library Materials and Increase Staff to Support Library Collections [Collection Management]	582,807	1.50
Enhance: Public Service Hours at Library Branches [Branch Library Services]	550,000	11.40
Enhance: Public Service Hours Up to Four Per Week at Eleven Libraries [Branch Library Services]	249,420	4.10
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	1,214,857	0.00
Increase Cost: Retirement Adjustment	115,990	0.00
Increase Cost: Annualization of Olney Library Renovation and Addition [Branch Library Services]	110,000	0.00
Increase Cost: Group Insurance Adjustment	72,580	0.00
Increase Cost: Maintenance of Technology Equipment [Collection Management]	39,750	0.00
Increase Cost: Labor Contracts - Other - Seasonal Wages [Branch Library Services]	34,986	0.00
Increase Cost: SIRSI Contract [Collection Management]	18,000	0.00
Increase Cost: Printing and Mail [Administration, Virtual Services, Outreach and Operations Support]	7,883	0.00
Increase Cost: Motor Pool Rate Adjustment [Administration, Virtual Services, Outreach and Operations Support]	1,677	0.00
Decrease Cost: Gaithersburg Interim Library Lease [Branch Library Services]	-29,164	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-263,948	0.43
FY15 APPROVED:	38,234,670	383.56
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	52,290	1.00
FY15 APPROVED:	52,290	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Branch Library Services	23,118,577	299.24	26,041,003	334.86
Administration, Virtual Services, Outreach and Operations Support	4,395,480	27.00	4,050,182	22.50
Collection Management	7,307,817	23.70	8,195,775	27.20
Total	34,821,874	349.94	38,286,960	384.56

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	County General Fund	132,659	1.70	142,361	1.70

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	38,235	38,235	38,235	38,235	38,235	38,235
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	653	653	653	653	653
This reflects the annualization of positions in FY15 associated with the following initiatives: the new Silver Spring Library (\$300,891); an increase in Public Service Hours at Eleven Library Branches (\$83,140); additional increases in Public Service Hours (\$241,042); and additional staff to support the increased Library Collection (\$27,602).						
Elimination of One-Time Items Approved in FY15	0	-1	-1	-1	-1	-1
This represents the elimination of one time operating expenses associated with the opening of the new Silver Spring Library in FY15.						
Labor Contracts	0	345	345	345	345	345
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-30	-30	-30	-30	-30
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	38,235	39,201	39,201	39,201	39,201	39,201

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Increase Library Materials and Increase Staff to Support Library Collections [Collection Management]	82,807	1.50	110,409	1.50
Enhance: New Silver Spring Library [Branch Library Services]	757,248	17.19	1,058,139	17.19
Enhance: Public Service Hours at Library Branches [Branch Library Services]	550,000	11.40	791,042	11.40
Enhance: Public Service Hours Up to Four Per Week at Eleven Libraries [Branch Library Services]	249,420	4.10	332,560	4.10
Total	1,639,475	34.19	2,292,150	34.19

Recreation

MISSION STATEMENT

The mission of the Department of Recreation is to provide high quality, diverse, and accessible programs, services, and facilities that enhance the quality of life for all ages, cultures, and abilities.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Recreation is \$30,374,283, an increase of \$2,280,325 or 8.1 percent from the FY14 Approved Budget of \$28,093,958. Personnel Costs comprise 63.9 percent of the budget for 109 full-time positions and one part-time position, and a total of 413.51 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 36.1 percent of the FY15 budget.

The Debt Service for the Recreation Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Recreation fund to the Debt Service Fund of \$11,593,020 is required to cover general obligation bond and long-term lease costs.

Additionally, it should be noted that the Department manages an estimated \$8,440,525 Agency Fund. This Fund is designated for handling contracted programs and services and is entirely revenue supported. The net proceeds of these activities are accounted for in the Recreation Fund.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

LINKAGE TO COUNTY RESULT AREAS

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

- ❖ **Children Prepared to Live and Learn**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

Measure	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Multi-Program Measures					
Percent of customers who report that they are satisfied based on the Recreation customer survey results (median percent that meet or exceed expectations)	91	94	95	95	95
Percentage of youth registered in positive youth development programs who report program participation benefits	93	91	94	94	94
Total Percent of County residents registered through the Department of Recreation by age group	7.0	7.2	7.2	7.2	7.2
Total number of repeat participants in recreation programming	48,841	51,575	53,000	54,500	56,300
Number of people with disabilities served by Therapeutic Recreation Programs	3,419	3,462	3,530	3635	3745
Percentage of County residents registered through the Department of Recreation by age group (under 5 years) ¹	9.7	10	10	10	10
Percentage of County residents registered through the Department of Recreation by age group (5-19 years)	18.1	19.2	20.5	21.5	22.5
Percentage of County residents registered through the Department of Recreation by age group (20-54 years)	4.6	5.0	5.0	5.0	5.0

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of County residents registered through the Department of Recreation by age group (55+ years) ²	3.1	3.5	7.1	8.1	9

¹ using 2010 census data

² This number should increase due to the addition of the Plum Gar Community Recreation Center in FY14 and the addition of the Scotland Recreation Center in FY15 as well as the increased funding for senior transportation

ACCOMPLISHMENTS AND INITIATIVES

❖ FY15 Initiatives

- **Provides staffing and operating costs for the re-opening of the Scotland Neighborhood Recreation Center in the Fall of 2014.**
- **Expands the High School Sports Academy program to Watkins Mill High School.**
- **Expands Excel Beyond the Bell (EBB) to one additional school, Montgomery Village Middle School.**
- **Enhances the Excel Beyond the Bell program from two to four days per week at Neelsville and Forest Oak Middle Schools.**
- **Adds a new initiative to provide a Summer Teen Mobile Recreation Program to six Montgomery County Public School summer nutrition sites (summer lunch). This program will pair physical activity, nutrition education, and healthy eating, while enhancing connections to other Recreation department resources.**
- **Increases operating hours at three Senior Centers: Margaret Schweinhaut, Damascus, and Holiday Park.**
- **Enhances multilingual senior programming services.**
- **Increases contractor services to help cover the cost of operating, maintenance, and facility assessment at the Piney Branch Elementary School Pool in Takoma Park.**
- **Includes funding for the initial study of future uses for the New Hampshire Avenue Recreation Center.**
- **Increases contractor services to provide professional oversight of the operation and management of the Silver Spring Black Box Theater for one year.**
- **In addition to the funding for this department, the budget includes grants to our community partners engaged in positive youth development and other recreation related programs. Community organizations augment and supplement government programs by providing services such as after-school programming, mentoring, leadership development, college prep, education on domestic violence, and internship programs to engage youth that are high risk, low income, new immigrants, and/or disabled. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They also are able to leverage community resources that may be unavailable to County Government. For details, please see Community Grants in the Non-Departmental Accounts section.**

❖ Other Accomplishments and Initiatives

- **The Department is hosting Therapeutic Recreation (TR) meetings with service providers to discuss the gaps and needs in TR programming and inclusion services. Through this collaborative effort, the Department expects to reach more individuals and families to better connect them to a wide array of community TR programs and services. The Department also has established broad based "Disability Awareness" training workshops for contractors, providers, volunteers, and career and seasonal staff.**
- **The Excel Beyond the Bell (EBB) program is a partnership with Montgomery County Public Schools, the Collaboration Council, and numerous quality out of school time providers. During FY14, EBB will operate in up to six middle schools during the school year and five schools during the summer in an extended learning program. To date, the FY14 school year program has a 39% increase in student enrollment from the full FY13 program. EBB is an example of the Department's commitment to Positive Youth Development. The program continues to serve as a catalyst to ensure middle school students have the opportunity to thrive - they are safe, healthy, connected, and have the opportunity to improve their potential for doing well.**
- **The Department launched a brand new and needed transportation service for Seniors during FY14. The County Senior Shuttles provide a combination of curb-to-curb and fixed route transportation, Monday to Friday, to five**

senior centers. County residents 55 and over are eligible for this program if they are within the service area for one of these centers: Damascus, Holiday Park, Margaret Schweinhaut, Long Branch, and White Oak.

- **The Department launched the "Be Active Montgomery" campaign to educate those who live, work, and play in Montgomery County about the benefits that leisure has in achieving optimal health and well-being.**

❖ **Productivity Improvements**

- **ActiveNet: The Department is in the transitional phase of moving to an updated, fully hosted software as a service (SaaS) solution called Active Network (ActiveNet). This will improve customer service to residents by allowing a one-stop access location between Parks, Community Use of Public Facilities (CUPF), the Charles W. Gilchrist Center for Cultural Diversity, and Recreation. The Technology Modernization CIP project (P150701) was amended to include funding to implement ActiveNet in FY15. As the system is deployed, ongoing ActiveNet system costs will be reflected in the operating budget.**
- **In an effort to help residents make more informed decisions regarding programming, the Department is working closely with CountyStat and other resources to begin internal realignment of performance measures, data collection, and customer feedback tools and resources. This will allow for increased reporting tools and more detailed data and outcomes in the future.**

PROGRAM CONTACTS

Contact Robin Riley of the Department of Recreation at 240.777.6824 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Aquatics

The Aquatics programs provide recreational, fitness, instructional, competitive, therapeutic, and rehabilitative water activities that serve all residents. The broad ranges of programming include lessons, instructional wellness classes, and competitive programming such as dive and swim teams. Facilities also host a wide variety of local, regional, and national events and competitions each year. The Department operates seven regional outdoor pools, four indoor aquatics facilities, and a neighborhood spray park. The indoor pools serve the public 17 hours each day, 7 days a week, for approximately 340 days a year. The outdoor pools and the spray park operate from Memorial Day through Labor Day weekend.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,524,863	120.62
Increase Cost: Operating Support for Piney Branch Elementary School Pool	145,000	0.00
Increase Cost: Facility Assessment for Piney Branch Elementary School Pool	40,000	0.00
Increase Cost: Maintenance for Piney Branch Elementary School Pool	10,000	0.00
Increase Cost: Study of Future Uses of the New Hampshire Avenue Recreation Center	5,000	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.	11,221	-1.00
FY15 Approved	5,736,084	119.62

Countywide Programs

Summer Camps: The Department provides over 50 camps in Montgomery County for children ages 4-13 that are fun, safe, convenient, and affordable. Extended hours provide parents with opportunities to have children cared for both before and after camp. Holiday camps are offered during the winter and spring school breaks.

Summer Fun Centers is a six-week program in the summer for youth ages 5 to 12 years. This program serves as a neighborhood drop-in program where children may come for the entire seven weeks or they may choose the days they would like to participate in activities such as arts and crafts, sports, nature activities, and games.

Youth Winter Basketball continues to be one of the Recreation Department's premier youth activities. Approximately 10,000 youth take part in healthy activities twice a week.

The Sports Program administers and delivers extensive programs in adult sports and select youth leagues throughout the County. For adults, competitive leagues and tournaments are offered seasonally in soccer, basketball, and softball.

The Classes Program offers recreational and skill development classes for all ages. Leisure classes are scheduled and advertised four times each year in arts, crafts, exercise, music, performing and social dance, and special interest areas. Sports instruction is offered in

basketball, fencing, soccer, and martial arts. Special intensive schools and clinics are also offered during school vacation times. The Classes program also provides “Tiny Tot” classes: recreational, social, and early childhood development activities for children ages one to five years, incorporating child-parent interaction, creativity, independence, fitness, and wholesome fun.

Trips and Tours offers a variety of trips, activities, and excursions to cultural arts centers, athletic venues, and destinations of interest for Seniors, Adults, Families, and Teens.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,866,793	125.25
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,236,067	-44.13
FY15 Approved	5,630,726	81.12

Notes: \$2,558,412 shifted from Countywide Programs into the new program called Youth Development Program.

Recreation Outreach Services

Events: The Department of Recreation coordinates special events and other activities which offer a variety of benefits, including enhancing a sense of community, encouraging family participation, and providing a positive image of the County. These special events offer opportunities for interaction among the various segments of our multi-cultural community and provide a chance to celebrate our rich cultural diversity. Several of our Department’s larger events are the Fourth of July Celebrations, Pikes Peak Road Race, Silver Spring Jazz Festival, and the annual Thanksgiving Parade.

Partnerships: The Department partners with many County and outside agencies and organizations to provide various leisure opportunities for the residents of the County. More formal partnerships/contracts include the Arts and Humanities Council, Public Arts Trust, BlackRock Center for the Arts, YMCA, and others.

Services to Special Populations: The Therapeutic Recreation Team provides accessible leisure, educational, and personal development activities for individuals with disabilities through mainstreaming and adaptive programs. The Department has staff trained who develop and implement accessible leisure, educational, and personal skill development activities for individuals with disabilities through mainstreaming, community integration and adaptive programs. The Department offers programs including classes, camps, and activities which enhance the lives of individuals with disabilities and provide support for the families of participants, ages pre-school through adult. The activities available to residents with disabilities through the Department are often the only opportunities these individuals have for leisure activities since community options are limited.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	582,870	6.92
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-189,840	-2.00
FY15 Approved	393,030	4.92

Recreation Areas and Community Centers

The Department has 20 community recreation centers, located throughout the County. These community recreation centers provide facilities and programs featuring leisure activities, social interaction, family participation, and community civic involvement, as well as promote community cohesion and identity.

Our Centers are designed to support sports, fitness, dance, community/social activities, and arts programs. Activities include instructional programs, organized competitions, performances and exhibitions, recreational clubs and hobby groups, and accessibility initiatives for special populations. Center spaces are available for community activities, party rentals, receptions, and civic group meetings. User fees are charged for room rentals, special programs, and services offered at each facility.

Club Rec is an affordable after school program geared to elementary age children offered at selected community recreation centers. Programming is focused on homework time, sports, games, arts and crafts, and events.

Club Friday is for youth in grades 3 to 5 who participate in Friday evening activities, events, and programs at local community recreation centers.

The Division is divided into three geographic service areas. Area supervisors and staff plan and coordinate recreation services and activities in their area. They also assist with the delivery of services, perform customer assessments of programs, provide staff support to area Recreation Advisory Boards, and serve as liaisons with schools and community groups in the area. Program staff also manage local community-based activities, such as community days, festivals, and other special events.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,764,337	91.27
Enhance: Scotland Recreation Center Reopening	223,908	2.10
Decrease Cost: Ross Boddy Recreation Center Closure	-20,240	-0.04
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	64,072	-0.85
FY15 Approved	5,032,077	92.48

Senior Adult Programs

The seniors' program offers services for adults age 55 and above including senior centers, neighborhood programs, classes, sports and fitness, trips, and special programs. It serves seniors who are frail and isolated to those who are very active.

Senior Centers: The Department-operated senior centers across the County are open five to six days per week and provide social, physical, recreational, educational, and community oriented activities. Recreation opportunities range from organized classes such as fitness, art, and computer skills to more informal activities such as billiards, discussion groups, and guest speakers. These centers are focal points for the delivery of recreation, community, and health-related services to senior adults.

Transportation: The Department provides a combination of curb-to-curb and fixed route transportation shuttles, Monday to Friday, to our five senior centers. County residents 55 and over are eligible for this program if they are within the service area for one of the centers. Senior Centers in this program include: Damascus, Holiday Park, Margaret Schweinhaut, Long Branch, and White Oak. Also available are mini trips to local attractions and businesses. These trips are generally local and scheduled for a few hours in length.

55+ Active Adult Programs: These programs serve groups of 20-70 individuals who meet in community recreation centers or other facilities near their homes one to three days each week. These programs offer special interest classes, trips, social activities, and food services at selected sites.

Although not listed specifically under the Senior Programs section, the Department offers a wide variety of programming for Baby Boomers and Senior Adults through the Classes, Trips and Tours, Aquatics, and Sports teams.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,444,691	20.83
Increase Cost: Annualization of Jewish Council for the Aging (JCA) Senior Transportation Partnership	318,750	0.00
Increase Cost: Manager for Senior Services	86,814	1.00
Enhance: Expand Multilingual Senior Programming Services	80,000	1.00
Enhance: Increase Operating Hours at Three Senior Centers	56,846	1.70
Increase Cost: Annualization of Jewish Council for the Aging (JCA) Senior Mini Trips	25,120	0.00
Decrease Cost: Senior Nutrition Grant	-16,346	-0.76
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-55,948	-0.36
FY15 Approved	1,939,927	23.41

Management Services

This team includes staff and services in personnel and payroll, budget and finance, technology and automation, publication development, program registration and customer service.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,301,385	16.82
Decrease Cost: Elimination of One-Time Items Approved in FY14	-77,000	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.	105,824	1.00
FY15 Approved	2,330,209	17.82

Planned Lifecycle Asset Replacement (PLAR)

PLAR provides funding for a lifecycle replacement program to protect the Department's investment in facilities and equipment and to sustain efficient and reliable facility maintenance and operations. The program is targeted at slowing the deterioration of the equipment and structures in Department facilities. Specifically, the program includes interior space modifications, security system enhancements, refinishing gymnasium floors and bleachers, and the repair/replacement of furniture, fixtures, and equipment in the Department's facilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	864,179	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,599	0.00
FY15 Approved	866,778	0.50

Fixed Costs

Fixed Costs include costs associated with utilities, property insurance, Workers' Compensation insurance, and grants to the city of Takoma Park.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,048,732	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.	92,311	0.00
FY15 Approved	3,141,043	0.00

Administration/Policy Management

The Department's Administration staff provides the management and supervisory oversight to accomplish the agency mission, goals, and objectives. This team includes the Department's senior managers and staff who provide policy development, accountability, evaluation, and planning.

Capital Programs (CIP): Within the Office of the Director, this staff manages the Department's long range facility planning efforts and the Capital Improvement Program, or CIP, to include the development of new facilities and the renovation and modernization of existing recreation facilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,696,108	15.42
Increase Cost: Contractor Services to Support Black Box Theatre	50,000	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.	166,724	-1.79
FY15 Approved	1,912,832	13.63

Youth Development Programs

In support of the County Executive's Positive Youth Development Initiative, program staff provides and supports a wide variety of teen and youth programs. These include High School Sports Academies, Excel Beyond the Bell, Rec Extra, Teen Works, and a wide variety of teen cafés, events, and activities. Many of these activities are in partnership with Montgomery County Public Schools and the Montgomery County Collaboration Council. These programs take place in high schools, middle, and elementary schools providing safe environments for youth to engage in sports and such leisure activities as arts, dance, nutrition education, STEM, and leadership skill development. Other teen programming includes Teen Café's, sports tournaments, and our youth workforce development program, Teen Works.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
Enhance: Expand High School Sports Academy to Watkins Mill High School for a Full School Year	224,598	4.88
Enhance: Expand Excel Beyond the Bell to Montgomery Village Middle School	217,959	3.50
Enhance: Expand Excel Beyond the Bell from Two to Four Days Per Week at Neelsville and Forest Oak Middle Schools	137,352	2.50
Add: Summer Teen Mobile Recreation Program	15,000	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.	2,796,668	49.13
FY15 Approved	3,391,577	60.01

Notes: \$2,558,412 shifted from Countywide Programs into the new Youth Development Program.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
RECREATION					
EXPENDITURES					
Salaries and Wages	13,495,396	14,514,171	14,111,070	15,507,238	6.8%
Employee Benefits	3,280,125	3,518,433	3,803,992	3,821,814	8.6%
Recreation Personnel Costs	16,775,521	18,032,604	17,915,062	19,329,052	7.2%
Operating Expenses	8,059,741	9,975,851	9,826,752	10,976,074	10.0%
Capital Outlay	0	0	0	0	—
Recreation Expenditures	24,835,262	28,008,455	27,741,814	30,305,126	8.2%
PERSONNEL					
Full-Time	101	104	104	109	4.8%
Part-Time	1	1	1	1	—
FTEs	373.69	393.73	393.73	410.37	4.2%
REVENUES					
Facility Rental Fees	697,737	690,700	736,200	757,600	9.7%
Investment Income	2,324	0	2,910	5,650	—
Miscellaneous Revenues	47,766	-105,360	-105,360	-105,360	—
Miscellaneous Revenues - Parks ActiveNet	0	0	0	169,065	—
Property Tax	30,477,219	29,016,049	29,092,219	34,559,943	19.1%
Recreation Fees	9,227,659	10,995,210	10,385,400	10,604,411	-3.6%
Recreation Revenues	40,452,705	40,596,599	40,111,369	45,991,309	13.3%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	59,639	79,427	79,427	64,242	-19.1%
Employee Benefits	2,205	6,076	6,076	4,915	-19.1%
Grant Fund MCG Personnel Costs	61,844	85,503	85,503	69,157	-19.1%
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	61,844	85,503	85,503	69,157	-19.1%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.50	3.90	3.90	3.14	-19.5%
REVENUES					
Federal Grants	0	85,503	85,503	69,157	-19.1%
Miscellaneous Revenues	36,844	0	0	0	—
State Grants	25,000	0	0	0	—
Grant Fund MCG Revenues	61,844	85,503	85,503	69,157	-19.1%
DEPARTMENT TOTALS					
Total Expenditures	24,897,106	28,093,958	27,827,317	30,374,283	8.1%
Total Full-Time Positions	101	104	104	109	4.8%
Total Part-Time Positions	1	1	1	1	—
Total FTEs	375.19	397.63	397.63	413.51	4.0%
Total Revenues	40,514,549	40,682,102	40,196,872	46,060,466	13.2%

FY15 APPROVED CHANGES

	Expenditures	FTEs
RECREATION		
FY14 ORIGINAL APPROPRIATION	28,008,455	393.73
<u>Changes (with service impacts)</u>		
Enhance: Expand High School Sports Academy to Watkins Mill High School for a Full School Year [Youth Development Programs]	224,598	4.88
Enhance: Scotland Recreation Center Reopening [Recreation Areas and Community Centers]	223,908	2.10
Enhance: Expand Excel Beyond the Bell to Montgomery Village Middle School [Youth Development Programs]	217,959	3.50
Enhance: Expand Excel Beyond the Bell from Two to Four Days Per Week at Neelsville and Forest Oak Middle Schools [Youth Development Programs]	137,352	2.50
Enhance: Expand Multilingual Senior Programming Services [Senior Adult Programs]	80,000	1.00
Enhance: Increase Operating Hours at Three Senior Centers [Senior Adult Programs]	56,846	1.70
Add: Summer Teen Mobile Recreation Program [Youth Development Programs]	15,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	754,650	0.00
Increase Cost: Annualization of Jewish Council for the Aging (JCA) Senior Transportation Partnership [Senior Adult Programs]	318,750	0.00
Increase Cost: Operating Support for Piney Branch Elementary School Pool [Aquatics]	145,000	0.00
Increase Cost: Risk Management Adjustment	92,311	0.00
Increase Cost: Manager for Senior Services [Senior Adult Programs]	86,814	1.00
Increase Cost: Contractor Services to Support Black Box Theatre [Administration/Policy Management]	50,000	0.00
Increase Cost: Retirement Adjustment	44,068	0.00
Increase Cost: Facility Assessment for Piney Branch Elementary School Pool [Aquatics]	40,000	0.00
Increase Cost: Annualization of Jewish Council for the Aging (JCA) Senior Mini Trips [Senior Adult Programs]	25,120	0.00
Increase Cost: Group Insurance Adjustment	19,874	0.00
Increase Cost: Motor Pool Rate Adjustment	16,234	0.00
Increase Cost: Maintenance for Piney Branch Elementary School Pool [Aquatics]	10,000	0.00
Increase Cost: Annualization of FY14 Lapsed Positions	6,863	0.00
Increase Cost: Study of Future Uses of the New Hampshire Avenue Recreation Center [Aquatics]	5,000	0.00
Increase Cost: Printing and Mail	4,315	0.00
Decrease Cost: Ross Boddy Recreation Center Closure [Recreation Areas and Community Centers]	-20,240	-0.04
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Management Services]	-77,000	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-180,751	0.00
FY15 APPROVED:	30,305,126	410.37
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	85,503	3.90
<u>Other Adjustments (with no service impacts)</u>		
Decrease Cost: Senior Nutrition Grant [Senior Adult Programs]	-16,346	-0.76
FY15 APPROVED:	69,157	3.14

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Aquatics	5,524,863	120.62	5,736,084	119.62
Countywide Programs	7,866,793	125.25	5,630,726	81.12
Recreation Outreach Services	582,870	6.92	393,030	4.92
Recreation Areas and Community Centers	4,764,337	91.27	5,032,077	92.48
Senior Adult Programs	1,444,691	20.83	1,939,927	23.41
Management Services	2,301,385	16.82	2,330,209	17.82
Planned Lifecycle Asset Replacement (PLAR)	864,179	0.50	866,778	0.50
Fixed Costs	3,048,732	0.00	3,141,043	0.00
Administration/Policy Management	1,696,108	15.42	1,912,832	13.63
Youth Development Programs	0	0.00	3,391,577	60.01
Total	28,093,958	397.63	30,374,283	413.51

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
RECREATION					
CIP	CIP	54,469	0.50	57,068	0.50
Health and Human Services	Grant Fund MCG	85,503	3.89	0	0.00
Urban Districts	Silver Spring Urban District	143,527	0.90	148,637	0.90
Total		283,499	5.29	205,705	1.40

FUTURE FISCAL IMPACTS

Title	APPR.		(\$000's)			
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
RECREATION						
Expenditures						
FY15 Approved	30,305	30,305	30,305	30,305	30,305	30,305
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	27	27	27	27	27
This represents the annualization of the personnel costs for the Manager of Senior Services position. Elimination of one time expenses associated with this position is separately identified in the Elimination of One-Time Items FFI.						
Elimination of One-Time Items Approved in FY15	0	-51	-51	-51	-51	-51
Items approved for one-time funding in FY15 that are eliminated in FY16 and beyond, include the following items: (\$6,000) eliminated for furniture, equipment, and a computer for the new Manager for Senior Services added in FY15; (\$40,000) for a one-time facilities assessment in FY15 for the Piney Branch Elementary School Pool; and (\$5,000) for a one-time study in FY15 of the future uses of the New Hampshire Avenue Recreation Center.						
Labor Contracts	0	123	123	123	123	123
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-13	-13	-13	-13	-13
These figures represent other negotiated items included in the labor agreements.						
ActiveNet Ongoing Expenses	0	403	272	272	272	272
Ongoing post-implementation operating costs of the ActiveNet class registration system.						
Good Hope Neighborhood Recreation Center (P720918)	0	0	84	117	117	117
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
North Potomac Community Recreation Center (P720102)	0	163	600	560	560	560
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
Ross Boddy Neighborhood Recreation Center (P720919)	0	56	127	127	127	127
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
Wheaton Library and Recreation Center	0	0	0	971	931	931
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Approved Capital Improvements Program.						
Subtotal Expenditures	30,305	31,014	31,475	32,439	32,399	32,399

ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Increase Cost: Manager for Senior Services [Senior Adult Programs]	80,814	1.00	107,751	1.00
Total	80,814	1.00	107,751	1.00

Economic Development

MISSION STATEMENT

The mission of the Department of Economic Development (DED) is to ensure Montgomery County remains 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. The Department's current Strategic Plan is based on six programs of work, which have been identified as priorities for sustainable economic growth in Montgomery County. The focus is on: 1) company retention, 2) company growth, 3) the development of strategic industry sectors, 4) the expansion of minority, women, disadvantaged and veteran owned businesses, 5) entrepreneurship, and 6) marketing.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Economic Development is \$13,506,211, an increase of \$1,893,842 or 16.3 percent from the FY14 Approved Budget of \$11,612,369. Personnel Costs comprise 32.5 percent of the budget for 39 full-time positions and two part-time positions, and a total of 33.40 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 67.5 percent of the FY15 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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The budget includes funding for the Montgomery Moving Forward initiative, a partnership of County Government, Montgomery County Public Schools, Montgomery College, the non-profit community and the private sector, to assist unemployed and underemployed County residents in gaining employment in the health and wellness industry.***
- ❖ ***In partnership with the State of Maryland and the National Institute of Standards and Technology (NIST), Montgomery County has become the new home to the National Cybersecurity Center of Excellence. The Center will position the County to be the epicenter of this emerging and fast growing industry.***
- ❖ ***Implement the first phase of the new Incubator Strategy by delivering more programmatic activities for the life sciences industry, including: developing a complement of programs and seminars to support the life sciences innovation program; cultivating relationships with private sector partners for real estate options; providing executive mentors with domain expertise for member companies; and developing a cadre of seasoned entrepreneurs and other life science professionals who can provide direct assistance in a wide array of subject areas.***
- ❖ ***DED will use the framework and performance measures identified in its FY14-15 Strategic Plan to begin developing a four-year Economic Development Strategic Plan for FY16-FY19.***

- ❖ **DED's job retention, attraction, and creation efforts led to 47 out of 54 interested companies to start up, expand, or relocate to the County. The 47 companies are projected to retain and create 2,254 jobs, lease 232,000 square feet of office space, and generate \$56 million in capital investment over the next 3-5 years.**
- ❖ **Through DED's business assistance efforts, staff worked with over 300 businesses, organizations, and federal agencies in Montgomery County, resolving over 600 issues, retaining over 1,400 jobs, and creating approximately 850 new jobs.**
- ❖ **In FY14, DED partnered with Bethesda Green, the Montgomery Business Development Corporation and the William James Foundation to launch the Mentor Capital Network to provide local green businesses with one-on-one mentoring, peer networking, business plan assistance and access to investors.**
- ❖ **Completed the Business Incubator Network study to improve incubator program viability, investment activities, and job creation.**
- ❖ **Assisted over 14,000 job seekers, including placing 6,000 workers in jobs in approximately 700 businesses.**
- ❖ **Assisted nearly 3,000 business officials through 100+ technical assistance events and trainings.**
- ❖ **Obtained State approval to designate the 235-acre Glenmont Enterprise Zone, to encourage redevelopment and job creation through income and real property tax credits.**
- ❖ **Created the New Farmer Pilot Project to encourage agricultural entrepreneurs to choose Montgomery County as a home for their start-up businesses, resulting in four new farm enterprises in Montgomery County.**
- ❖ **DED will partner with UMD Extension, the Farm Bureau, and private farmers to create a farm equipment sharing program, which will provide small farms with more efficient ways to do business.**
- ❖ **Funding for the Maryland Women's Business Center (MWBC), which provides training, counseling, peer group support, resources, and access to capital to over 600 women entrepreneurs in Montgomery County.**
- ❖ **In addition to the funding for this department, the budget includes grants to our community partners totaling more than \$1.9 million for 50 proposals for economic development. Community organizations augment and supplement government programs by providing services such as professional development, internships, community building, and training as well as support for the Food Council and food recovery programs. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They also are able to leverage community resources that may be unavailable to County Government. For details, please see Community Grants: County Executive in the Non-Departmental Accounts section.**
- ❖ **Productivity Improvements**
 - **Promoted the Local Small Business Reserve Program (LSBRP) and the Minority, Female, and Disabled-Owned Program to local, state, and regional organizations, contributing to \$45 million in contracts (38% of all eligible contracts) awarded to LSBRP contractors.**
 - **DED successfully launched the www.i2conference.com site and held the 2nd Annual Innovation2Commercialization Conference, hosting 100+ innovators, 20+ federal labs and university tech transfer offices, and numerous investors and large companies seeking small business partners. This effort enhances the support provided to the research community and the federal laboratory system in Montgomery County.**
 - **Ten small businesses graduated from the DED's Small Business Mentorship Program.**

PROGRAM CONTACTS

Contact Peter Bang of the Department of Economic Development at 240.777.2008 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 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, green technology, 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 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 partners, through visits to select companies, and through advertising, web site, social media, and public relations events.

In general, DED staff assists 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 160 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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Actual total jobs created by DED per fiscal year	1,560	1,372	1,163	1,163	1,163
Amount of federal grant funding received by County incubator companies (in millions)	4.4	4.4	4.4	4.4	4.4
Amount of private equity financing received by County incubator companies (in millions)	16.9	16.9	16.9	16.9	16.9
Number of intellectual property issued to County incubator companies ¹	38	38	38	38	38
Number of new jobs created by incubator companies during the incubation period ²	180	0	0	0	0
Percent of active prospects successfully closed per fiscal year ³	25%	30%			
Total new prospects developed	64	64	64	64	64
Jobs created by existing business expansion within three years of DED involvement ⁴	709	720	730	730	730
Jobs created by new business attraction within three years of DED involvement ⁵	758	769	781	781	781
Total new capital investment by businesses currently located in the County through DED involvement (in millions) ⁶	380	320	258	258	258
Total new capital investment by newly attracted businesses and start-up businesses through DED involvement (in millions) ⁷	141	57	68	68	68
New commercial space occupied by businesses currently located in the County through DED involvement (sq. feet)	368,850	1,049,458	724,832	750,000	750,000
New commercial space occupied by newly attracted businesses and start-up businesses through DED involvement (sq. feet) ⁸	316,457	240,314	195,085	200,000	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 accommodate rapid or big job growth "during incubation period." An emphasis will be on monitoring 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, 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 confirmed 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.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,153,896	13.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	35,885	-1.00
FY15 Approved	2,189,781	12.00

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 provides a Small Business Navigator to assist small businesses with their compliance with County policies and regulations. This person promotes communications between a small business and County departments or agencies that the small business must interact with. Efforts are also made to identify changes that could improve turn around, eliminate duplication, resolve conflicts and eliminate unnecessary regulations and requirements.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of new jobs created by incubator companies post graduation ¹	59	109	109	109	109
Percent of participants satisfied with DED sponsored technical assistance and training programs	94%	96%	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.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	648,043	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.	126,639	-1.00
FY15 Approved	774,682	3.00

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. 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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of customers assisted with job placements for unemployed adults - dislocated, older, and disadvantaged workers. ¹	13,200	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.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,333,760	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,943	0.00
FY15 Approved	3,358,703	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 that promote agricultural businesses and products. The Division is also engaged in supporting a local food production network. Whether through programs like the New Farmer Pilot Program, or through association with the Montgomery Food Council, the Division is actively providing assistance in local food production, food recovery and food recycling initiatives.

The goal of the Agricultural Preservation Program was 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 as well as help achieving State mandated nutrient reduction goals for farmland. 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 Montgomery County Cooperative Extension Office serves as the agricultural outreach education component of the University of Maryland- Extension. 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 FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Cumulative farm acres protected	71,832	71,832	71,832	71,832	71,832
Number of farm businesses assisted	160	160	160	160	160

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	537,029	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.	221,753	1.10
FY15 Approved	758,782	4.40

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 initiates and implements such activities as the development of workshops on GSA leasing activities, and forums on development issues with site search consultants and commercial brokers.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	437,795	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-96,122	-1.00
FY15 Approved	341,673	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 administering the operating and capital improvement budgets. This program also administers six financing programs under the Economic Development Fund: the Economic Development Grant and Loan program, the Technology Growth program, the Impact Assistance Fund, the Small Business Revolving Loan program, the Biotech Tax Credit Supplemental Program, and the Green Investor Incentive 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.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,501,846	5.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,580,744	4.00
FY15 Approved	6,082,590	9.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,733,721	3,042,560	2,858,816	3,390,278	11.4%
Employee Benefits	753,055	858,704	829,373	995,064	15.9%
County General Fund Personnel Costs	3,486,776	3,901,264	3,688,189	4,385,342	12.4%
Operating Expenses	6,046,642	4,868,251	6,015,450	6,278,015	29.0%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	9,533,418	8,769,515	9,703,639	10,663,357	21.6%
PERSONNEL					
Full-Time	34	37	37	39	5.4%
Part-Time	4	4	4	2	-50.0%
FTEs	29.05	31.30	31.30	33.40	6.7%
REVENUES					
Miscellaneous Revenues	4,902	163,300	163,300	163,300	—
Other Intergovernmental	0	48,710	48,710	48,710	—
County General Fund Revenues	4,902	212,010	212,010	212,010	—
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	3,799,173	2,842,854	2,842,854	2,842,854	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	3,799,173	2,842,854	2,842,854	2,842,854	—
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	3,597,092	2,842,854	2,842,854	2,842,854	—
State Grants	105,757	0	0	0	—
Other Intergovernmental	96,324	0	0	0	—
Grant Fund MCG Revenues	3,799,173	2,842,854	2,842,854	2,842,854	—
DEPARTMENT TOTALS					
Total Expenditures	13,332,591	11,612,369	12,546,493	13,506,211	16.3%
Total Full-Time Positions	34	37	37	39	5.4%
Total Part-Time Positions	4	4	4	2	-50.0%
Total FTEs	29.05	31.30	31.30	33.40	6.7%
Total Revenues	3,804,075	3,054,864	3,054,864	3,054,864	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	8,769,515	31.30
<u>Changes (with service impacts)</u>		
Add: Convert William Hanna Innovation Center to become the National Cybersecurity Center of Excellence (NCCoE)	435,000	0.00
Add: Life Sciences Incubator Programming and Support	400,000	0.00
Add: Montgomery Moving Forward	237,500	0.00
Add: Prizes, Awards and Challenge Grants for Firms in Hi-Tech Industries	100,000	0.00
Add: Business Development Specialist (Grade 25) Position	95,000	1.00
Enhance: LEDC	55,000	0.00
Add: Maryland Women's Business Center (Rockville Economic Development, Inc.)	40,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Shift Manager II from Ag Land Preservation CIP	217,895	1.00
Increase Cost: FY15 Compensation Adjustment	134,612	0.00
Increase Cost: American Film Institute	96,792	0.00

	Expenditures	FTEs
Increase Cost: Shift Business Development Specialist position (Grade 23) from Ag Land Preservation CIP	89,581	1.00
Increase Cost: Wheaton Business Innovation Center Lease Payment	59,000	0.00
Increase Cost: Montgomery Business Development Corporation for Marketing	40,000	0.00
Increase Cost: Annualization of FY14 Personnel Costs	25,213	0.00
Increase Cost: Group Insurance Adjustment	6,042	0.00
Increase Cost: Retirement Adjustment	5,735	0.00
Increase Cost: Printing and Mail	1,535	0.00
Increase Cost: Motor Pool Rate Adjustment	160	0.00
Technical Adj: Chargeback to WQPF for Resource Conservationist Positions	0	-0.90
Decrease Cost: Reductions in Office Supplies/Equipment	-5,223	0.00
Decrease Cost: Contract Services Absorbed by FY14 Approved Positions	-50,000	0.00
Decrease Cost: Increase Charges to Water Quality Protection Fund for Resource Conservationist Position	-90,000	0.00
FY15 APPROVED:	10,663,357	33.40

GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	2,842,854	0.00
FY15 APPROVED:	2,842,854	0.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Marketing and Business Development	2,153,896	13.00	2,189,781	12.00
Business Empowerment	648,043	4.00	774,682	3.00
Workforce Services	3,333,760	3.00	3,358,703	3.00
Agricultural Services	537,029	3.30	758,782	4.40
Special Projects	437,795	3.00	341,673	2.00
Finance and Administration	4,501,846	5.00	6,082,590	9.00
Total	11,612,369	31.30	13,506,211	33.40

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	568,754	4.70	252,958	2.50
Economic Development Fund	Economic Development Fund	122,136	1.00	125,976	1.00
Environmental Protection	Water Quality Protection Fund	0	0.00	200,000	2.10
NDA - Conference Center	County General Fund	106,567	1.00	113,277	1.00
Total		797,457	6.70	692,211	6.60

FUTURE FISCAL IMPACTS

Title	APPR.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	10,663	10,663	10,663	10,663	10,663	10,663
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	30	30	30	30	30
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-5	-5	-5	-5	-5
These figures represent other negotiated items included in the labor agreements.						
America's BioHealth Intermediary (ABHI)	0	-250	-500	-500	-500	-500
Subtotal Expenditures	10,663	10,439	10,189	10,189	10,189	10,189

Economic Development Fund

MISSION STATEMENT

The mission of the Economic Development Fund (EDF) is to assist private employers who are located, plan to locate, or substantially expand operations in the County. Each program under the EDF is administered by the Department of Finance and by the respective departments as noted below.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Economic Development Fund is \$1,850,567, a decrease of \$1,546,261 or 45.5 percent from the FY14 Approved Budget of \$3,396,828. Personnel Costs comprise 6.8 percent of the budget for no full-time positions, and a total of one FTE. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 93.2 percent of the FY15 budget.

LINKAGE TO COUNTY RESULT AREAS

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

- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **Strong and Vibrant Economy**

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The County introduced two programs in FY14 to promote strategic industry growth by providing incentives for private investments in green technology and Cybersecurity companies. The FY15 budget for the Economic Development Fund includes \$500,000 for the new Cybersecurity Investment Tax Credit Supplement Program.***
- ❖ ***The Biotech Tax Credit Supplement Program awarded credits to 46 investors, who contributed over \$7 million to ten biotech companies in 2013.***
- ❖ ***Facilitated the retention and expansion of Emergent Biosolutions, Inc. in the County, and the addition of 133 new jobs to its current 235 employee base.***
- ❖ ***Facilitated the retention and expansion of Sodexo, Inc. in the County, and the addition of 50 new jobs to its 567 employee base.***
- ❖ ***Facilitated the retention and expansion of Precision for Medicine, Inc. in the County, and the addition of 59 new jobs to its 16 employee base.***
- ❖ ***The Department of Economic Development works continually with the business community to identify opportunities for business attraction and retention. As opportunities arise for economic development, the Executive submits a supplemental appropriation to the County Council for approval.***

PROGRAM CONTACTS

Contact Peter Bang of the Economic Development Fund at 240.777.2008 or Jahantab Siddiqui of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Demolition Loan Program

The Demolition Loan Program was established in FY99. This program is administered by the Department of Housing and Community Affairs and helps owners of obsolete, underutilized commercial buildings by defraying the cost of demolishing and clearing the land.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Economic Development Grant and Loan Program

The Economic Development Grant and Loan Program was established in FY96 to assist private employers who will either retain jobs already in the County or create additional jobs in the County through the expansion of current operations or relocation of new operations in the County. This program is administered by the Department of Economic Development (DED) through its Finance and Administration Division. DED identifies and develops prospects that meet the criteria for a grant or loan from the EDF and then develops an assistance package. Frequently, DED works in close cooperation and coordination with the State of Maryland. The County Executive submits an annual report by March 15 on the status and use of the EDF as required by Chapter 20-76 (b) of the Montgomery County Code.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,096,828	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.	-1,323,852	0.00
FY15 Approved	1,772,976	1.00

Technology Growth Program

The Technology Growth Program was created in FY99 to facilitate the growth of technology-based companies located or desiring to relocate in the County. Financial assistance is based on the evaluation of the technology and the innovation proposed, along with potential impact for the County. The program is aimed at leveraging private-sector financing and State Challenge and Equity Investment funds. The program is administered by the Department of Economic Development. The Biotech Tax Credit Supplement Program, established in FY10, provides additional incentive for investors who invest in Montgomery County biotech companies and works in conjunction with the State of Maryland Biotechnology Investment Tax Credit Program. Investors who qualify under the State's Program receive an additional supplement for their investment in a Montgomery County biotech company. The Green Investor Incentive Program, established in FY14, provides financial incentives to investors of qualified green companies in Montgomery County, encouraging the development of innovative green technologies.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Small Business Revolving Loan Program

The Small Business Revolving Loan Program was established in FY00 and is administered by the Department of Economic Development. The program augments a grant from the Maryland Economic Development Assistance Authority and Fund Act under Senate Bill 446 to finance economic development projects that do not receive priority consideration from institutional lenders or other public sources because they are in a non-priority industry sector, a non-priority transaction site, and/or cannot fully satisfy the credit requirements of a conventional loan. The program offers secured loans typically in the range of \$25,000 to \$100,000.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	300,000	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.	-222,409	0.00
FY15 Approved	77,591	0.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	96,204	96,591	97,170	99,660	3.2%
Employee Benefits	31,023	25,646	25,199	26,316	2.6%
Economic Development Fund Personnel Costs	127,227	122,237	122,369	125,976	3.1%
Operating Expenses	6,807,989	3,274,591	9,904,139	1,724,591	-47.3%
Capital Outlay	0	0	0	0	—
Economic Development Fund Expenditures	6,935,216	3,396,828	10,026,508	1,850,567	-45.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Investment Income	31,922	0	35,550	68,980	—
Loan Payments	139,716	94,970	94,970	94,970	—
Miscellaneous Revenues	282,522	0	0	0	—
Economic Development Fund Revenues	454,160	94,970	130,520	163,950	72.6%

FY15 APPROVED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY14 ORIGINAL APPROPRIATION	3,396,828	1.00
<u>Changes (with service impacts)</u>		
Add: Cybersecurity Investment Tax Credit	500,000	0.00
Reduce: Green Investor Incentive Program	-500,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	3,549	0.00
Increase Cost: Group Insurance Adjustment	190	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-1,550,000	0.00
FY15 APPROVED:	1,850,567	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Demolition Loan Program	0	0.00	0	0.00
Economic Development Grant and Loan Program	3,096,828	1.00	1,772,976	1.00
Technology Growth Program	0	0.00	0	0.00
Small Business Revolving Loan Program	300,000	0.00	77,591	0.00
Total	3,396,828	1.00	1,850,567	1.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
ECONOMIC DEVELOPMENT FUND						
Expenditures						
FY15 Approved No inflation or compensation change is included in outyear projections.	1,851	1,851	1,851	1,851	1,851	1,851
Subtotal Expenditures	1,851	1,851	1,851	1,851	1,851	1,851

Housing and Community Affairs

MISSION STATEMENT

The mission of the Department of Housing and Community Affairs is to plan and implement activities which prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of affordable housing; and maintain existing housing in a safe and sanitary condition.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Housing and Community Affairs is \$40,166,479, an increase of \$722,749 or 1.8 percent from the FY14 Approved Budget of \$39,443,730. Personnel Costs comprise 20.7 percent of the budget for 82 full-time positions and three part-time positions, and a total of 77.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 79.3 percent of the FY15 budget.

DHCA expects the total signed agreements for affordable housing projects through the PILOT program to abate \$11.2 million in taxes in FY15.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

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***
- ❖ ***Affordable Housing in an Inclusive Community***
- ❖ ***Healthy and Sustainable Neighborhoods***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Invest over \$27.7 million for Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$15.9 million from the Affordable Housing Acquisition and Preservation CIP project. This increases dedicated funding by more than 12% over FY14 and provides for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents, services to the "Building Neighborhoods to Call Home" and "Housing First" and creation of mixed-income housing. This brings the total investment in affordable housing since FY08 to \$320.7 million.***
- ❖ ***Continue to use resources from the MHI fund to support rental assistance programs to the Department of Housing and Community Affairs (DHCA), Health and Human Services (DHHS), and the Housing Opportunities Commission (HOC). A total of 1,925 households were assisted in FY14 and 2,069 in FY15.***
- ❖ ***Continued funding from Federal Grants - Community Development Block Grant (CDBG), the HOME Investment Partnership Grant (HOME), and the Emergency Solutions Grant (ESG) - to provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services and preventing homelessness.***
- ❖ ***Continue to provide housing code enforcement to neighborhoods for improving safety and sanitary living conditions.***

- ❖ **Continue to administer the State-funded Weatherization Program which provides energy-saving housing renovations for income-eligible county residents.**
- ❖ **In addition to the funding for this department, the approved budget includes grants to our community partners. Community organizations augment and supplement government programs by providing services such as rental assistance, renovation assistance, foreclosure/eviction prevention services, and tenant counseling. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They also are able to leverage community resources that may be unavailable to County Government. For details, please see Community Grants: County Executive in the Non-Departmental Accounts section.**
- ❖ **DHCA will make Falkland Chase apartments in Silver Spring an affordable housing priority; it has 90 affordable units serving low (50% AMI) and low to moderate (80%) income tenants that are at risk due to the expiration of tax exempt bonds issued 20 years ago. DHCA has begun preliminary discussions with the owner to broker an agreement that would maintain these units as affordable within the County by making up the difference between market rates and the reduced rents for the low income clients.**
- ❖ **Productivity Improvements**
 - **Annual Rent Survey: Increase adherence to the voluntary rent guideline and introduce rental market transparency by developing an online Annual Rental Survey application, which captures countywide rent data on a per-unit basis and allows for rent analysis. This information is planned to be published on open.montgomery.gov.**
 - **Code Enforcement Database Improvements: Continue adding features to mobile web application used by code inspectors on mobile devices (for example, cases in proximity to inspectors location; routing to properties scheduled for inspection that day, etc.). This will improve efficiencies by enabling inspectors to conduct inspections that are located in the same geographic area and avoiding unnecessary travel saving inspector time.**
 - **Housing Licensing and Registration System Improvements: Increase payment flexibility by allowing clients to pay for licenses via ACH transfer (electronic check) and with credit cards. Redesign GIS online apartment directory, replacing duplicate data source with direct link to live licensing data. This will improve efficiencies and streamline maintenance by eliminating current use and maintenance of two separate data sources.**
 - **House Loan and Rehab Loan Database Improvements: Redesign and relaunch online house loan compliance system implementing new federal utility and zone data. This will improve efficiencies by having property managers enter data directly into DHCA's house loan compliance database, reducing the level of effort needed for annual reviews by DHCA staff.**
 - **Moderately Priced Dwelling Unit Improvements: Update design to facilitate compliance monitoring of renters at MPDU rental properties. This will improve efficiencies by making it easier for DHCA to audit renter information and program compliance.**

PROGRAM CONTACTS

Contact Tim Goetzinger of the Department of Housing and Community Affairs at 240.777.3728 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the Housing Opportunities Commission, nonprofit organizations, property owners, and for-profit developers. This program provides funding to:

- preserve existing affordable housing units;
- construct and acquire affordable housing units;
- rehabilitate existing rental housing stock;
- participate in housing or mixed-use developments that will include affordable housing;
- acquire land to produce affordable housing;
- provide low income rental housing assistance.

Major funding for these projects is provided from the Montgomery Housing Initiative Fund, the Federal HOME Grant, the Federal Community Development Block Grant, and State grants. The program emphasizes the leveraging of County funds with other public and private funds in undertaking these activities.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Affordable housing units preserved - County funded ¹	766	1134	2354	2209	2055
Affordable housing units preserved - no cost to County ²	0	401	105	110	116
Affordable housing units preserved in production (pipe line)	281	96	180	274	139
Affordable housing units produced - County funded ³	278	994	137	322	91
Affordable housing units produced - no cost to County	201	352	213	224	235
Affordable housing units produced in production (pipe line) ⁴	1,093	318	278	59	30
Cost per unit of affordable housing units preserved ⁵	4,761	7,560	6,713	6,844	7,935
Cost per unit of affordable housing units produced ⁶	52,063	34,425	67,793	66,745	40,694

¹ Preservation increases projected in FY14-16 are directly attributed to increases in MHI rental assistance funding.

² These figures represent no-cost rental agreements and are subject to heavy market fluctuations.

³ In FY13, a few large multifamily projects, which had been in the pipeline, came online.

⁴ The significant decrease from FY12 to FY13 is a result of the expiration of ARRA programs as well as a few large multi-family projects coming on-line in FY13.

⁵ Fluctuations are expected from year to year given that different projects have different funding gaps as well as different programs are more expensive to run than others.

⁶ Fluctuations are expected from year to year given that different projects have different funding gaps as well as different programs are more expensive to run than others.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	28,056,801	8.40
Enhance: Affordable Housing	3,796,166	0.00
Enhance: Rental Assistance (additional Estimated Recordation Tax Allocation)	588,578	0.00
Enhance: 100,000 Homes - 15 Subsidies and Support Services for Medically Vulnerable Adults	437,120	0.00
Enhance: Housing First - 20 Subsidies for the Rapid Re-housing Program for Families	272,000	0.00
Enhance: Housing First - 20 Subsidies for the Rental Assistance Program	46,800	0.00
Decrease Cost: Debt Service	-2,100	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-1,700,000	0.00
Decrease Cost: Senior Housing (Silver Spring)	-4,500,000	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.	60,283	0.00
FY15 Approved	27,055,648	8.40

Single-Family Housing Programs

This program creates and preserves affordable single-family housing units. It enforces Chapter 25A of the County Code to ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for resale control. The Code requires that 12.5 percent to 15.0 percent of an approved development of 20 dwelling units or more be MPDUs, depending on the amount of density bonus achieved. The housing units produced are marketed at controlled prices, which makes them affordable to moderate-income households. Additional single-family (SF) housing programs provide funding to replace, rehabilitate and weatherize single-family housing units, and rehabilitate group homes (GH) for the special needs population. In addition, this program is responsible for the newly created Work Force Housing Initiative.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Housing Units Improved/Rehabilitated ¹	690	64	359	220	20

¹ Programs include Single Family Rehab, Group Home Rehab, and Weatherization. FY12 represents the final year of the ARRA-funded Weatherization program in which 674 units were preserved through weatherization-related rehab. In FY13, the new EmPOWER Maryland Weatherization program began and is expected to peak in FY14 and end in FY15.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	908,248	9.50
Increase Cost: Weatherization - Increased Personnel Costs for the EmPOWER Maryland Grant	18,818	0.00
Increase Cost: Weatherization - Increase DOE Weatherization Grant	13,919	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.	169,617	0.50
FY15 Approved	1,110,602	10.00

Housing Code Enforcement

This program enforces Chapter 26 of the County Code, Housing Maintenance, by inspecting rental condominiums, multi-family apartments, and single-family housing to ensure safe and sanitary conditions; and Chapter 48, Solid Wastes; and Chapter 58, Weeds, the County's residential weeds and rubbish codes. Approximately 80 percent of the single-family inspections result from tenant and/or neighbor complaints; other inspections are the result of concentrated code enforcement efforts in specific areas. The multi-family inspections are based on a requirement for triennial inspections and in response to tenant and/or neighbor complaints.

This program is supported by the collection of single-family and apartment/condominium licensing fees.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Cases that Achieve Voluntary Compliance	94	95	95	95	95
Properties with more than two cases in a two year period	153	109	109	109	109

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,048,524	21.10
Increase Cost: Code Enforcement Contract with Takoma Park and Housing Opportunities Commission	148,503	1.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-10,626	0.00
FY15 Approved	2,186,401	22.60

Grants Administration - Federal Programs

Staff provides management and oversight to ensure compliance with all regulatory requirements for Federal funding awarded to Montgomery County by the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant, the HOME Investment Partnership Grant, and the Emergency Solutions Grant programs.

Funds from these programs support both operating activities and capital projects. Activities funded may include property acquisition, new construction, housing rehabilitation, commercial area revitalization and handicapped accessibility improvements.

Staff administers contracts with the cities of Rockville and Takoma Park, as well as nonprofit organizations awarded funding to provide a variety of public services involving assistance to low-income persons.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Contracts Awarded and Monitored ¹	25	25	32	32	32

¹ Due to federal, state and local budget reductions, the number of CDBG, ESG, HOME, MHI, Historic, Community Grants, and Empowerment Grants contracts have been reduced.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,587,334	6.70
Shift: CDBG CIP Appropriation to Operating Budget for Neighborhood Revitalization Activities	1,145,000	1.90
Add: Community Block Grant: Asian American LEAD (Asian American LEAD MD High School Program)	45,000	0.00
Add: Community Block Grant: Ethiopian Community Center in Maryland (ECCM Health Care Project)	45,000	0.00
Add: Community Block Grant: Interfaith Works, Inc. (Volunteer Coordination)	45,000	0.00
Add: Community Block Grant: Montgomery County Coalition for the Homeless, Inc. (Housing Locator at the Home Builders Assessment Center)	45,000	0.00
Add: Community Block Grant: Montgomery Housing Partnership, Inc. (MHP Play and Learn Program)	45,000	0.00
Add: Community Block Grant: National Center for Children and Families (Betty's House)	45,000	0.00
Add: Community Block Grant: National Center for Children and Families (Future Bound Transitional Housing Program)	45,000	0.00
Add: Community Block Grant: Mobile Medical Care, Inc. (Anticoagulation Clinic for the Low-Income, Uninsured)	42,960	0.00
Add: Community Block Grant: Jewish Foundation for Group Homes (Living Independently with Autism)	40,500	0.00
Add: Community Block Grant: Boys & Girls Clubs of Greater Washington, Inc. (Power Hour)	39,410	0.00
Add: Community Block Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Immigration Legal Services)	36,820	0.00
Add: Community Block Grant: Sunflower Bakery, Inc. (Next Steps Employment Service Program)	33,000	0.00
Add: Community Block Grant: Home Care Partners, Inc. (Montgomery Light Care)	20,000	0.00
Add: Community Block Grant: Jewish Social Service Agency (JSSA Refugee Integration Project)	12,640	0.00
Decrease Cost: Adjustment for Individual Grants	-540,330	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.	127,463	-1.90
FY15 Approved	6,859,797	6.70

Landlord-Tenant Mediation

This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing. Activities including mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Landlord-Tenant Affairs.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average days required to conciliate Landlord/Tenant disputes that do not go to the Commission	33	30	30	30	30
Percent of Landlord/Tenant cases mediated successfully (not referred to the Commission)	97	97	97	97	97

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,016,014	8.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-92,880	-0.50
FY15 Approved	923,134	8.00

Nighborhood Revitalization

This program provides planning and implementation for neighborhood revitalization in targeted areas. Activities include commercial revitalization (physical and economic) in both local retail centers and central business districts as well as assistance to address other community concerns, including issues related to housing and public services. Primary funding for these activities is provided from the County's Capital Improvements Program and from other Federal and State funds, including Community Development Block Grants and State Community Legacy Grants.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Gains achieved in neighborhoods receiving DHCA neighborhood revitalization funding/services ¹	2	2	2	2	2

¹ Under development - data currently reflects number of neighborhoods

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	185,563	3.20
Add: Montgomery Housing Partnership for the Focused Neighborhood Assistance Program	120,000	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.	27,749	1.90
FY15 Approved	333,312	5.10

Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, single-family) and registers all housing units within common ownership communities.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Rental Licenses Issued ¹	91,555	93,522	95,100	96,250	96,250

¹ Programs include Accessory Apartments, Condominiums, Single Family, and Apartments.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	411,016	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,849	0.00
FY15 Approved	427,865	3.00

Housing Administration

This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, code enforcement, and landlord tenant mediation.

This program was formerly included as part of Housing Development and Loan Programs.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	262,922	3.00
Increase Cost: Project Search Office Clerk	26,163	0.50

	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-21,827	0.00
FY15 Approved	267,258	3.50

Administration

This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation (legislation, regulations, procedures).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	967,308	10.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	35,154	0.00
FY15 Approved	1,002,462	10.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,736,819	2,892,113	2,784,101	3,062,271	5.9%
Employee Benefits	1,031,506	1,089,556	1,118,834	1,177,659	8.1%
County General Fund Personnel Costs	3,768,325	3,981,669	3,902,935	4,239,930	6.5%
Operating Expenses	572,950	815,509	852,449	937,826	15.0%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	4,341,275	4,797,178	4,755,384	5,177,756	7.9%
PERSONNEL					
Full-Time	79	83	83	82	-1.2%
Part-Time	5	2	2	3	50.0%
FTEs	36.90	38.10	38.10	38.60	1.3%
REVENUES					
Board of Appeals Fees	1,750	0	0	0	—
Common Ownership Community Fees	-528	0	0	0	—
Landlord-Tenant Fees	4,801,435	4,830,000	4,830,000	4,988,040	3.3%
Loan Payments	111	0	0	0	—
Miscellaneous Revenues	5,326	20,000	20,000	20,000	—
Other Charges/Fees	7,258	0	0	7,700	—
Other Fines/Forfeitures	88,950	50,000	50,000	50,000	—
County General Fund Revenues	4,904,302	4,900,000	4,900,000	5,065,740	3.4%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	1,307,475	1,307,849	1,307,849	1,708,044	30.6%
Employee Benefits	454,186	484,496	484,496	589,766	21.7%
Grant Fund MCG Personnel Costs	1,761,661	1,792,345	1,792,345	2,297,810	28.2%
Operating Expenses	5,217,271	4,212,477	4,212,477	5,033,252	19.5%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	6,978,932	6,004,822	6,004,822	7,331,062	22.1%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.80	20.60	20.60	24.00	16.5%
REVENUES					
Federal Grants	5,721,833	4,396,028	4,396,028	5,550,444	26.3%
Investment Income	276,290	0	0	0	—
Loan Payments	1,144,936	1,000,000	1,000,000	1,000,000	—
Other Charges/Fees	0	150,535	150,535	299,038	98.7%
State Grants	204,400	458,259	458,259	481,580	5.1%

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Other Intergovernmental	-368,527	0	0	0	—
Grant Fund MCG Revenues	6,978,932	6,004,822	6,004,822	7,331,062	22.1%
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					
Salaries and Wages	1,129,016	1,175,606	1,199,919	1,298,495	10.5%
Employee Benefits	388,768	429,856	437,661	471,687	9.7%
Montgomery Housing Initiative Personnel Costs	1,517,784	1,605,462	1,637,580	1,770,182	10.3%
Operating Expenses	15,057,489	26,968,538	29,774,856	25,821,849	-4.3%
Debt Service Other	0	67,730	67,730	65,630	-3.1%
Capital Outlay	0	0	0	0	—
Montgomery Housing Initiative Expenditures	16,575,273	28,641,730	31,480,166	27,657,661	-3.4%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	14.80	14.70	14.70	14.70	—
REVENUES					
Investment Income	3,066,615	1,000,000	1,000,000	1,000,000	—
Loan Payments	623,091	2,500,000	2,500,000	2,500,000	—
MHI Transfer Tax	1,018,309	800,000	800,000	800,000	—
Miscellaneous Revenues	727,942	75,006	75,006	75,006	—
MPDU Revenues	1,814,418	1,500,000	1,500,000	1,500,000	—
Recordation Tax	9,300,873	8,269,793	8,070,966	8,858,371	7.1%
Other Financing Sources	56,855	67,730	67,730	65,630	-3.1%
Montgomery Housing Initiative Revenues	16,608,103	14,212,529	14,013,702	14,799,007	4.1%
DEPARTMENT TOTALS					
Total Expenditures	27,895,480	39,443,730	42,240,372	40,166,479	1.8%
Total Full-Time Positions	79	83	83	82	-1.2%
Total Part-Time Positions	5	2	2	3	50.0%
Total FTEs	65.50	73.40	73.40	77.30	5.3%
Total Revenues	28,491,337	25,117,351	24,918,524	27,195,809	8.3%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	4,797,178	38.10
<u>Changes (with service impacts)</u>		
Add: Montgomery Housing Partnership for the Focused Neighborhood Assistance Program [Neighborhood Revitalization]	120,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	153,888	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	56,735	0.00
Increase Cost: Project Search Office Clerk [Housing Administration]	26,163	0.50
Increase Cost: Retirement Adjustment	14,483	0.00
Increase Cost: Group Insurance Adjustment	6,992	0.00
Increase Cost: Printing and Mail	3,443	0.00
Decrease Cost: Motor Pool Rate Adjustment	-1,126	0.00
FY15 APPROVED:	5,177,756	38.60
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	6,004,822	20.60
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Code Enforcement Contract with Takoma Park and Housing Opportunities Commission [Housing Code Enforcement]	148,503	1.50
Increase Cost: Weatherization - Increased Personnel Costs for the EmPOWER Maryland Grant [Single-Family Housing Programs]	18,818	0.00
Increase Cost: Weatherization - Increase DOE Weatherization Grant [Single-Family Housing Programs]	13,919	0.00

	Expenditures	FTEs
Federal Programs		
Add: Community Block Grant: Asian American LEAD (Asian American LEAD MD High School Program)	45,000	0.00
Add: Community Block Grant: Boys & Girls Clubs of Greater Washington, Inc. (Power Hour)	39,410	0.00
Add: Community Block Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Immigration Legal Services)	36,820	0.00
Add: Community Block Grant: Ethiopian Community Center in Maryland (ECCM Health Care Project)	45,000	0.00
Add: Community Block Grant: Home Care Partners, Inc. (Montgomery Light Care)	20,000	0.00
Add: Community Block Grant: Interfaith Works, Inc. (Volunteer Coordination)	45,000	0.00
Add: Community Block Grant: Jewish Foundation for Group Homes (Living Independently with Autism)	40,500	0.00
Add: Community Block Grant: Jewish Social Service Agency (JSSA Refugee Integration Project)	12,640	0.00
Add: Community Block Grant: Mobile Medical Care, Inc. (Anticoagulation Clinic for the Low-Income, Uninsured)	42,960	0.00
Add: Community Block Grant: Montgomery County Coalition for the Homeless, Inc. (Housing Locator at the Home Builders Assessment Center)	45,000	0.00
Add: Community Block Grant: Montgomery Housing Partnership, Inc. (MHP Play and Learn Program)	45,000	0.00
Add: Community Block Grant: National Center for Children and Families (Betty's House)	45,000	0.00
Add: Community Block Grant: National Center for Children and Families (Future Bound Transitional Housing Program)	45,000	0.00
Add: Community Block Grant: Sunflower Bakery, Inc. (Next Steps Employment Service Program)	33,000	0.00
Decrease Cost: Adjustment for Individual Grants	-540,330	0.00
Shift: CDBG CIP Appropriation to Operating Budget for Neighborhood Revitalization Activities	1,145,000	1.90
FY15 APPROVED:	7,331,062	24.00
MONTGOMERY HOUSING INITIATIVE		
FY14 ORIGINAL APPROPRIATION	28,641,730	14.70
Changes (with service impacts)		
Enhance: Affordable Housing [Multi-Family Housing Programs]	3,796,166	0.00
Enhance: Rental Assistance (additional Estimated Recordation Tax Allocation) [Multi-Family Housing Programs]	588,578	0.00
Enhance: 100,000 Homes - 15 Subsidies and Support Services for Medically Vulnerable Adults [Multi-Family Housing Programs]	437,120	0.00
Enhance: Housing First - 20 Subsidies for the Rapid Re-housing Program for Families [Multi-Family Housing Programs]	272,000	0.00
Enhance: Housing First - 20 Subsidies for the Rental Assistance Program [Multi-Family Housing Programs]	46,800	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	67,687	0.00
Increase Cost: Retirement Adjustment	6,925	0.00
Increase Cost: Group Insurance Adjustment	2,755	0.00
Decrease Cost: Debt Service [Multi-Family Housing Programs]	-2,100	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Multi-Family Housing Programs]	-1,700,000	0.00
Decrease Cost: Senior Housing (Silver Spring) [Multi-Family Housing Programs]	-4,500,000	0.00
FY15 APPROVED:	27,657,661	14.70

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Multi-Family Housing Programs	28,056,801	8.40	27,055,648	8.40
Single-Family Housing Programs	908,248	9.50	1,110,602	10.00
Housing Code Enforcement	2,048,524	21.10	2,186,401	22.60
Grants Administration - Federal Programs	5,587,334	6.70	6,859,797	6.70
Landlord-Tenant Mediation	1,016,014	8.50	923,134	8.00
Neighborhood Revitalization	185,563	3.20	333,312	5.10
Licensing and Registration	411,016	3.00	427,865	3.00
Housing Administration	262,922	3.00	267,258	3.50
Administration	967,308	10.00	1,002,462	10.00
Total	39,443,730	73.40	40,166,479	77.30

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	747,933	6.10	181,610	1.70
Permitting Services	Permitting Services	119,268	1.00	119,460	1.00
Solid Waste Services	Solid Waste Disposal	705,500	5.50	728,911	5.50
Total		1,572,701	12.60	1,029,981	8.20

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	5,178	5,178	5,178	5,178	5,178	5,178
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	40	40	40	40	40
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-6	-6	-6	-6	-6
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	5,178	5,212	5,212	5,212	5,212	5,212
MONTGOMERY HOUSING INITIATIVE						
Expenditures						
FY15 Approved	27,658	27,658	27,658	27,658	27,658	27,658
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	14	14	14	14	14
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Subtotal Expenditures	27,658	27,669	27,669	27,669	27,669	27,669

Permitting Services

MISSION STATEMENT

The mission of the Department of Permitting Services (DPS) is to protect the safety and welfare of County residents and businesses through the permitting and inspections process to ensure that the structures in which we live, work, congregate, and recreate are safe, secure and in compliance with zoning and building requirements. DPS contributes to the economic vitality of Montgomery County through the effective and efficient processing of land development and building construction permits and licenses.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Permitting Services is \$32,007,836, an increase of \$2,365,765 or 8.0 percent from the FY14 Approved Budget of \$29,642,071. Personnel Costs comprise 72.5 percent of the budget for 201 full-time positions and one part-time position, and a total of 206.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 27.5 percent of the FY15 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***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure 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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***DPS implemented several streamlining initiative recommendations including publication of Environmentally Sensitive Design guidelines and policy documents; publication of common plan mistakes document; delegation of signature authority for development documents; and elimination of redundant M-NCPPC zoning review for recorded lots less than 40,000 square feet.***
- ❖ ***DPS completed and implemented new performance measures for all divisions.***
- ❖ ***The Department reduced fee structures for mid-rise woodframe multi-family construction, as well as, modified 90 automated systems processes to implement a 50% reduction of the Automation Enhancement Fee.***
- ❖ ***The Department modified all permit system components to implement new regulatory requirements for street trees, tree canopy, sediment control, and special protection areas.***
- ❖ ***DPS implemented revised Design for Life and Urban Forestry programs to include development of technical manuals, and sign sweep program to reduce signs in the Rights-of-Way.***

- ❖ **Developed and implemented new tree protection programs and Design for Life Tax Incentive Program – two significant new programs that respectively protect the environment and promote increased accessibility options in homes.**
- ❖ **DPS implemented new residential energy code requirements and received a 92% compliance score from Maryland Energy Administration.**
- ❖ **DPS created the new Division of Zoning and Site Plan Enforcement to protect the quality of life in Montgomery County and the public safety, welfare, health, and comfort of the present and future inhabitants of the County, through the effective application and enforcement of zoning code standards and M-NCPPC certified site plan requirements. This division reviews plans prior to permit issuance and conducts inspections, as well as investigates complaints in order to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code. This program regulates size, shape, height, and mass of a building and the uses that are allowed on the property.**
- ❖ **The state adopted the 2012 International Energy Conservation Code (IECC) and the International Green Construction Code (IGCC). The County adopted the IECC 2012; the IGCC will be replacing the Montgomery County Green Building Law. All applications submitted for building permits, residential and commercial, will be checked for the complex requirements, including software modeling.**
- ❖ **As a result of Bills 35-12 and 41-12 establishing requirements for the planting of trees or the payment of a fee for certain construction activities where a sediment control permit is required, DPS will add one Senior Permitting Specialist for the technical review of building, sediment control, and right of way plans and one Senior Permitting Services Inspector for sediment control and right of way inspections.**
- ❖ **Productivity Improvements**
 - **Developed and launched e-permit for: electrical permits, standard residential decks, right-of-way permits, new homes, right-of-way permits, and right-of-way stump removals. The online process now accounts for approximately 46% of all electrical permits, with almost immediate permit issuance. This has resulted in the elimination of backlog for other electrical permits, licenses, and approvals.**
 - **Developed an on-line payment option for various permit processes.**
 - **ePermits and ePlans have expedited permit processing and issuance and resulted in a significant reduction in paper consumption and vehicle trips, while providing time savings for residential and commercial customers.**
 - **Implemented Memorandum of Understanding with the Department of Housing and Community Affairs providing cross delegation of authority for more complete, efficient, and effective code enforcement.**
 - **The Department completed electronic checklists for certain inspections.**
 - **In FY15 and FY16, the Department will develop, test, and launch e-plans for commercial, fire protection, fire alarm, and mechanical permits.**
 - **In addition to focusing on e-plans and e-permits, DPS will be making changes to their website and continue to explore additional uses of technology by inspectors.**

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Dennis Hetman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Land Development

The Land Development program is responsible for ensuring the protection of the County's land and water resources and for the protection of the environment and the safety of residents and businesses through its engineering and inspection functions related to stormwater management, sediment control, floodplain management, special protection areas, well-and-septic systems approval, storm drain design and construction, and work in the public right-of-way.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	6,770,134	58.50
Increase Cost: Land Development Inspector/Plan Reviewer for Tree Bills 35-12 and 41-12	183,265	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	264,345	0.00
FY15 Approved	7,217,744	60.50

Customer Service

The Customer Service program ensures customer service and satisfaction. This division measures customer satisfaction through communication and public outreach. Customer service receives complaints, processes information requests, responds to departmental correspondence, maintains the DPS web site, publishes the DPS newsletter, and coordinates outreach events and seminars for residents, civic organizations and professionals. Customer Service assists applicants with intake and issuance of permits and facilitates the processing of permits for "green tape" projects (i.e., affordable housing and areas such as the Silver Spring, Wheaton, and Long Branch enterprise zones, strategic economic development projects such as White Flint, and faith based institutions). This division develops customer service surveys for the department, analyzes the results, reports findings, and recommends a course of action for improvement.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Response time on complaint investigations - Average number of days from the complaint being filed to first contact between a Permitting Inspector and the customer	5.01	7.15	5.00	5.00	5.00
Response time on complaint investigations - Average number of days from the complaint being filed to final resolution of the complaint	7.31	11.3	12	12	12
Percent of complaints that are resolved on the first inspection	69.18	13.20	75.00	75.00	75.00

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,066,657	11.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,266	-1.00
FY15 Approved	1,070,923	10.00

Building Construction

The Building Construction program ensures public safety and welfare through the effective enforcement of construction, zoning codes and standards, and site plan requirements. This division reviews engineering plans for permit issuance and conducts construction inspections in the administration and enforcement of building, structural, electrical, mechanical, fire-safety, energy conservation, green building, and accessibility codes and standards. This division assists businesses and applicants through pre-submission meetings and guidance. The program is also responsible for conducting county-wide damage assessments during natural and other disasters and incidents and provides assistance in disaster recovery efforts.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average number of days to issue a permit - New construction: Commercial permits ¹	160.54	264.51	88	88	88
Average number of days to issue a permit - New construction: Residential permits	88.28	82.03	75	75	75
Average number of days to issue a permit - Additions: Commercial permits	60.95	51.30	52	52	52
Average number of days to issue a permit - Additions: Residential permits	16.02	17.29	18	18	18
Median number of minutes to issue a permit - Permits for commercial alterations obtained using the Department of Permitting Services' Fast Track process	146.50	119	120	120	120
Median number of minutes to issue a permit - Residential permits using the Department of Permitting Services' Fast Track process	58.0	61	55	55	55
Percent of building permits issued that received a final inspection: Commercial permits	20.30	25.15	50	50	50
Percent of building permits issued that received a final inspection: Commercial permits through the Department of Permitting Services' Fast Track process	44.77	46.51	75	75	75
Percent of building permits issued that received a final inspection: Residential new construction	28.81	42.50	60	60	60
Percent of building permits issued that received a final inspection: Residential all construction	40.97	48.57	70	70	70

¹ Measure includes several large applications that reactivated after several years due to County economic relief bills; days attributable to DPS

Permitting Services

review are 88.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	13,086,590	117.90
Increase Cost: Energy Conservation and Green Construction Plan Reviewers	187,218	2.00
Increase Cost: Team II Residential Inspector	112,633	1.00
Increase Cost: Building Construction Plan Reviewer for Fire Protection	76,287	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.	-3,048,816	-29.00
FY15 Approved	10,413,912	92.90

Administration

The Administration program provides policy development and leadership for all programs within the department. Staff specialists are responsible for a full range of administrative, financial, and budgetary tasks, including daily operations, automation, human resources management, training, safety, quality assurance, legislative coordination, space management, historic files management, and management services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	8,718,690	13.10
Increase Cost: Contract Costs for Service Support	1,300,000	0.00
Increase Cost: Risk Management Adjustment (Load in 63804)	168,530	0.00
Increase Cost: Office Rent	59,800	0.00
Increase Cost: Maintenance of Information Technology Systems	27,722	0.00
Decrease Cost: IT Replacement Plan	-90,000	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-712,310	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.	40,976	0.00
FY15 Approved	9,513,408	13.10

Zoning and Site Plan Enforcement

The Zoning and Site Plan Enforcement program protects the quality of life in Montgomery County and the public safety, welfare, health, and comfort of the present and future inhabitants of Montgomery County, through the effective application and enforcement of zoning code standards and M-NCPPC certified site plan requirements. This division reviews plans prior to permit issuance and conducts inspections, as well as investigates complaints in order to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code. This program regulates size, shape, height, and mass of a building and the uses that are allowed on the property.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	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.	3,791,849	30.00
FY15 Approved	3,791,849	30.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	14,989,581	15,698,262	13,653,891	16,891,234	7.6%
Employee Benefits	5,874,179	5,944,558	5,371,937	6,314,202	6.2%
Permitting Services Personnel Costs	20,863,760	21,642,820	19,025,828	23,205,436	7.2%
Operating Expenses	6,830,265	7,999,251	8,663,751	8,802,400	10.0%
Capital Outlay	0	0	0	0	—
Permitting Services Expenditures	27,694,025	29,642,071	27,689,579	32,007,836	8.0%
PERSONNEL					
Full-Time	192	195	195	201	3.1%
Part-Time	1	1	1	1	—
FTEs	197.60	200.50	200.50	206.50	3.0%
REVENUES					
Automation Enhancement Fee	3,991,592	2,936,433	2,574,615	1,633,791	-44.4%
Building Permits	19,875,558	14,486,935	22,980,338	21,001,416	45.0%
Electrical Permits and Licenses	4,213,498	2,753,431	4,084,571	3,400,000	23.5%
Fire Code Enforcement Permits	1,723,074	1,544,704	1,433,936	1,544,934	0.0%
Grading/Storm Drains/Paving/Driveway Permits	6,248,681	4,784,370	5,836,218	6,000,000	25.4%
Investment Income	9,889	4,520	16,414	24,000	431.0%
Mechanical Construction Permit	1,655,587	759,187	1,423,596	1,200,000	58.1%
Miscellaneous Revenues	15,737	0	0	0	—
Occupancy Permits	755,328	561,318	841,058	700,000	24.7%
Sediment Control Permits	3,196,740	2,569,000	2,979,510	2,569,000	—
Sign Permits	166,517	196,510	161,651	196,510	—
Special Exception Fee	221,409	232,010	232,010	232,010	—
Stormwater Mgmt and Water Quality Plan Fee	252,517	467,345	292,478	270,000	-42.2%
Well and Septic	235,474	293,870	188,213	200,000	-31.9%
Other Charges/Fees	60,306	72,100	78,165	92,784	28.7%
Other Fines/Forfeitures	65,310	0	82,719	0	—
Other Licenses/Permits	1,077,743	639,030	1,622,537	1,146,180	79.4%
Permitting Services Revenues	43,764,960	32,300,763	44,828,029	40,210,625	24.5%

FY15 APPROVED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY14 ORIGINAL APPROPRIATION	29,642,071	200.50
Other Adjustments (with no service impacts)		
Increase Cost: Contract Costs for Service Support [Administration]	1,300,000	0.00
Increase Cost: General Wage Adjustment	549,505	0.00
Increase Cost: Annualization of FY14 Compensation Increases	207,147	0.00
Increase Cost: Energy Conservation and Green Construction Plan Reviewers [Building Construction]	187,218	2.00
Increase Cost: Land Development Inspector/Plan Reviewer for Tree Bills 35-12 and 41-12 [Land Development]	183,265	2.00
Increase Cost: Risk Management Adjustment (Load in 63804) [Administration]	168,530	0.00
Increase Cost: Service Increment/Longevity Adjustment	129,377	0.00
Increase Cost: Team II Residential Inspector [Building Construction]	112,633	1.00
Increase Cost: Retirement Adjustment	99,641	0.00
Increase Cost: Building Construction Plan Reviewer for Fire Protection [Building Construction]	76,287	1.00
Increase Cost: Annualization of FY14 Lapsed Positions	68,480	0.00
Increase Cost: Office Rent [Administration]	59,800	0.00
Increase Cost: Group Insurance Adjustment	38,171	0.00
Increase Cost: Maintenance of Information Technology Systems [Administration]	27,722	0.00
Increase Cost: Printing and Mail	8,090	0.00
Decrease Cost: Motor Pool Rate Adjustment (Load in account code 63500)	-47,791	0.00
Decrease Cost: IT Replacement Plan [Administration]	-90,000	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment [Administration]	-712,310	0.00
FY15 APPROVED:	32,007,836	206.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Land Development	6,770,134	58.50	7,217,744	60.50
Customer Service	1,066,657	11.00	1,070,923	10.00
Building Construction	13,086,590	117.90	10,413,912	92.90
Administration	8,718,690	13.10	9,513,408	13.10
Zoning and Site Plan Enforcement	0	0.00	3,791,849	30.00
Total	29,642,071	200.50	32,007,836	206.50

FUTURE FISCAL IMPACTS

Title	APPR.		(\$000's)			
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
PERMITTING SERVICES						
Expenditures						
FY15 Approved	32,008	32,008	32,008	32,008	32,008	32,008
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	44	44	44	44	44
New positions in the FY15 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY15	0	-84	-84	-84	-84	-84
Items approved for one-time funding in FY15, including costs for land development inspectors, plan reviewers, and residential inspectors will be eliminated from the base in the outyears.						
Labor Contracts	0	208	208	208	208	208
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-35	-35	-35	-35	-35
These figures represent other negotiated items included in the labor agreements.						
IT Maintenance Costs	0	2	104	78	181	83
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
IT Replacement Plan	0	-310	-510	-442	119	-92
Key components of Permitting Service's technology replacement plan include: FY15 Printers (\$60,000), Scanners (\$31,500), Database servers and services (\$450,000); FY16 Scanners (\$31,500), Network switch (\$200,000); FY17 Scanners (\$31,500); FY18 Scanners (\$100,000); FY19 Printers (\$60,000), Servers (\$600,000). FY20 Permit DB Servers - Hardware & Software (\$450,000).						
Office Rent	0	60	155	254	357	465
Represents projected rent increase.						
Retiree Health Insurance Pre-Funding	0	-37	-91	-134	-189	-242
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	32,008	31,855	31,799	31,897	32,608	32,354

ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Increase Cost: Land Development Inspector/Plan Reviewer for Tree Bills 35-12 and 41-12 [Land Development]	131,271	2.00	175,038	2.00
Total	131,271	2.00	175,038	2.00

Environmental Protection

MISSION STATEMENT

The mission of the Department of Environmental Protection (DEP) is to improve the quality of life in our community through conservation, protection, and restoration of natural resources guided by the principles of science, sustainability, and stewardship; and to provide solid waste management services, including reducing, reusing, and recycling waste in an environmentally progressive and economically sound manner.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Environmental Protection is \$22,371,857, an increase of \$1,810,699 or 8.8 percent from the FY14 Approved Budget of \$20,561,158. Personnel Costs comprise 42.2 percent of the budget for 87 full-time positions and three part-time positions, and a total of 97.48 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 57.8 percent of the FY15 budget.

The debt service for the Water Quality Protection Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the debt service, a transfer of funds from the Water Quality Protection Fund to the Debt Service Fund of \$3,019,200 for Water Quality Protection bonds is required.

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***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Designed, began construction, or completed construction on 3,200 acres of impervious area of the 4,300 acre goal associated with the County's current MS4 permit.***
- ❖ ***Restored over 6,588 linear feet of degraded stream channels in Cabin John Creek and Northwest Branch watersheds.***
- ❖ ***Completed the implementation of 30 stormwater management practices in Rock Creek, Great Seneca Creek and Sligo Creek watersheds.***
- ❖ ***Accepted over 1,800 new Environmental Site Design practices and 1,050 stormwater management facilities (600 underground and 450 aboveground) for inclusion in the Stormwater Management Facility Inspection Program.***
- ❖ ***Approved 113 RainScapes rewards projects and constructed 14 neighborhood rain gardens and conducted RainScapes program training for over 230 people.***
- ❖ ***In addition to the funding for this department, the approved budget includes grants to our community partners for environmental protection. Community organizations augment and supplement government programs by providing services such as green and sustainable business practices. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They also are able to leverage community resources that may be unavailable to County Government. For details, please see Community Grants: County Executive in the***

Non-Departmental Accounts section.

- ❖ **Initiated partnerships with six watershed groups for watershed-specific 'Do Not Pollute' storm drain markers. Over 1,200 markers have been installed.**
- ❖ **Enhanced the Water Quality Protection Charge (WQPC) billing process through a new link from the online property tax bill to the new WQPC external web page, which shows detailed impervious data and imagery by property.**
- ❖ **Partnered with the Department of Economic Development to create the Green Investor Incentive Program legislation designed to attract the next generation of green businesses.**
- ❖ **Launched the Green Landscape Business Certification Program to help address the County's water quality and other environmental goals; nine landscape businesses have been certified to date.**
- ❖ **Partnered with the Montgomery County Chamber of Commerce to launch the Green Business Forum, a quarterly discussion on issues related to greening business operations and the green economy.**
- ❖ **Expanded social media outreach with the development of a "My Green Montgomery" Twitter feed and a YouTube Channel.**
- ❖ **Launched a pilot project in the Rock Creek Watershed to provide outreach and pet waste management stations and to evaluate effectiveness in reducing bacteria and nutrients from three privately owned community common areas.**
- ❖ **Initiated the Credit and Hardship programs and grants to Homeowner Associations (HOAs) on July 1, 2013 in accordance with the new WQPC legislation.**
- ❖ **Led efforts to pass tree canopy legislation to protect and increase the amount of tree canopy through planting following development.**
- ❖ **Conducted a comprehensive Glen Hills Area Sanitary Study.**
- ❖ **Productivity Improvements**
 - **Established a flow monitoring gauge on Ten Mile Creek to obtain on-line and real-time data, which is used to evaluate trends in flow patterns and volumes as land use changes in the watershed reducing the dependency on staffing resources.**
 - **Provided stream resource data and staff technical support to the US Environmental Protection Agency (EPA) for two workshops to begin development of a Biological Condition Gradient (BCG) for local streams. The BCG will provide greater accuracy than the currently used Index of Biological Integrity (IBI) for detecting trends in stream biological health.**
 - **Enhanced outreach/education efforts through the Stream Stewards volunteers who helped conduct workshops and have donated 683.5 hours of volunteer time, an equivalent of \$15,760 of service value.**
 - **Supplemented stream monitoring staff by enlisting and training 13 volunteer interns who completed 347 laboratory hours and 715 hours of stream resource condition monitoring.**
 - **Incorporated electronic tools for more accurate and timely entry of data during illicit discharge and detection monitoring.**
 - **Incorporated an automatic link from MC311 to the Enforcement Case Management system to pull data entered by MC311 operators to create cases. This saves data entry efforts, as well as automatically updates MC311 status as the cases are updated.**

PROGRAM CONTACTS

Contact Vicky Wan of the Department of Environmental Protection at 240.777.7722 or Matt Schaeffer of the Office of Management and Budget at 240.777.2751 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Watershed Management

This program supports watershed-based monitoring, planning, policy development, and project implementation activities designed to achieve County stream protection goals (Chapter 19, Article IV) and comply with the federal Clean Water Act NPDES Municipal Separate Storm Sewer System (MS-4) permit. In combination with the stormwater management projects in the Capital Improvements Program, this program's goal is to provide stormwater treatment for 4,300 acres of impervious area by 2015. Program staff conduct baseline stream monitoring, storm drain discharge monitoring, and public outreach activities that increase awareness and promote citizen involvement in stream stewardship. The program also assesses land development impacts on water resources and the effectiveness of best management practices that mitigate those impacts within the County's four designated "Special Protection Areas" (Chapter 19, Article IV).

Program staff manage, inspect, and ensures the operational effectiveness of over 7,700 stormwater management facilities which receive stormwater runoff discharge and are designed to protect County streams. The Department is also responsible for the structural maintenance of over 3,300 of these facilities.

Revenue for this program is generated by the Water Quality Protection Charge, applied to all residential and non-residential properties except for those owned by the State and County government, and in the cities of Gaithersburg, Rockville, and Takoma Park.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
County Watershed Stream Quality Index of Biological Integrity (IBI) Score ¹	56.5%	58.2%	58.9%	59.5%	60.2%
Percent of the phosphorous pollution reduction goal met ²	2.26%	4.17%	7.72%	55.05%	57.53%
Percent of the nitrogen pollution reduction goal met ³	0.84%	1.58%	2.86%	29.29%	44.65%
Percent of the impervious acreage control goal met ⁴	2.53%	6.3%	9.7%	59.6%	100%
Stormwater Facility Maintenance Compliance Rate ⁵	87%	85.6%	87.1%	87.2%	87.2%

¹ The Index of Biological Integrity (IBI) score classifies watersheds by the diversity of stream life and other factors. Higher scores indicate a healthier watershed. This data is compiled on a calendar year basis.

² Change from FY14 to FY15 due to significant increases in County stormwater management projects.

³ Change from FY14 to FY15 due to significant increases in County stormwater management projects.

⁴ Change from FY14 to FY15 due to significant increases in County stormwater management projects.

⁵ Percentage of private and County-owned stormwater facilities that have complied with the inspection report and/or maintenance notification work order detailing the repairs and/or maintenance needed for the stormwater facility.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	18,992,327	81.39
Enhance: Maintenance of New and Newly Transferred Stormwater Facilities	356,100	0.00
Add: Soil Conservation District operating support	320,000	2.10
Increase Cost: Maintenance Cost for Low Impact Development (LID) CIP Projects	317,000	0.00
Increase Cost: M-NCPPC Parks Department Stormwater Management Facility Maintenance Program	276,900	0.00
Enhance: Inspections of New Stormwater and Environmental Site Design (ESD) Facilities Added to the Inventory	258,720	0.00
Increase Cost: FY15 Compensation Adjustment	201,412	0.00
Increase Cost: M-NCPPC Tree Maintenance	153,393	0.00
Add: Tree and Forest program management for the Office of Sustainability (Implementation of Bill 6-14)	138,210	1.00
Increase Cost: Annualization of Personnel Costs	99,224	-0.10
Increase Cost: Inspection and Maintenance Contract Costs	91,251	0.00
Increase Cost: Charges from Other Departments	83,791	0.00
Increase Cost: Annual Anacostia Trash Monitoring and Reporting	30,000	0.00
Increase Cost: Senior Engineer - MS4 Permit Support - Operating Expenses (Position Charged to CIP)	29,697	0.00
Increase Cost: Senior Engineer - MS4 Permit Support - Operating Expenses (Position Charged to CIP)	29,697	0.00
Increase Cost: Motor Pool Rate Adjustment	29,568	0.00
Increase Cost: 255 Rockville Pike Lease	24,940	0.00
Increase Cost: MS4 Permit Support - Contractual Services	21,250	0.00
Increase Cost: Streetsweeping	20,000	0.00
Increase Cost: Retirement Adjustment	15,531	0.00
Increase Cost: Group Insurance Adjustment	8,938	0.00
Increase Cost: Printing and Mail	1,742	0.00
Decrease Cost: Annualization of FY14 Operating Expenses	-99,224	0.00
Decrease Cost: Homeowner Association Roads Credit Program	-150,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-200,000	0.00
Decrease Cost: Maintenance of Underground Facilities Due to Implementation of New Maintenance Protocol.	-528,680	0.00
FY15 Approved	20,521,787	84.39

Environmental Policy and Compliance

This program develops and implements scientifically-based, integrated programs which protect and enhance the County's environmental resources and promotes sustainable practices by the County government, businesses, and residents. The division develops, analyzes, and enforces policies, programs, and regulations related to air quality (ambient and indoor), water quality and stormwater management, energy conservation, forest and tree resources, noise control, pollution prevention, and sustainability efforts. The division is also responsible for environmental monitoring of the County's solid waste facilities; coordination of responses on all legislative referrals at the local, state, and federal levels; and participation on local and regional task forces, committees, and various advisory groups.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average Number of Days to Resolve Incoming Complaints	40	26	36	36	36
Percent of Customers Satisfied with DEP Response to Environmental Complaints	71.4	70.8%	71%	71%	71%
Residential Building Energy Use as a Measure of Greenhouse Gas Reductions (Million British Thermal Units) ¹					
Non-Residential Building Energy Use as a Measure of Greenhouse Gas Reductions (Million British Thermal Units) ²					

¹ This measure is under construction. Data is being updated based on new information made available to DEP from data collected by Finance as part of the County's Fuel Energy Tax.

² This measure is under construction. Data is being updated based on new information made available to DEP from data collected by Finance as part of the County's Fuel Energy Tax.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	798,348	6.44
Add: Commercial Energy program management and data analysis functions for the Office of Sustainability (Implementation Costs of Bill 6-14)	207,816	1.50
Add: Tree Canopy Conservation - Tree Purchases and Planting Activities	50,000	0.00
Increase Cost: Motor Pool Rate Adjustment	6,249	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-40,000	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.	-5,131	0.00
FY15 Approved	1,017,282	7.94

Administration

The Office of the Director provides leadership on policy development, implementation, and administration for all departmental programs and management services. The Director's Office is also responsible for planning, development, and administration of water supply and wastewater policies for the County, development of the State-required Montgomery County Comprehensive Water Supply and Sewerage System Plan. The technical experts in this program work to ensure that the County's management of water and wastewater protects public health and the environment. Additional activities in the Director's Office include budget development and administration; contract management; human resources management; management of the Water Quality Protection Charge including geographical information systems and information technology services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	770,483	5.05
Increase Cost: Printing and Mail	1,660	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-1,047	0.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	61,692	0.00
FY15 Approved	832,788	5.15

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	960,782	1,012,022	944,739	1,152,130	13.8%
Employee Benefits	373,540	377,938	356,272	407,660	7.9%
County General Fund Personnel Costs	1,334,322	1,389,960	1,301,011	1,559,790	12.2%
Operating Expenses	155,504	178,871	234,588	290,280	62.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	1,489,826	1,568,831	1,535,599	1,850,070	17.9%
PERSONNEL					
Full-Time	40	40	40	41	2.5%
Part-Time	1	1	1	2	100.0%
FTEs	11.49	11.49	11.49	13.09	13.9%
REVENUES					
Other Charges/Fees	2,008,407	140,000	140,000	91,000	-35.0%
Other Fines/Forfeitures	9,935	16,000	16,000	10,000	-37.5%
Other Licenses/Permits	9,275	4,000	4,000	9,000	125.0%
Tree Canopy	0	0	0	50,000	—
County General Fund Revenues	2,027,617	160,000	160,000	160,000	—
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	2,207,361	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	2,207,361	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Other Intergovernmental	2,765,102	0	0	0	—
Grant Fund MCG Revenues	2,765,102	0	0	0	—
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	5,099,057	5,342,242	5,383,125	5,863,038	9.7%
Employee Benefits	1,697,331	1,854,312	1,792,470	2,013,922	8.6%
Water Quality Protection Fund Personnel Costs	6,796,388	7,196,554	7,175,595	7,876,960	9.5%
Operating Expenses	10,362,721	11,795,773	11,375,924	12,588,827	6.7%
Capital Outlay	0	0	0	56,000	—
Water Quality Protection Fund Expenditures	17,159,109	18,992,327	18,551,519	20,521,787	8.1%
PERSONNEL					
Full-Time	42	42	42	46	9.5%
Part-Time	1	1	1	1	—
FTEs	79.10	81.39	81.39	84.39	3.7%
REVENUES					
Bag Tax	2,389,644	1,832,000	1,832,000	2,150,000	17.4%
Investment Income	3,516	0	4,400	8,540	—
Water Quality Protection Fee	22,855,040	22,882,420	24,101,094	28,273,690	23.6%
Other Charges/Fees	53,918	0	0	200,000	—
Water Quality Protection Fund Revenues	25,302,118	24,714,420	25,937,494	30,632,230	23.9%
DEPARTMENT TOTALS					
Total Expenditures	20,856,296	20,561,158	20,087,118	22,371,857	8.8%
Total Full-Time Positions	82	82	82	87	6.1%
Total Part-Time Positions	2	2	2	3	50.0%
Total FTEs	90.59	92.88	92.88	97.48	5.0%
Total Revenues	30,094,837	24,874,420	26,097,494	30,792,230	23.8%

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	1,568,831	11.49
<u>Changes (with service impacts)</u>		
Add: Commercial Energy program management and data analysis functions for the Office of Sustainability (Implementation Costs of Bill 6-14) [Environmental Policy and Compliance]	207,816	1.50
Add: Tree Canopy Conservation - Tree Purchases and Planting Activities [Environmental Policy and Compliance]	50,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	49,790	0.00
Increase Cost: Motor Pool Rate Adjustment [Environmental Policy and Compliance]	6,249	0.00
Increase Cost: Retirement Adjustment	4,535	0.00
Increase Cost: Group Insurance Adjustment	2,236	0.00
Increase Cost: Printing and Mail [Administration]	1,660	0.00
Decrease Cost: Annualization of FY14 Personnel Costs [Administration]	-1,047	0.10
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Environmental Policy and Compliance]	-40,000	0.00
FY15 APPROVED:	1,850,070	13.09
WATER QUALITY PROTECTION FUND		
FY14 ORIGINAL APPROPRIATION	18,992,327	81.39
<u>Changes (with service impacts)</u>		
Enhance: Maintenance of New and Newly Transferred Stormwater Facilities [Watershed Management]	356,100	0.00
Add: Soil Conservation District operating support [Watershed Management]	320,000	2.10
Enhance: Inspections of New Stormwater and Environmental Site Design (ESD) Facilities Added to the Inventory [Watershed Management]	258,720	0.00
Add: Tree and Forest program management for the Office of Sustainability (Implementation of Bill 6-14) [Watershed Management]	138,210	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Maintenance Cost for Low Impact Development (LID) CIP Projects [Watershed Management]	317,000	0.00
Increase Cost: M-NCPPC Parks Department Stormwater Management Facility Maintenance Program [Watershed Management]	276,900	0.00
Increase Cost: FY15 Compensation Adjustment [Watershed Management]	201,412	0.00
Increase Cost: M-NCPPC Tree Maintenance [Watershed Management]	153,393	0.00
Increase Cost: Annualization of Personnel Costs [Watershed Management]	99,224	-0.10
Increase Cost: Inspection and Maintenance Contract Costs [Watershed Management]	91,251	0.00
Increase Cost: Charges from Other Departments [Watershed Management]	83,791	0.00
Increase Cost: Annual Anacostia Trash Monitoring and Reporting [Watershed Management]	30,000	0.00
Increase Cost: Senior Engineer - MS4 Permit Support - Operating Expenses (Position Charged to CIP) [Watershed Management]	29,697	0.00
Increase Cost: Senior Engineer - MS4 Permit Support - Operating Expenses (Position Charged to CIP) [Watershed Management]	29,697	0.00
Increase Cost: Motor Pool Rate Adjustment [Watershed Management]	29,568	0.00
Increase Cost: 255 Rockville Pike Lease [Watershed Management]	24,940	0.00
Increase Cost: MS4 Permit Support - Contractual Services [Watershed Management]	21,250	0.00
Increase Cost: Streetsweeping [Watershed Management]	20,000	0.00
Increase Cost: Retirement Adjustment [Watershed Management]	15,531	0.00
Increase Cost: Group Insurance Adjustment [Watershed Management]	8,938	0.00
Increase Cost: Printing and Mail [Watershed Management]	1,742	0.00
Decrease Cost: Annualization of FY14 Operating Expenses [Watershed Management]	-99,224	0.00
Decrease Cost: Homeowner Association Roads Credit Program [Watershed Management]	-150,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Watershed Management]	-200,000	0.00
Decrease Cost: Maintenance of Underground Facilities Due to Implementation of New Maintenance Protocol. [Watershed Management]	-528,680	0.00
FY15 APPROVED:	20,521,787	84.39

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Watershed Management	18,992,327	81.39	20,521,787	84.39
Environmental Policy and Compliance	798,348	6.44	1,017,282	7.94
Administration	770,483	5.05	832,788	5.15
Total	20,561,158	92.88	22,371,857	97.48

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
WATER QUALITY PROTECTION FUND					
CIP	CIP	2,261,927	21.50	2,681,739	24.20

FUTURE FISCAL IMPACTS

Title	APPR.		(\$000's)			
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	1,850	1,850	1,850	1,850	1,850	1,850
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	38	38	38	38	38
New positions in the FY15 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Labor Contracts	0	10	10	10	10	10
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	1,850	1,899	1,899	1,899	1,899	1,899
WATER QUALITY PROTECTION FUND						
Expenditures						
FY15 Approved	20,522	20,522	20,522	20,522	20,522	20,522
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	47	47	47	47	47
New positions in the FY15 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Labor Contracts	0	50	50	50	50	50
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-7	-7	-7	-7	-7
These figures represent other negotiated items included in the labor agreements.						
Homeowner Association Roads Credit Phased Implementation	0	147	163	190	328	356
These amounts relate to a phased implementation of a Water Quality Protection Charge credit program authorized by Bill 34-12 for Homeowner Association roads.						
Inspections of New Stormwater Management Facilities	0	414	570	726	882	1,037
These figures represent costs associated with the inspection of new above ground and underground stormwater management facilities.						
Maintenance of New and Newly Transferred Stormwater Management Facilities	0	356	356	356	356	356
Expenditures reflect the maintenance requirements of new stormwater management facilities and existing stormwater management facilities that transfer into the County's maintenance program.						
Operating Budget Impacts of Stormwater Management CIP Projects	0	257	466	1,198	1,730	2,246
These figures represent the Operating Budget Impacts of Stormwater Management projects in the FY15-20 CIP.						
Program Growth	0	50	100	150	200	250
These figures represent the anticipated increase of expenditures related to an increase in Water Quality Protection initiatives, including the MS4 program.						
Subtotal Expenditures	20,522	21,836	22,267	23,232	24,107	24,857

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Approved		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add: Commercial Energy program management and data analysis functions for the Office of Sustainability (Implementation Costs of Bill 6-14) [Environmental Policy and Compliance]	114,316	1.50	152,421	1.50
Add: Soil Conservation District operating support [Watershed Management]	200,000	2.10	223,142	2.10
Add: Tree and Forest program management for the Office of Sustainability (Implementation of Bill 6-14) [Watershed Management]	71,510	1.00	95,346	1.00
Total	385,826	4.60	470,909	4.60

Solid Waste Services

MISSION STATEMENT

Provide world-class solid waste management for the people living and working in Montgomery County, in an environmentally progressive and economically sound manner, striving to reduce and recycle 70 percent of our waste. Vision: We aspire to provide the best solid waste services in the nation and meet the needs of our diverse community.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Division of Solid Waste Services is \$109,540,096, an increase of \$8,177,525 or 8.1 percent from the FY14 Approved Budget of \$101,362,571. Personnel Costs comprise 9.9 percent of the budget for 79 full-time positions and one part-time position, and a total of 103.01 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 90.1 percent of the FY15 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***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Continue the multi-media program begun in FY14 to increase awareness of the County's recycling program and the updated County recycling goal of recycling 70% of materials in the waste stream.***
- ❖ ***Continue supporting the County's food waste program by providing food waste starter kits to customers.***
- ❖ ***Increase awareness of the County's scrap metal recycling program and other Solid Waste initiatives by installing additional signage on Collection trucks.***
- ❖ ***Managed over 700,000 tons of materials in FY13 in accordance with safety and environmental requirements.***
- ❖ ***Served approximately 2,000 customers per day delivering waste and recyclable materials to our facilities for proper recycling or disposal.***
- ❖ ***Worked with Transfer Station and Recycling staff to launch an anti-litter campaign, identifying and assisting customers who transport refuse without a tarping cover.***
- ❖ ***Continued to work with multiple non-profits to provide computers, bicycles, building supplies, books and other items to residents recommended through social service agencies, educational institutions, and people in need.***
- ❖ ***In FY13, conducted seven (7) confidential paper shredding/recycling collection events throughout the County, serving 4,027 vehicles. A total of 101.6 tons of confidential paper and cardboard was collected for shredding and recycling on-site.***
- ❖ ***Productivity Improvements***

- **Certification of the Dickerson Composting Facility's (DCF), Environmental Management System (EMS) as compliant with International Organization for Standardization (ISO) 14001. Reducing fossil fuel consumption is one of the program objectives of the DCF. Reduced diesel fuel use by approximately 9,000 gallons during FY13.**
- **Executive Regulation 7-12 sets a recycling goal for the County to recycle 70 percent of waste generated by 2020. The County has adopted the State of Maryland methodology per the Maryland Recycling Act to measure the County's recycling, and will include the Source Reduction Credit used to calculate the Waste Diversion Rate. According to Maryland Department of the Environment (MDE), the County's CY 2012 recycling rate is 54.81 percent. Solid Waste achieved the maximum allowable 5 percent source reduction credit awarded by MDE. The County's CY 2012 Waste Diversion Rate is 59.81 percent, the highest in the state.**
- **The Recycling Center now separates bulky rigid plastics and PET thermoform plastics. We have officially accepted bulky rigid plastics since September 2013 and PET thermoform plastics since June 2012. DEP anticipates approximately \$20,000 per year in revenue from bulky rigid plastics and \$28,000 per year in revenue from PET thermoform plastics.**
- **Continue efforts to coordinate and integrate whenever feasible the execution and completion of recycling outreach, education, training, and evaluation tasks to ensure that the maximum amount of recycling is achieved. Designed the majority of all artwork and other educational materials internally using InDesign software. Estimated savings for FY14 is approximately \$66,330.**
- **Identified markets through Maryland Environmental Service for used batteries, textiles, vegetable oil and bulky plastics which may increase commodity revenues by approximately \$100,000 per year.**

PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Matt Schaeffer of the Office of Management and Budget at 240.777.2751 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Administration and Support

This program provides budget management, program and management analysis, contract administration, and administrative support; manages enterprise fund business processes and supports solid waste policy issues through system evaluation and analyses which includes rate setting and fiscal health management; performs financial analysis of enterprise funds, revenue forecasting and enhancement, ratepayer database management, hauler billing processing, and system-wide tonnage tracking and reporting; maintain statistical waste generation data, headline performance measures, and County Stat data; provide for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's mission.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Single-Family Solid Waste Charge: System Benefit Charge, covers the portion of the County costs of providing basic solid waste services for single-family waste not covered by disposal and tipping fees (dollars per household)	214	214	214	214	214

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,104,106	16.98
Increase Cost: FY15 Compensation Adjustment	375,008	0.00
Increase Cost: Retirement Adjustment	31,041	0.00
Increase Cost: General Office Support - Project Search Intern	27,685	0.50
Increase Cost: Group Insurance Adjustment	16,633	0.00
Increase Cost: Annualization of FY14 Personnel Costs	10,214	0.24
Decrease Cost: Miscellaneous operating expenses	-1,720	0.00
Decrease Cost: SWD Automation - computer repair expenses	-30,000	0.00
Decrease Cost: Charges from other departments	-53,682	-0.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	135,909	5.96
FY15 Approved	3,615,194	23.58

Commercial Recycling and Waste Reduction

This program provides for mandatory commercial sector recycling and waste reduction and the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, education, outreach, and training is provided to the commercial sector in the areas of recycling, reuse, buying recycled products, and waste reduction. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code as they apply to non-residential waste generators. All program initiatives and services apply to not-for-profit organizations, as well as federal, state and local government facilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,002,080	10.50
Increase Cost: Food Waste Program - food waste starter kits	61,500	0.00
Decrease Cost: Commercial Recycling - general office expenses	-10,424	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.	-7,306	0.50
FY15 Approved	2,045,850	11.00

Dickerson Compost Facility

This program includes all processing, transporting, composting, and marketing of yard trim received by the County, including leaves received via the Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the Transfer Station, as well as composting all leaves and grass at the County's Composting Facility in Dickerson. Transportation includes all shipping into and out of the Compost Facility. Leaves and grass, after processing at Dickerson, are sold as high-quality compost soil amendment in bulk and bags.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,494,789	1.15
Increase Cost: Equipment Replacement purchases	1,857,206	0.00
Increase Cost: Compost Facility - mandatory contractual increase	382,031	0.00
Increase Cost: Risk Management Adjustment	116,150	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-936,075	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.	-338,845	0.00
FY15 Approved	4,575,256	1.15

Dickerson Master Plan Implementation

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental, community, and operational effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	92,356	0.57
Decrease Cost: Dickerson Master Plan - program expenses	-3,244	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.	4,940	0.00
FY15 Approved	94,052	0.57

Gude Landfill

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas through collection, flaring, and gas-to-energy systems. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner. In addition, planning for further remediation mandated by the Maryland Department of the Environment to minimize potentially adverse environmental impacts and the design of post-closure uses for the site that serve the community are part of this program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,263,412	1.31
Decrease Cost: Gude Landfill - remediation plan costs	-326,540	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.	-8,797	0.00
FY15 Approved	928,075	1.31

Household and Small Quantity Household Hazardous Materials

This program funds a contractor to receive, sort, pack, ship, and properly dispose of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are brought in by residents and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste; it also provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them with an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,005,002	0.00
Increase Cost: Household Waste - contract cost	25,105	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.	-600	0.00
FY15 Approved	1,029,507	0.00

Housing and Environmental Permit Enforcement

Enforcement provided by the Department of Housing and Community Affairs under this program consists of six related components. Staff respond to resident complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required. Also under this program, the Department of Environmental Protection provides surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports of air monitoring of the Resource Recovery Facility (RRF).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,134,309	9.93
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	30,617	0.00
FY15 Approved	1,164,926	9.93

Oaks Landfill

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas through collection, flaring, and gas-to-energy systems; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the acceptance and treatment of waste generated by the cleanout of storm water oil/grit separators.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,467,256	1.52
Increase Cost: Oaks Landfill - increase cost of groundwater monitoring activities	28,757	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.	33,889	0.00
FY15 Approved	1,529,902	1.52

Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for recycling or disposal from the Resource Recovery Facility (RRF) to Petersburg, Virginia, where it is unloaded and transported by truck to a contracted landfill facility where the ash is processed for further metals removal and recycling. Ash may be beneficially reused as alternate daily cover and road base within the

lined areas of modern landfill facilities owned by Republic Services. The dedicated landfill in Brunswick County, Virginia is available for ash or other materials that cannot be recycled. This program also provides for the shipment of nonprocessible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	8,850,424	1.00
Increase Cost: Out-of-County Haul - contract increase due to increased tonnage	612,335	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.	20,278	0.00
FY15 Approved	9,483,037	1.00

Recycling & Waste Reduction - Multi-Family Dwellings

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical support, assistance, education, outreach and training on recycling, reuse, buying recycled products, and waste reduction, in addition to the review and monitoring of waste reduction and recycling plans and annual reports. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code, as they apply to multi-family waste generators.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	881,675	4.50
Decrease Cost: Multi-Family Recycling - reduced printing costs	-8,829	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.	-41,957	-0.50
FY15 Approved	830,889	4.00

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling; also provides for the management of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	6,148,301	3.00
Increase Cost: Recycle Center - contract cost	120,902	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.	477,807	0.00
FY15 Approved	6,747,010	3.00

Recycling Outreach & Education

This program provides for broadly educating the general public about recycling, reuse, buying recycled products, composting, grasscycling, and waste reduction, and the need to comply with applicable County laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives and working to achieve the County's recycling goal.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Total Municipal Solid Waste Recycled ¹	**60%	**61%	**62%	**63%	**64%
Percent of Multi-family Municipal Solid Waste Recycled ²	**28%	**27%	**27%	**28%	**29%
Percent of Single-family Municipal Solid Waste Recycled ³	**66%	**65%	**66%	**67%	**68%
Percent of Non-residential Municipal Solid Waste Recycled ⁴	**57%	**59%	**60%	**61%	**63%
Multi-Family Recycling (tonnages)	24,989	29,592	29,810	31,108	32,395
Non-Residential Recycling (tonnages)	297,202	326,959	336,733	349,487	363,942
Number of Site Visits to Provide Recycling Assistance to Businesses	8,896	10,987	11,000	12,000	12,000
Single-Family Recycling (tonnages)	264,026	266,901	273,362	281,809	289,993
Tons Recycled Overall	586,217	623,452	639,905	662,404	686,330

¹ **Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

² **Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste

Diversion Rate (Recycling Rate + Source Reduction Credit)

³ **Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste

Diversion Rate (Recycling Rate + Source Reduction Credit)

⁴ **Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	667,091	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-52,424	0.00
FY15 Approved	614,667	2.00

Residential Collection

This program provides for securing, administering, monitoring, and enforcing countywide contracts with private collectors for collection of residential refuse and responding to the service needs of residents. Staff processes service requests from MC311 to ensure timely fulfillment by collection contracts. This program also provides for enforcement of the County's recycling regulations as they apply to single-family waste generators, and enforcement of relevant parts of Chapter 48 of the County Code. Staff maintains the database of households served and administers the billing of that service.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Average number of recycling collections missed per week, not picked up within 24 hours	7	5	6	6	6
Average number of refuse collections missed per week, not picked up within 24 hours	3	3	3	3	3
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household)	70	66	66	66	72

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	25,251,740	26.80
Increase Cost: Residential Recycling - contract increase due to increased house counts	572,061	0.00
Increase Cost: Multi-media recycling education campaign	310,000	0.00
Increase Cost: Non-Residential Rate Study	224,929	0.00
Increase Cost: Residential Refuse - Collection contracts	200,673	0.00
Increase Cost: Recycling Carts - replacement and increased number of households	126,989	0.00
Increase Cost: Recycling program education and outreach - Collection truck signage	50,000	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.	-785,469	-4.80
FY15 Approved	25,950,923	22.00

Resource Recovery Facility & Related Waste Transfer

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of municipal solid waste is sold into the competitive energy market. Extensive environmental and operational monitoring is conducted, to meet contractual obligations and all applicable regulatory standards regarding the facility. This program also includes costs for related operations at the Transfer Station and for transportation of waste from the Transfer Station to the RRF.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Total Municipal Solid Waste Sent to Landfill ¹	13.1%	15.5%	14.1%	14.2%	14.2%

¹ The contributing factors: The County's successful recycling program; MSW combustion at the county's waste-to-energy (WTE) facility yielding ash capable of beneficial uses; the County's revised Out-of-County Ash disposal contract, which motivates additional metals recovery from ash and allows for beneficial uses of the remaining residue.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	41,042,210	1.25
Increase Cost: Resource Recovery Facility (RRF) Debt Service	3,055,941	0.00
Increase Cost: RRF - annual contractual increase based on actual net expenses	940,178	0.00
Decrease Cost: RRF - Electricity Sales Revenue	-36,698	0.00

	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,600	0.00
FY15 Approved	45,026,231	1.25

Satellite Site

This program operates a satellite drop-off site at the Poolesville Highway Services Depot. Residents can bring bulky materials to this site. The site, which operates only on weekends, provides drop-off for trash items as a convenience to County residents and reduces the incidence of roadside dumping. The material that is collected is then transported to the Transfer Station in Rockville.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	225,312	1.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,997	0.00
FY15 Approved	227,309	1.70

Site 2

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private residents. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Operations as needed.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	149,398	0.40
Decrease Cost: Site 2 Landfill - site management expenses	-7,500	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.	1,283	0.00
FY15 Approved	143,181	0.40

Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the Compost Facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas. This program includes enforcement of the County's ban on delivery of recyclables mixed with trash delivered for disposal and the inspection and licensing of waste collection vehicles; and it provides for the regulation and enforcement of certain provisions of Chapter 48 of the County Code, including licensing requirements for refuse and recycling commercial collectors, and haulers of solid waste and recyclables.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Number of Visits Related To Household Hazardous Waste Disposal	80,674	65,452	66,761	68,096	69,458

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	4,052,465	17.00
Increase Cost: Electronics Recycling contract	580,000	0.00
Increase Cost: Transfer Station - cost increases due to changes in price index for collected materials	104,665	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.	247,362	-1.00
FY15 Approved	4,984,492	16.00

Support for Recycling Volunteers

The mission of this program is to recruit and retain resident volunteers to augment available staff resources to educate the general public and thereby improve participation in waste reduction, recycling, and buying recycled programs. This resident-to-resident and peer-to-peer contact is very effective in motivating people living and working in the County to actively participate in recycling.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	136,649	0.00
FY15 Approved	136,649	0.00

Waste System Planning

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	313,643	2.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,950	0.00
FY15 Approved	332,593	2.60

Yard Trim Reduction Program

The purpose of this program is to provide education and training to residents, multi-family properties, and businesses to reduce the amount of yard trim materials (grass, leaves, and brush) generated and also to manage what is generated on-site through both grasscycling and composting, thus reducing the amount of yard trim materials that must be collected, transported, and managed at the County's Compost Facility in Dickerson or at private compost facilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	80,353	0.00
FY15 Approved	80,353	0.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	933,367	885,941	882,050	928,157	4.8%
Employee Benefits	298,662	314,083	311,621	324,440	3.3%
Solid Waste Collection Personnel Costs	1,232,029	1,200,024	1,193,671	1,252,597	4.4%
Operating Expenses	4,671,140	4,979,950	4,949,950	5,162,238	3.7%
Capital Outlay	0	0	0	0	—
Solid Waste Collection Expenditures	5,903,169	6,179,974	6,143,621	6,414,835	3.8%
PERSONNEL					
Full-Time	5	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.19	10.43	10.43	10.59	1.5%
REVENUES					
Investment Income	503	0	630	1,220	—
Licensing Fee	-1,022	0	0	0	—
Miscellaneous Revenues	30,239	0	5,000	0	—
Systems Benefit Charge	6,019,615	6,039,660	6,029,525	6,052,200	0.2%
Other Charges/Fees	13,107	0	0	0	—
Solid Waste Collection Revenues	6,062,442	6,039,660	6,035,155	6,053,420	0.2%
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	6,564,197	6,722,643	6,612,089	7,035,656	4.7%
Employee Benefits	2,380,984	2,443,508	2,394,166	2,536,354	3.8%
Solid Waste Disposal Personnel Costs	8,945,181	9,166,151	9,006,255	9,572,010	4.4%
Operating Expenses	89,613,750	85,587,617	83,179,366	91,696,045	7.1%
Capital Outlay	0	428,829	0	1,857,206	333.1%
Solid Waste Disposal Expenditures	98,558,931	95,182,597	92,185,621	103,125,261	8.3%
PERSONNEL					
Full-Time	74	75	75	75	—
Part-Time	0	0	0	1	—
FTEs	92.20	91.78	91.78	92.42	0.7%
REVENUES					
Investment Income	24,239	0	72,280	140,260	—
Miscellaneous Revenues	317,071	6,103,913	4,830,643	5,013,514	-17.9%
Property Rentals	14,838	0	0	0	—
Sale of Recycled Materials	3,475,773	4,676,147	4,676,147	4,445,436	-4.9%
Solid Waste Disposal Fees/Operating Revenues	19,421,829	25,693,030	26,411,060	27,509,320	7.1%
Systems Benefit Charge	68,009,647	58,204,150	58,872,590	59,061,380	1.5%
Other Charges/Fees	293,695	0	0	0	—
Other Fines/Forfeitures	22,464	0	0	22,000	—
Other Licenses/Permits	18,875	7,500	0	15,000	100.0%
Solid Waste Disposal Revenues	91,598,431	94,684,740	94,862,720	96,206,910	1.6%
DEPARTMENT TOTALS					
Total Expenditures	104,462,100	101,362,571	98,329,242	109,540,096	8.1%
Total Full-Time Positions	79	79	79	79	—
Total Part-Time Positions	0	0	0	1	—
Total FTEs	103.39	102.21	102.21	103.01	0.8%
Total Revenues	97,660,873	100,724,400	100,897,875	102,260,330	1.5%

FY15 APPROVED CHANGES

	Expenditures	FTEs
SOLID WASTE COLLECTION		
FY14 ORIGINAL APPROPRIATION	6,179,974	10.43
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Residential Refuse - Collection contracts [Residential Collection]	200,673	0.00
Increase Cost: FY15 Compensation Adjustment	45,532	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	7,788	0.06
Increase Cost: Risk Management Adjustment	6,490	0.00
Increase Cost: Retirement Adjustment	4,075	0.00
Increase Cost: Printing and Mail	3,112	0.00
Increase Cost: Group Insurance Adjustment	1,947	0.00
Decrease Cost: Miscellaneous operating expenses [Administration and Support]	-1,720	0.00
Decrease Cost: Motor Pool Rate Adjustment	-2,647	0.00
Decrease Cost: Charges from other departments	-6,769	0.10
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-23,620	0.00
FY15 APPROVED:	6,414,835	10.59
SOLID WASTE DISPOSAL		
FY14 ORIGINAL APPROPRIATION	95,182,597	91.78
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Resource Recovery Facility (RRF) Debt Service [Resource Recovery Facility & Related Waste Transfer]	3,055,941	0.00
Increase Cost: Equipment Replacement purchases [Dickerson Compost Facility]	1,857,206	0.00
Increase Cost: RRF - annual contractual increase based on actual net expenses [Resource Recovery Facility & Related Waste Transfer]	940,178	0.00
Increase Cost: Out-of-County Haul - contract increase due to increased tonnage [Out-of-County Refuse Disposal]	612,335	0.00
Increase Cost: Electronics Recycling contract [Solid Waste Transfer Station]	580,000	0.00
Increase Cost: Residential Recycling - contract increase due to increased house counts [Residential Collection]	572,061	0.00
Increase Cost: Compost Facility - mandatory contractual increase [Dickerson Compost Facility]	382,031	0.00
Increase Cost: FY15 Compensation Adjustment [Administration and Support]	375,008	0.00
Increase Cost: Multi-media recycling education campaign [Residential Collection]	310,000	0.00
Increase Cost: Non-Residential Rate Study [Residential Collection]	224,929	0.00
Increase Cost: Recycling Carts - replacement and increased number of households [Residential Collection]	126,989	0.00
Increase Cost: Recycle Center - contract cost [Recycling Center]	120,902	0.00
Increase Cost: Risk Management Adjustment [Dickerson Compost Facility]	116,150	0.00
Increase Cost: Transfer Station - cost increases due to changes in price index for collected materials [Solid Waste Transfer Station]	104,665	0.00
Increase Cost: Food Waste Program - food waste starter kits [Commercial Recycling and Waste Reduction]	61,500	0.00
Increase Cost: Recycling program education and outreach - Collection truck signage [Residential Collection]	50,000	0.00
Increase Cost: Retirement Adjustment [Administration and Support]	31,041	0.00
Increase Cost: Oaks Landfill - increase cost of groundwater monitoring activities [Oaks Landfill]	28,757	0.00
Increase Cost: General Office Support - Project Search Intern [Administration and Support]	27,685	0.50
Increase Cost: Household Waste - contract cost [Household and Small Quantity Household Hazardous Materials]	25,105	0.00
Increase Cost: Group Insurance Adjustment [Administration and Support]	16,633	0.00
Increase Cost: Annualization of FY14 Personnel Costs [Administration and Support]	10,214	0.24
Increase Cost: Printing and Mail	166	0.00
Decrease Cost: Dickerson Master Plan - program expenses [Dickerson Master Plan Implementation]	-3,244	0.00
Decrease Cost: Site 2 Landfill - site management expenses [Site 2]	-7,500	0.00
Decrease Cost: Multi-Family Recycling - reduced printing costs [Recycling & Waste Reduction - Multi-Family Dwellings]	-8,829	0.00
Decrease Cost: Commercial Recycling - general office expenses [Commercial Recycling and Waste Reduction]	-10,424	0.00
Decrease Cost: SWD Automation - computer repair expenses [Administration and Support]	-30,000	0.00
Decrease Cost: RRF - Electricity Sales Revenue [Resource Recovery Facility & Related Waste Transfer]	-36,698	0.00
Decrease Cost: Charges from other departments [Administration and Support]	-53,682	-0.10
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-273,840	0.00
Decrease Cost: Gude Landfill - remediation plan costs [Gude Landfill]	-326,540	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14 [Dickerson Compost Facility]	-936,075	0.00
FY15 APPROVED:	103,125,261	92.42

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Administration and Support	3,104,106	16.98	3,615,194	23.58
Commercial Recycling and Waste Reduction	2,002,080	10.50	2,045,850	11.00
Dickerson Compost Facility	3,494,789	1.15	4,575,256	1.15
Dickerson Master Plan Implementation	92,356	0.57	94,052	0.57
Gude Landfill	1,263,412	1.31	928,075	1.31
Household and Small Quantity Household Hazardous Materials	1,005,002	0.00	1,029,507	0.00
Housing and Environmental Permit Enforcement	1,134,309	9.93	1,164,926	9.93
Oaks Landfill	1,467,256	1.52	1,529,902	1.52
Out-of-County Refuse Disposal	8,850,424	1.00	9,483,037	1.00
Recycling & Waste Reduction - Multi-Family Dwellings	881,675	4.50	830,889	4.00
Recycling Center	6,148,301	3.00	6,747,010	3.00
Recycling Outreach & Education	667,091	2.00	614,667	2.00
Residential Collection	25,251,740	26.80	25,950,923	22.00
Resource Recovery Facility & Related Waste Transfer	41,042,210	1.25	45,026,231	1.25
Satellite Site	225,312	1.70	227,309	1.70
Site 2	149,398	0.40	143,181	0.40
Solid Waste Transfer Station	4,052,465	17.00	4,984,492	16.00
Support for Recycling Volunteers	136,649	0.00	136,649	0.00
Waste System Planning	313,643	2.60	332,593	2.60
Yard Trim Reduction Program	80,353	0.00	80,353	0.00
Total	101,362,571	102.21	109,540,096	103.01

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
SOLID WASTE DISPOSAL					
General Services	County General Fund	227,957	0.00	276,438	0.00
Liquor Control	Liquor Control	16,934	0.00	20,574	0.00
Parking District Services	Bethesda Parking District	60,665	0.00	73,697	0.00
Parking District Services	Montgomery Hills Parking District	1,893	0.00	2,303	0.00
Parking District Services	Silver Spring Parking District	115,650	0.00	140,484	0.00
Parking District Services	Wheaton Parking District	11,372	0.00	13,818	0.00
Total		434,471	0.00	527,314	0.00

FUTURE FISCAL IMPACTS

Title	APPR.		(\$000's)			
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
SOLID WASTE COLLECTION						
Expenditures						
FY15 Approved	6,415	6,415	6,415	6,415	6,415	6,415
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	13	13	13	13	13
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-1	-1	-1	-1	-1
These figures represent other negotiated items included in the labor agreements.						
Retiree Health Insurance Pre-Funding	0	-1	-2	-3	-4	-5
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	6,415	6,426	6,424	6,424	6,422	6,421
SOLID WASTE DISPOSAL						
Expenditures						
FY15 Approved	103,125	103,125	103,125	103,125	103,125	103,125
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-773	-773	-773	-773	-773
Items approved for one-time funding in FY15 - including food waste recycling kits (\$61,500); multi-media campaign (\$310,000); collection truck signage (\$50,000); recycling cart replacements (\$126,989); and a non-residential rate study (\$224,929) - will be eliminated from the base in the outyears.						

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
Labor Contracts	0	104	104	104	104	104
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-9	-9	-9	-9	-9
These figures represent other negotiated items included in the labor agreements.						
Resource Recovery Facility (RRF) Debt Service Schedule	0	-1,482	-22,890	-22,890	-22,890	-22,890
Debt restructuring and debt payoff at the end of FY16.						
Retiree Health Insurance Pre-Funding	0	-14	-35	-51	-72	-93
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	103,125	100,950	79,522	79,505	79,484	79,464

Cable Communications Plan

MISSION STATEMENT

The mission of the Cable Communications Plan is to effectively manage the County's cable television and telecommunications franchise agreements and the Cable Special Revenue Fund to ensure that: cable services in Montgomery County are of high quality; cable and telecommunications providers comply with applicable safety and construction codes; cable customer service requirements and applicable consumer protection provisions are enforced; quality Public, Educational, and Governmental (PEG) cable programming is provided; FiberNet is expanded and operated to provide reliable voice, data, video and public safety communications to County government agencies; and a reliable and expedient process is provided for telecommunication carriers to establish transmission facilities in the County to speed deployment of services for residents while maintaining adequate public protection.

BUDGET OVERVIEW

For FY15, the Cable Communications Plan consists of three elements: the Cable & Broadband Office appropriation (\$14,705,985), transfers to the County General Fund (\$8,389,026), and transfers to the County Capital Improvements Program (\$3,748,000) for a total use of fund resources of \$26,843,011. Within the Cable Office appropriation of \$14,705,985, Personnel Costs comprise 24.8 percent of the budget for sixteen full-time positions. A total of 30.5 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 75.2 percent of the FY15 budget.

In FY15, there are several transfers to the General Fund for the following:

Montgomery College (MC): Funds are transferred from the Cable Fund to the General Fund, and then to MC. In FY15, total transfers to MC are \$1,430,000, representing an increase of \$84,200 (or 6.3%) over the FY14 transfer of \$1,345,800.

Montgomery County Public Schools (MCPS): Funds are transferred from the Cable Fund to the General Fund, and then to MCPS. In FY15, total transfers to MCPS are \$1,595,624, representing an increase of \$118,364 (or 8.0%) over the FY14 transfer of \$1,477,260.

Other: Funds are transferred from the Cable Fund to the General Fund to cover the cost of certain administrative services provided by the County to the Cable Fund (\$579,745), costs related to the Technology Modernization program (\$30,191), funding the workplan of the Legislative Branch Communications Outreach NDA (\$488,000), and other contributions (\$4,265,735).

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***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ **County Report This Week (CRTW), the weekly award winning half-hour program produced collaboratively by members of the PEG Governance Board, produced its 200th episode in February 2014. The program will continue to highlight decisions that will impact residents including master plans, zoning issues, FY15 Capital and Operating Budgets, and the 2014 Primary and General Election polling places and results. The show airs on the public, education and government access channels and is available on-demand, via mobile devices and on YouTube in English and Spanish.**
- ❖ **In FY14, PEG Bytes, the bi-weekly newsletter produced by the PEG Governance Board, highlights the many hours of original, innovative content produced by the individual PEG channels. Each edition is distributed to a growing list of more than 485 people and includes an average of 9 stories generated exclusively by the PEG organizations.**
- ❖ **In FY14, the PEG Channels will collaborate to provide coverage of the June 2014 Primary Election including production and editorial expertise, videotaped statements from candidates for office, debates among candidates for contested seats, and live coverage of election results and expert analysis on television, Internet, and via mobile devices. During FY15, the PEGs will provide this same coverage for the General Election.**
- ❖ **In FY14, using a cutting-edge technology called LiveU, the PEGs collaborated on bringing high-profile events such as the O'Malley/Brown Administration announcing the \$630 Million Investment in the County's Transportation Network, an additional \$400 Million for construction of Purple Line for Montgomery and Prince George's Counties, and the Martin Luther King Celebration to cable and online audiences. LiveU allows video coverage anywhere in the county from locations where fiber is not available.**
- ❖ **All Montgomery County Public elementary schools will be on FiberNet by the end of the 2014 calendar year at speeds capable of supporting instructional video, telephony, high-speed Internet, and back office applications (12 sites remain to be completed); additionally 19 Housing Opportunities Commission properties are also scheduled. By the end of FY15, FiberNet expects to have 487 sites on the network; the Traffic Management network plans to add 200 pedestrian safety beacons; FiberNet is expected to have more than 1,750 sites on the network by the end of FY17 serving every conceivable end-point from a pedestrian beacon to a major campus network or building complex.**
- ❖ **Productivity Improvements**
 - **In FY13, the Cable Office franchising team launched new social media tools to notify Montgomery County residents of the many features, benefits, and press releases concerning the cable providers.**
 - **In FY13, in collaboration with MC311, the Cable Office developed an online form for consumers to submit questions and complaints about the cable, internet, and phone service provided by the three cable providers.**

PROGRAM CONTACTS

Contact Ivan Galic of the Cable and Broadband Office at 240.777.2898 or Dennis Hetman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Cable Franchise Administration

The Cable & Broadband Office in the Department of Technology Services is responsible for administering the cable television agreements for the County and participating municipalities. The budget for franchise administration includes funds for cable management and enforcement staff, including cable and broadband complaint investigation staff, cable inspection and facilities testing staff, and office operating expenses. Funds will be used for engineering consulting services which require special expertise, such as engineering review of tower and antenna siting applications, IP-based interconnection of public, educational, and government access (PEG) video signals and facilities, transmission facility digital and engineering upgrades, and the implementation of future technology and mobile video applications. Funds will also be used to pay legal and financial consultants for work which requires special expertise, such as preparation of filings on behalf of the County before the Federal Communications Commission, analysis of legislative proposals, and County representation in cable and telecommunications service negotiations, and rate regulation and

franchise compliance matters.

The responsibilities associated with franchise administration include:

- Ensuring cable operator compliance with franchise financial, technical, and construction requirements and managing the cable franchise renewal and transfer process;
- Investigating and resolving cable and broadband subscriber and residential complaints;
- Administering contracts with and providing liaison and support services for the PEG channels;
- Collecting and administering franchise fees, grants, and other payments to the County and participating municipalities;
- Encouraging entry of competitive providers of telecommunication services and negotiating and reviewing proposed telecommunications franchises for use of the public rights-of-way;
- Directing and coordinating the Transmission Facilities Coordinating Committee;
- Supporting the Cable and Communications Advisory Committee and Cable Compliance Commission;
- Strategic planning for Montgomery County government cable and communications technology;
- Preparing the annual Cable Communications Plan; and
- Monitoring and working with the Office of Intergovernmental Relations to advocate for effective and reasonable State and Federal cable, broadband and telecommunications regulations and legislation.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Customers Satisfied with Cable Office Complaint Handling	97	96	95	95	95
Average Days to Process Transmission Facilities Applications by Transmission Facilities Coordinating Group	27	30	30	30	30
Number of Transmission Facility Applications Processed	209	71	120	120	120

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,625,073	8.90
Increase Cost: Printing and Mail	664	0.00
Decrease Cost: Outside Legal Costs	-6,747	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.	18,798	0.00
FY15 Approved	1,637,788	8.90

Community Access to Cable

The Cable & Broadband Office administers a contract with Montgomery Community Television, doing business as Montgomery Community Media (MCM), through which MCM operates two community media cable television channels and provides media technology training to County residents and community organizations. MCM produces independent, diverse and informative cable programming for Montgomery County residents. MCM's mission is to provide media, television production and technology training that empowers residents and organizations and provides them with the opportunity to interact, engage and influence the County government and the community by using the powerful media of television and the Internet.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Hours of First Run Locally Produced, Block and Acquired MCM Programming	6,848	5,900	6,000	6,000	6,000
Hours of MCM Volunteer Effort in Creating Public Access Programming	13,642	16,500	17,000	17,000	17,500

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,368,509	0.00
Increase Cost: Montgomery Community Television - Employee Salary and Benefits	50,122	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.	10,811	0.00
FY15 Approved	2,429,442	0.00

County Cable Montgomery

The Cable Office manages CCM (County Cable Montgomery), the government access channel. CCM programming includes live Council general and committee meetings, press conferences, town hall meetings, special events, and programs highlighting County services and activities. Funding is provided to the Cable Office, County Council, Office of Public Information (PIO), and Maryland National Capital Park and Planning Commission (M-NCPPC) to develop programming for CCM. Funding to provide engineering personnel for the Mobile Production Vehicle for the PEG Network and other digital media services for the Executive and Legislative Branches is also included in the allocation to the Cable Office. Over 99 percent of all CCM programming is presented with closed captions. Highlights of programs are available on the County's YouTube channel. Spanish language programming is produced and all

Cable Communications Plan

Other County Government Functions 3-335

programming is web-streamed to the County's website.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Hours of First Run Locally Produced, Block and Acquired CCM Programming	2,631	2,533	2,555	2,578	2,602

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,477,176	15.90
Increase Cost: Council Production Services Contract	12,600	0.00
Increase Cost: Community Access Facility - Rent and Utilities	10,811	0.00
Increase Cost: For Public Information Office Operating Expenses	5,440	0.00
Shift: TV Production Contractor Cost to Legislative Branch Communications Outreach	-88,000	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.	91,307	0.00
FY15 Approved	2,509,334	15.90

Cable Programming for Public Schools

The Montgomery County Public Schools (MCPS) Office of Communications is responsible for producing television programming for its educational cable channel. Funds are used for production of instructional, community-based, staff development, and training television programs; for programs viewed via the Internet; as well as for engineering, channel management, and program acquisition. MCPS regular programming includes Board of Education meetings, Homework Hotline Live!, staff training and development, live call-in and interactive programs, in-class student programs, student-produced programs, technology training, and televised instruction in a variety of academic content areas. Many programs are translated and cablecast in multiple languages. Additional funds are requested and provided through the Public Schools' operating budget.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Hours of First Run Locally Produced, Block and Acquired MCPS ITV Programming	954	974	775	814	854

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Cable Programming for Montgomery College

The Instructional Television (ITV) and Media Production Services Unit of Montgomery College is responsible for creating cable programming available on the Montgomery College educational cable channel as well as video programming and learning materials available as on-line content. Funds are used for staff, equipment, and operating expenses to provide digital media services to support student success (i.e., course completion, retention, graduation, and academic excellence), produce Spanish language programming, and to advance the mission of the entire College community. The cable and video programming features acquired and originally produced educational, informational and instructional programming which directly supports the College's distance learning and instructional programs, and to provide professional and workforce development and self-enrichment opportunities for the community. Additional funds are provided through the Montgomery College operating budget.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Hours of First Run Locally Produced and Acquired MC-ITV Programming	336	245	225	235	235
Hours of Montgomery College Student-Assisted Original Programming	143	115	115	115	115

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Municipal Support

Franchise and PEG fees owed by cable operators to participating municipalities within Montgomery County are paid by cable operators to the County for administrative convenience and then redistributed by the County to the City of Rockville, the City of Takoma Park, and the Montgomery County Chapter of the Maryland Municipal League (MML). The County has a contractual obligation to pass through fees owed to municipalities and no discretion to alter these payments. Municipalities may use franchise fees for any purpose. Under the terms of the franchise agreements, participating municipalities must use Public, Education, and

Government (PEG) Access Operating Support funding to support PEG programming operations and PEG capital support must be used for PEG and institutional network equipment, facilities and related capital expenditures.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,552,887	0.00
Increase Cost: Municipal Pass-through Payments	530,890	0.00
FY15 Approved	4,083,777	0.00

Public Education Government Access (PEG) Operations

The mission of the Public, Education, and Government (PEG) Governance Board is to facilitate collaboration among the local television access operators in providing and promoting the most effective public access, educational and government programming and media services to the Montgomery County community using current and emerging technologies. PEG is collaboratively working to expand community engagement programming, programming in languages other than English, and youth media programming.

The budget for PEG includes funds for the purchase of equipment; engineering support; promotion and outreach support to increase channel awareness and viewership; operational and maintenance support for the mobile production vehicle; closed captioning and Spanish language support; and general operating and administrative expenses. Federal law and cable franchise agreements restrict use of some funds to PEG and Institutional Network capital expenditures. These funds may be used to purchase PEG equipment and renovate or construct PEG studio and mobile facilities.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,261,371	0.00
Increase Cost: Public, Educational, and Governance (PEG) Equipment Maintenance Contracts	9,000	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.	100,000	0.00
FY15 Approved	1,370,371	0.00

FiberNet

Funding from the Cable Special Revenue Fund are used to support Montgomery County's private communications network – FiberNet. FiberNet is a critical infrastructure asset that provides carrier class voice, video, Internet access and data network services for Montgomery County Government and Public Schools, Montgomery College, Housing Opportunities Commission (HOC), the Maryland-National Park and Planning Commission (M-NCPPC) and the Washington Suburban Sanitary Commission (WSSC). The County's public safety communications are also provided via FiberNet infrastructure. Additionally, FiberNet provides private network access to the State of Maryland and all of the local counties, municipalities and the District of Columbia. Expenditures cover the cost of network expansion, monitoring, management, and maintenance services. FiberNet is a countywide multi-million dollar investment that is crucial to the daily operation of local government within Montgomery County and with its citizens, neighboring governments and business partners.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
New Sites Added to FiberNet	8	2	127	20	20

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,337,889	5.70
Increase Cost: Charges from Department of Transportation (DOT) for FiberNet Maintenance	121,280	0.00
Increase Cost: Miss Utility Compliance	120,000	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.	96,104	0.00
FY15 Approved	2,675,273	5.70

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	2,189,659	2,558,103	2,462,169	2,691,270	5.2%
Employee Benefits	715,361	876,267	895,209	960,120	9.6%
Cable Television Personnel Costs	2,905,020	3,434,370	3,357,378	3,651,390	6.3%
Operating Expenses	10,544,109	10,188,535	9,893,666	11,054,595	8.5%
Capital Outlay	0	0	0	0	—
Cable Television Expenditures	13,449,129	13,622,905	13,251,044	14,705,985	8.0%
PERSONNEL					
Full-Time	16	16	16	16	—
Part-Time	0	0	0	0	—
FTEs	29.50	30.50	30.50	30.50	—
REVENUES					
Franchise Fees	15,995,736	17,096,369	16,628,866	17,002,130	-0.6%
Gaithersburg PEG Contribution	187,426	189,162	177,614	174,950	-7.5%
I-Net Operating Revenue	1,965,770	0	1,761,616	1,800,372	—
Investment Income	0	10,000	0	0	—
PEG Capital Revenue	6,409,873	5,854,929	5,983,169	6,276,638	7.2%
PEG Operating Revenue	1,100,268	4,332,490	2,239,456	2,288,724	-47.2%
Tower Application Fees	58,580	100,000	100,000	120,000	20.0%
Other Charges/Fees	686,871	0	0	0	—
Cable Television Revenues	26,404,524	27,582,950	26,890,721	27,662,814	0.3%

FY15 APPROVED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY14 ORIGINAL APPROPRIATION	13,622,905	30.50
<u>Changes (with service impacts)</u>		
Enhance: Youth Media Content	100,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Municipal Pass-through Payments [Municipal Support]	530,890	0.00
Increase Cost: FY15 Compensation Adjustment	147,332	0.00
Increase Cost: Charges from Department of Transportation (DOT) for FiberNet Maintenance [FiberNet]	121,280	0.00
Increase Cost: Miss Utility Compliance [FiberNet]	120,000	0.00
Increase Cost: Annualization of FY14 Personnel Costs	53,665	0.00
Increase Cost: Montgomery Community Television - Employee Salary and Benefits [Community Access to Cable]	50,122	0.00
Increase Cost: Council Production Services Contract [County Cable Montgomery]	12,600	0.00
Increase Cost: Community Access Facility - Rent and Utilities [County Cable Montgomery]	10,811	0.00
Increase Cost: Retirement Adjustment	10,228	0.00
Increase Cost: Public, Educational, and Governance (PEG) Equipment Maintenance Contracts [Public Education Government Access (PEG) Operations]	9,000	0.00
Increase Cost: Group Insurance Adjustment	5,795	0.00
Increase Cost: For Public Information Office Operating Expenses [County Cable Montgomery]	5,440	0.00
Increase Cost: Printing and Mail [Cable Franchise Administration]	664	0.00
Decrease Cost: Outside Legal Costs [Cable Franchise Administration]	-6,747	0.00
Shift: TV Production Contractor Cost to Legislative Branch Communications Outreach [County Cable Montgomery]	-88,000	0.00
FY15 APPROVED:	14,705,985	30.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Cable Franchise Administration	1,625,073	8.90	1,637,788	8.90
Community Access to Cable	2,368,509	0.00	2,429,442	0.00
County Cable Montgomery	2,477,176	15.90	2,509,334	15.90
Cable Programming for Public Schools	0	0.00	0	0.00
Cable Programming for Montgomery College	0	0.00	0	0.00
Municipal Support	3,552,887	0.00	4,083,777	0.00
Public Education Government Access (PEG) Operations	1,261,371	0.00	1,370,371	0.00
FiberNet	2,337,889	5.70	2,675,273	5.70
Total	13,622,905	30.50	14,705,985	30.50

FUTURE FISCAL IMPACTS

Title	APPR.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
CABLE TELEVISION						
Expenditures						
FY15 Approved	14,706	14,706	14,706	14,706	14,706	14,706
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	37	37	37	37	37
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-6	-6	-6	-6	-6
These figures represent other negotiated items included in the labor agreements.						
FiberNet - Increased Maintenance to Maintain Current Service Levels	0	72	155	252	362	488
Increase in maintenance costs as the number of FiberNet sites expand.						
Miss Utility Compliance	0	11	23	38	55	74
Utilize contract support to ensure compliance with the state Miss Utility identification and notification system for underground County-owned property.						
Subtotal Expenditures	14,706	14,820	14,915	15,027	15,154	15,299

Liquor Control

MISSION STATEMENT

The mission of the Department of Liquor Control (DLC) is to provide licensing, wholesale and retail sales of beverage alcohol products, enforcement and effective education and training programs, while promoting moderation and responsible behavior in all phases of distribution and consumption. The department diligently promotes, enforces and obeys all laws and regulations governing beverage alcohol while generating revenue for the benefit of Montgomery County's General Fund.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Department of Liquor Control is \$56,268,741, an increase of \$944,185 or 1.7 percent from the FY14 Approved Budget of \$55,324,556. Personnel Costs comprise 49.9 percent of the budget for 255 full-time positions and 155 part-time positions, and a total of 336.82 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 50.1 percent of the FY15 budget.

The above projections and proposed expenditures form the basis for working capital decisions concerning the Liquor Enterprise Fund.

The following information is provided to facilitate County Council and public input for final County Executive decisions on the determination of adequate working capital within, and use of resources in, the Liquor Enterprise Fund and net proceeds to be deposited to the General Fund. Consistent with Article 2B, Section 15-207, the County Executive must make resource allocation decisions for the Fund.

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***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***Strong and Vibrant Economy***

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 FY14 estimates reflect funding based on the FY14 approved budget. The FY15 and FY16 figures are performance targets based on the FY15 approved budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***In FY15, Liquor Control will make an earnings transfer of \$24 million to the General Fund and will make \$10.1 million in debt service payments on Liquor Control Revenue Bonds for a total of \$34.1 million.***
- ❖ ***The department relocated its warehouse and offices to 201 Edison Park Drive in Gaithersburg. The new location includes climate control, additional space, and updated accommodations.***
- ❖ ***The department hosted a Nighttime Economy Forum in 2013 that focused on developing a healthy balance of safety and nightlife vibrancy to support the social experience of the County's residents and visitors alike.***
- ❖ ***Representatives from the department joined with the Responsible Hospitality Institute (RHI) to host a Sociable City Leadership Summit. Experts and practitioners came together to review best practices to aid in planning, managing, and measuring dining and entertainment districts.***

- ❖ **Representatives from the department, Montgomery County Police, and the Keeping It Safe Under 21 Alcohol Use Coalition hosted an "Ask the Experts" presentation. Students in grades 5 – 8 and their parents were given the opportunity to "ask the experts" questions, voice concerns, or suggest ideas for preventing young people from using alcohol. Attendees came away from this event feeling empowered to start the conversation at home.**
- ❖ **The Division of Licensing, Regulation and Education (LRE) developed the Alcohol Law Education and Regulatory Training (ALERT) in 2006, offering free education and best practices to alcohol license holders and their staff. Since that time, ALERT has become a national model, and in 2013 LRE staff trained 650 individuals.**
- ❖ **The department joined industry leaders to develop and print ID checking calendars for alcohol retailers in Montgomery County at no cost to the County or to county businesses. The calendars contain monthly regulatory tips, important licensing dates, and training schedules. The calendars were distributed to every licensed establishment in Montgomery County.**
- ❖ **DLC partnered with Anheuser-Busch to launch an educational effort aimed at alcohol retailers to prevent underage drinking in Montgomery County during graduation season and into the summer months. Retailer-focused materials, provided by Montgomery Eagle and Anheuser-Busch, were distributed by DLC as an expansion of the award-winning "Keeping It Safe" public education campaign, which is designed specifically to educate businesses and the community on alcohol laws and social host responsibility. The retailer-focused materials include ID checking guides, clocks, clerk buttons and posters featured at the point of purchase reminding retailers to be vigilant about checking IDs.**
- ❖ **Working with the Department of Technology Services (DTS), DLC is implementing GovDelivery, an Enterprise marketing solution that offers customers and licensees a subscription to DLC marketing material. Material includes promotions, specials, weekly and monthly flyers, courses, classes and training which are delivered via email to subscribers.**
- ❖ **The department moved the Montgomery Village store to a new location at Goshen Plaza. The design was done in-house and the relocated store is already showing positive results.**
- ❖ **The department opened two new retail stores in Clarksburg and Seneca Meadows in FY14.**
- ❖ **Productivity Improvements**
 - **Five full-time alcohol inspectors manage nearly 1,000 establishments with a total of about four thousand inspections done annually. Six types of inspection forms were previously used daily by inspectors, which were difficult to read, provided no tracking, and made data collection impossible. As a cost effective, green alternative, the department adopted the use of tablet computers with an electronic form. Both efforts eliminate paper, provide easy tracking of businesses checked and inspection details, and create usable data summaries. The department won a NACo Award for its iForm Builder project.**
 - **The department developed a required alcohol awareness training for all retail store personnel. This state-accredited, classroom style training, focuses on preventing sales of alcohol to minors, recognizing the signs of intoxication, and reviewing County-specific policies. This training results in a better understanding of laws and policies by County employees and is an important step to keeping neighborhoods healthy and safe.**
 - **Working with DTS, DLC is transitioning to a new supplier to provide network connectivity from the retail stores back to the County data center. This will result in better response time to network outages, which translates to reduced system downtimes, improved customer service, and a better use of resources.**
 - **The department is transitioning to MetroFax to provide fax services at the stores resulting in a more efficient and cost effective method to receive faxes.**

PROGRAM CONTACTS

Contact Lynn Duncan of the Department of Liquor Control at 240.777.1915 or Dennis Hetman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Warehouse Operations

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of over 20,000 different stock and special order items.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Inventory as a Percent of 'Cost of Goods Sold' (COGS)	15	14.2	16	16	16
Inventory as a Percent of DLC Sales	10.45	10.1	12	12	12
Satisfaction rating of wholesale customers based on the DLC customer survey results ¹	2.97	TBD	2.95	2.95	2.95

¹ Average score on a 1-4 scale

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,918,151	68.02
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	796,755	-4.06
FY15 Approved	8,714,906	63.96

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,054,500	68.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-835,818	0.00
FY15 Approved	6,218,682	68.00

Retail Sales Operations

This program oversees sales of distilled spirits, wine, and beer to retail customers through the operation of retail stores (currently 22 County-staffed and operated and one contractor-operated) that are located throughout Montgomery County.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Retail sales as percentage of total sales	na	na	na	na	na
Satisfaction rating of retail customers based on the DLC customer survey results ¹	3.2	TBD	3.41	3.41	3.41

¹ Average score on a 1-4 scale

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	21,773,550	165.10
Increase Cost: Point of Sale System (POS)	484,022	0.00
Increase Cost: Retail Store Leases	196,140	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.	2,105,408	5.06
FY15 Approved	24,559,120	170.16

Retail Contracted Operations

Article 2B of the Annotated Code of Maryland allows the County to hire contractors to operate County liquor stores. The County must retain title to all retail stock until sold. The County Council adopted Council Resolution No. 12-452 on November 12, 1991, mandating that the County contract with qualified contractors to operate selected stores. The Kensington, Muddy Branch, and the Pike sites were selected for contracting, and in the Fall of 1992, contractor staff replaced the County employees. In Fall 1994, the Flower Avenue store became a contractor-operated facility. In December 2000, the Kensington store reverted to County operation. State legislation allows the Director of the Department of Liquor Control to contract the operation of a retail outlet only with those persons who had a contract in effect on January 1, 1997. In fiscal year 2005, two of the three contractor-operated facilities (Rockville Pike and Muddy Branch) reverted to County-staffed and operated stores. Flower Avenue remains as the sole contractor-operated retail store.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	190,650	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.	-190,650	0.00
FY15 Approved	0	0.00

Licensure, Regulation, and Education

This program includes issuing of beverage alcohol licenses inspecting and investigating licensed facilities to ensure compliance with all applicable laws, rules, and regulations and serving as support staff and providing expert testimony at hearings for issuance, fining, suspension, or revocation of licenses. This program also encompasses community partnership by defining issues and strategies and monitoring efforts with various agencies, departments, civic organizations, businesses, and individuals to provide and coordinate innovative programs and measures to ensure safe and vibrant communities relative to the service and consumption of beverage alcohol.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Annual alcohol compliance checks to minors (under 21) ¹	403	400	400	400	400

¹ DLC performs different types of inspections. This measure is under-age compliance checks, which comprise part of the total. The number of inspections may vary by type from year to year.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,658,804	14.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-25,579	-2.00
FY15 Approved	1,633,225	12.00

Office of the Director

This program provides the overall direction for the Department.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percentage of Annual Sales Growth	4.81	2.3	3.5	3.5	3.5
Gross profit margin of DLC retail and wholesale operations (percent)	30	28.2	28	28	28

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	570,256	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-58,198	0.00
FY15 Approved	512,058	2.00

Administration

This program provides accounting, financial and information technology services for the department. Finance and accounting staff performs day-to-day accounting functions, special analysis and reporting, and the preparation and monitoring of the department's budget. Information and technology staff provide the design, operation, maintenance and protection of all information technology initiatives for the Department.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	16,158,645	21.70
Increase Cost: Preparation of Annual Financial Statements	39,300	0.00
Decrease Cost: ERP-Warehouse System Personnel Costs	-183,000	-2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-1,384,195	1.00
FY15 Approved	14,630,750	20.70

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	18,987,259	18,425,077	18,425,078	20,985,210	13.9%
Employee Benefits	6,224,051	6,869,434	6,869,433	7,105,943	3.4%
Liquor Control Personnel Costs	25,211,310	25,294,511	25,294,511	28,091,153	11.1%
Operating Expenses	17,936,073	18,761,995	18,867,645	17,948,938	-4.3%
Debt Service Other	5,025,176	11,162,400	9,691,500	10,123,000	-9.3%
Capital Outlay	0	105,650	0	105,650	—
Liquor Control Expenditures	48,172,559	55,324,556	53,853,656	56,268,741	1.7%
PERSONNEL					
Full-Time	246	254	254	255	0.4%
Part-Time	55	63	63	155	146.0%
FTEs	324.02	338.82	338.82	336.82	-0.6%
REVENUES					
Bag Tax	7,334	0	0	0	—
Investment Income	278	0	350	680	—
Liquor Licenses	1,659,217	1,419,000	1,570,197	1,570,197	10.7%
Liquor Sales	75,154,801	74,249,675	75,154,801	77,033,671	3.7%
Miscellaneous Revenues	-176,524	0	0	0	—
Other Charges/Fees	17,165	8,740	8,740	8,740	—
Other Fines/Forfeitures	232,499	220,560	220,560	220,560	—
Other Licenses/Permits	66,980	156,000	156,000	156,000	—
Liquor Control Revenues	76,961,750	76,053,975	77,110,648	78,989,848	3.9%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	3,412	0	0	0	—
Employee Benefits	580	0	0	0	—
Grant Fund MCG Personnel Costs	3,992	0	0	0	—
Operating Expenses	819	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	4,811	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	4,811	0	0	0	—
Grant Fund MCG Revenues	4,811	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	48,177,370	55,324,556	53,853,656	56,268,741	1.7%
Total Full-Time Positions	246	254	254	255	0.4%
Total Part-Time Positions	55	63	63	155	146.0%
Total FTEs	324.02	338.82	338.82	336.82	-0.6%
Total Revenues	76,966,561	76,053,975	77,110,648	78,989,848	3.9%

FY15 APPROVED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY14 ORIGINAL APPROPRIATION	55,324,556	338.82
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Conversion of 95 Temporary Employees to Permanent Merit Positions	1,744,678	0.00
Increase Cost: FY15 Compensation Adjustment	1,119,935	0.00
Increase Cost: Point of Sale System (POS) [Retail Sales Operations]	484,022	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	196,140	0.00
Increase Cost: Group Insurance Adjustment	59,850	0.00
Increase Cost: Retirement Adjustment	55,179	0.00
Increase Cost: Preparation of Annual Financial Statements [Administration]	39,300	0.00
Increase Cost: Motor Pool Rate Adjustment	15,795	0.00
Increase Cost: Printing and Mail	10,538	0.00
Decrease Cost: Risk Management Adjustment	-77,232	0.00
Decrease Cost: ERP-Warehouse System Personnel Costs [Administration]	-183,000	-2.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-425,000	0.00
Decrease Cost: Debt Service	-1,039,400	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding Adjustment	-1,056,620	0.00
FY15 APPROVED:	56,268,741	336.82

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Warehouse Operations	7,918,151	68.02	8,714,906	63.96
Delivery Operations	7,054,500	68.00	6,218,682	68.00
Retail Sales Operations	21,773,550	165.10	24,559,120	170.16
Retail Contracted Operations	190,650	0.00	0	0.00
Licensure, Regulation, and Education	1,658,804	14.00	1,633,225	12.00
Office of the Director	570,256	2.00	512,058	2.00
Administration	16,158,645	21.70	14,630,750	20.70
Total	55,324,556	338.82	56,268,741	336.82

FUTURE FISCAL IMPACTS

Title	APPR.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
LIQUOR CONTROL						
Expenditures						
FY15 Approved	56,269	56,269	56,269	56,269	56,269	56,269
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	333	333	333	333	333
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Labor Contracts - Other	0	-17	-17	-17	-17	-17
These figures represent other negotiated items included in the labor agreements.						
ERP- Warehouse System	0	-180	-180	-180	-180	-180
These figures represent cost savings through the use of the ERP warehouse system.						
Point of Sale System (POS)	0	-458	-458	-296	-458	-458
These figures represent cost savings realized from the POS System.						
Retail Store Leases	0	188	381	579	783	992
The leases for 25 retail stores based on CPI assumptions including new locations in Goshen Crossing, Seneca Meadows, and Clarksburg.						
Retiree Health Insurance Pre-Funding	0	-60	-147	-217	-306	-392
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	56,269	56,074	56,180	56,471	56,423	56,546

Non-Departmental Accounts

MISSION STATEMENT

Non-Departmental Accounts (NDAs) contain expenditure items essential to the operation of the County government which do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency.

In FY15, 39 NDAs were funded. Two NDAs were not funded: Montgomery County Employee Retirement Plans and Restricted Donations.

NDA Desktop Computer Modernization was renamed Device Client Management.

BUDGET OVERVIEW

The total approved FY15 Operating Budget for the Non-Departmental Accounts is \$290,930,883, a decrease of \$10,140,645 or 3.4 percent from the FY14 Approved Budget of \$301,071,528. Personnel Costs comprise 0.8 percent of the budget for 16 full-time positions, and a total of 4.08 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 99.2 percent of the FY15 budget.

PROGRAM CONTACTS

Contact Felicia Zhang of the Office of Management and Budget at 240.777.2781 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Arts and Humanities Council

This NDA provides funding for the Arts and Humanities Council of Montgomery County (AHCMC), the County's designated local arts and humanities agency. FY15 taxpayer support of the AHCMC includes general operating grants to arts and humanities organizations; program grants to arts and humanities organizations not receiving general operating support; project grants to individuals, scholars, groups, or small organizations; technical assistance and other support services for individuals and other organizations in the County; matching funds for awardees designated by the Executive Ball for the Arts Committee; and operating expenses for AHCMC. The County's contribution is implemented by a contract between the Department of Recreation and AHCMC.

Since 1976, AHCMC has been the County's designated local arts agency. The AHCMC's mission is to promote, support, and expand a vibrant arts and humanities presence and ensure that it is woven into the fabric of our diverse and inclusive community. AHCMC provides leadership that sustains arts and humanities organizations, artists and scholars and inspires participation in our County's cultural assets. Through its programs and services, AHCMC provides the infrastructure and support necessary to maintain a robust creative community that includes over 450 cultural organizations and 1,500 artists and scholars. AHCMC annually distributes grants to organizations and individuals to help fund enriching cultural activities in our County (www.creativemoco.com/grants/grants-awarded).

AHCMC is headquartered in Silver Spring, Maryland, and receives support from the Maryland State Arts Council, corporations, organizations and individuals.

Funding for maintenance of public art is allocated in the Public Arts Trust CIP project.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,792,700	0.00
Enhance: Arts and Humanities Council Operating Support Grants	250,000	0.00
Enhance: Arts and Humanities Council Grants for Large, Mid-sized, and Small Organizations	150,000	0.00
Enhance: Arts and Humanities Council Grants for Small/Mid-Size Organizations, Creative Projects, Arts Education, and Individual Artist/Scholar Grants	100,000	0.00
Add: Arts and Humanities Council Grants to Activate the Wheaton Arts and Entertainment District	90,000	0.00
Increase Cost: Arts and Humanities Council Administrative Infrastructure	60,000	0.00
FY15 Approved	4,442,700	0.00

Boards, Committees, and Commissions

There are approximately 75 boards, committees, and commissions, created by law or resolution, which serve the County for a variety of purposes. These funds provide for the reimbursement of certain expenses incurred by eligible members of boards, committees, or commissions while on official business and/or for expenses related to the establishment of any new boards, committees, or commissions.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	22,950	0.00
FY15 Approved	22,950	0.00

Charter Review Commission

Section 509 of the County Charter requires that a Charter Review Commission be appointed by the County Council every four years, within six months after the Council assumes office, for the purpose of studying the Charter. The Commission shall report at least once to the Council on the Commission's activities within one year after appointment. Commission reports shall be submitted no later than May 1 of every even-numbered year. The reports shall contain recommendations concerning proposed Charter amendments, if any. This NDA provides for the expenses of the Commission.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,150	0.00
Decrease Cost: Biennial Workload Adjustment	-1,000	0.00
FY15 Approved	150	0.00

Community Grants: County Executive

This NDA provides one-time grants directly to organizations in the community. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They also are able to leverage community resources that may be unavailable to the County Government. A complete list of grantees is located below. Included in this NDA are:

- Community Grants: one-time grants to organizations that leverage Federal, State, and/or private funding or improve the quality of life for County residents. FY15 Community Grants are \$5,468,821;
- Community Service Grants: one-time grants for capital purchases that support health and human service activities. FY15 Community Service Grants are \$104,396.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) for a total of \$1,077,368 are listed as follows: Easter Seals Greater Washington-Baltimore Region, Inc. \$100,000; Graceful Growing Together, Inc. \$125,000; Jewish Community Center of Greater Washington \$150,000; Muslim Community Center, Inc. \$125,000; Potomac Community Resources, Inc. \$150,000; The Arc of Montgomery County, Inc. \$17,973; Catholic Charities of the Archdiocese of Washington, Inc. \$11,395; Melvin J. Berman Hebrew Academy \$33,000; Jewish Social Service Agency \$75,000; Warrior Canine Connection, Inc. \$40,000; Jewish Council for the Aging of Greater Washington, Inc. \$100,000; The Jewish Federation of Greater Washington, Inc. \$75,000; and Family Services, Inc. \$75,000.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	7,198,997	0.00
Add: Community Grant: A Wider Circle, Inc. (operating support for the Center for Community Service)	63,920	0.00
Add: Community Grant: A Wider Circle, Inc. (operating support for the Center for Professional Development)	40,000	0.00
Add: Community Grant: African Immigrant and Refugee Foundation ("Catching Up" Youth Development Program)	15,000	0.00
Add: Community Grant: African Women Council Inc. (lease space at The Nonprofit Village)	9,000	0.00
Add: Community Grant: Alliance for Workplace Excellence (operating support)	25,000	0.00
Add: Community Grant: Asian American LEAD (programs to low-income/underserved Asian American youth to become healthy, confident and engaged community members)	45,000	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (legal services to low-income Asian immigrants with limited English proficiency in Montgomery County.)	25,000	0.00
Add: Community Grant: Asian-American Homeownership Counseling, Inc. (foreclosure/eviction prevention services, homeownership and financial education, which includes rebuilding credit and assets)	48,000	0.00
Add: Community Grant: Ayuda (legal interpreters for attorneys to work with limited English proficient & deaf/hard of hearing clients)	20,000	0.00
Add: Community Grant: Bethesda Green (operating support)	15,810	0.00
Add: Community Grant: Bethesda Help (Emergency Food Program)	2,000	0.00

	Expenditures	FTEs
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area (mentoring for high-risk Latino children)	34,340	0.00
Add: Community Grant: C&O Canal Trust, Inc. (operating support)	24,329	0.00
Add: Community Grant: Capital Area Food Bank (increase the Sr. Brown Bag program)	21,250	0.00
Add: Community Grant: Caribbean Help Center Inc. (operating support)	30,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (additional support above amount provided by HIF to the Pine Ridge Community Center)	25,830	0.00
Add: Community Grant: CASA de Maryland, Inc. (additional support above amount provided by HIF to the Tenant Counseling and Housing Initiatives Program)	15,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Deferred Action for Childhood Arrivals (DACA) Program)	90,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (linguistically and culturally appropriate case management for low-income immigrant residents)	93,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Long Branch Economic Development Program)	100,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Administrative Assistant to support transitional housing and case management services for chronically homeless adults)	30,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (full time bilingual office manager)	48,000	0.00
Add: Community Grant: CentroNia (Family Book Clubs)	20,000	0.00
Add: Community Grant: Child Center & Adult Services, Inc. dba Aspire Counseling (the Healthy Mothers, Healthy Babies Program)	20,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (operating support)	40,000	0.00
Add: Community Grant: Circle of Rights, Inc. (stroke education to low-income Montgomery County residents)	13,000	0.00
Add: Community Grant: CollegeTracks (increase the opportunity for low-to-moderate income MCPS graduates to enroll and complete higher ed degree programs)	49,920	0.00
Add: Community Grant: Columbia Lighthouse for the Blind (Bridge to Work™, a workforce development training program for visually impaired and blind clients)	25,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind (MC Deaf-Blind program, assist the deaf-blind population in remaining independent by providing SSP services)	25,000	0.00
Add: Community Grant: Community Bridges, Incorporated (support for its low-income, minority and/or immigrant girl and family centered two generation programming)	45,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research, Inc. (operating support)	25,000	0.00
Add: Community Grant: Community Ministries of Rockville (Rockville Emergency Assistance Program)	15,000	0.00
Add: Community Grant: Community Ministries of Rockville (support for Elderly Ministries)	30,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (In-School Mediation Program, providing on-site mediation services to students and staff at partner schools)	20,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (support to make conflict resolution services more available to non-English-speaking residents)	22,000	0.00
Add: Community Grant: Conservation Montgomery, Inc. (Home Tree Care 101)	15,000	0.00
Add: Community Grant: Corporate Volunteer Council of Montgomery County (provide educational programming for County businesses to be come better, more strategic corporate citizens and volunteers)	13,000	0.00
Add: Community Grant: Cultural & Diversity Enrichment Services USA, Inc. (programming for immigrant youth)	34,000	0.00
Add: Community Grant: EduCare Support Services, Inc. (specialized workshops, career planning, job search and emergency food)	35,000	0.00
Add: Community Grant: Empowered Women International, Inc. (entrepreneurship training, mentoring, and business assistance for low-income women)	25,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland (operating support)	25,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (a dedicated full time male mentor to increase number of students participating in FLC-CP College Preparation program)	44,180	0.00
Add: Community Grant: Family Services, Inc. (BROTHERS Program for minority youth at Gaithersburg High School)	40,000	0.00
Add: Community Grant: First African Methodist Episcopal Church of Gaithersburg, MD (SHARE food program for low-income families)	6,410	0.00
Add: Community Grant: First Tee of Montgomery, Inc. (operating support)	10,000	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington (preparation program for 8th grade girls who would be firsts in their families to go to college)	35,000	0.00
Add: Community Grant: Future Link, Inc. (operating support)	40,000	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (food items and diapers and baby formula for distribution at our pantry)	25,000	0.00
Add: Community Grant: Gandhi Brigade Incorporated (operating support)	35,000	0.00
Add: Community Grant: GapBuster (PYD Services to at-risk students, expose them the STEM fields, and engage them in meaningful community service)	100,000	0.00
Add: Community Grant: Great and Small (operating support)	10,000	0.00
Add: Community Grant: Greater Washington Jewish Coalition Against Domestic Abuse (Legal Access Program for more difficult legal proceedings for victims of abuse)	65,000	0.00
Add: Community Grant: Greater Washington Jewish Coalition Against Domestic Abuse (Serve teen and young adult clients providing emergency and critical services for clients and their families)	50,000	0.00

Non-Departmental Accounts

	Expenditures	FTEs
Add: Community Grant: GreenWheaton, Inc (operating support)	15,000	0.00
Add: Community Grant: growingSOUL, Inc. (shuttle maintenance and pilot program for zero-waste solution apprenticeship training programs)	20,000	0.00
Add: Community Grant: Habitat for Humanity Metro Maryland, Inc. (operating support)	20,000	0.00
Add: Community Grant: Hebrew Home of Greater Washington, Inc. (operating support for the ElderSAFE Center which will provide emergency shelter, care, and advocacy to victims of elder abuse)	50,000	0.00
Add: Community Grant: Heritage Tourism Alliance of Montgomery County, Inc. (operating support)	100,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (internships for students at risk of dropping out of school due to disabilities or financial and language barriers)	30,000	0.00
Add: Community Grant: Home Care Partners, Inc. (home care aide service to low income seniors and adults with disabilities enabling them to remain at home)	8,000	0.00
Add: Community Grant: Housing Unlimited, Inc. (operating support)	25,000	0.00
Add: Community Grant: Identity, Inc. (organized sport opportunities for high-risk, underserved youth)	90,000	0.00
Add: Community Grant: IMPACT Silver Spring (NON, helping people access safety net services, and economic & civic opportunities in their community)	222,640	0.00
Add: Community Grant: IMPACT Silver Spring (operating support for Long Branch Athletic Association programming)	60,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Emergency Support Program)	15,000	0.00
Add: Community Grant: Interfaith Works, Inc. (vocational services to help homeless and low-income individuals achieve self-sufficiency through meaningful employment)	33,000	0.00
Add: Community Grant: International Rescue Committee, Inc. (support the successful integration of refugees and asylees into Montgomery County communities)	26,296	0.00
Add: Community Grant: Ivymount School, Inc. (the Project Search program)	40,000	0.00
Add: Community Grant: Japanese Americans Care Fund, Inc. ("Keiai-no-tsudoi", the annual social gathering for Japanese American seniors on September 14, 2014)	1,580	0.00
Add: Community Grant: Jewish Community Center of Greater Washington, Inc. (Camp JCC Inclusion Program for children with special needs)	25,000	0.00
Add: Community Grant: Jewish Community Center of Greater Washington, Inc. (nutrition program which provides critical support for aging seniors)	40,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (50+ Employment Expo)	75,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Career Gateway program)	36,760	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Intergenerational Bridges program)	10,000	0.00
Add: Community Grant: Jewish Foundation for Group Homes (repairs and renovations necessary to maintain safety, particularly for older residents)	100,000	0.00
Add: Community Grant: Jewish Social Service Agency (case management)	40,000	0.00
Add: Community Grant: Jewish Social Service Agency (provide children and adolescent mental health services and provide support to individuals in their circle of care)	25,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provide early childhood intervention services (ages 2-6) and provide support to individuals in their circle of care)	50,000	0.00
Add: Community Grant: Kaur Foundation, Inc. (workshops on Cultural Literacy)	15,000	0.00
Add: Community Grant: Korean American Association of Greater Washington (language educational program)	20,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Keystones Project to assist victims of domestic violence in Korean community)	50,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Self Sufficiency Project assist low-income Asian families to become self-sufficient through comprehensive social support)	45,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (establish an emergency fund and offer training to low-income youth ages 17-24)	11,850	0.00
Add: Community Grant: Liberty's Promise Inc (after-school civic engagement program and internship program for low-income, immigrant youth)	60,000	0.00
Add: Community Grant: Lt. Joseph P. Kennedy Institute, Inc. (Community Companions program)	121,300	0.00
Add: Community Grant: Manna Food Center, Inc. (Smart Sacks program for elementary school students)	22,500	0.00
Add: Community Grant: Manna Food Center, Inc. (staff support to pilot data collection, evaluation and reporting for food recovery, distribution, and hunger demographics)	25,000	0.00
Add: Community Grant: Manna Food Center, Inc. (to bring locally grown produce to county residents experiencing hunger and to recover produce from local farmers markets)	20,000	0.00
Add: Community Grant: Maryland/Israel Development Center, Inc. (promoting trade and investment between Montgomery County and Israeli businesses)	40,000	0.00
Add: Community Grant: Mental Health Association of Montgomery County, MD Inc. (community-based model to coordinate resources and increase awareness for military, veterans and their families)	75,000	0.00
Add: Community Grant: Mental Health Association of Montgomery County, MD Inc. (Mental Health First Aid to increase community awareness of mental health crises)	25,000	0.00
Add: Community Grant: Mercy Health Clinic, Inc. (a Nurse Practitioner to provide primary care to low-income uninsured patients)	45,000	0.00
Add: Community Grant: Mid-Atlantic Gleaning Network (increase emergency distribution of fresh nutritious fruits and vegetables for the needy)	20,000	0.00

	Expenditures	FTEs
Add: Community Grant: Ministries United Silver Spring Takoma Park, Inc. (eviction, utility, and Rx assistance program)	10,000	0.00
Add: Community Grant: MOCO KidsCo dba KID Museum (operating support for a prototype program space that will serve as proof of concept for the Museum)	40,000	0.00
Add: Community Grant: Montgomery Avenue Women's Center (operating support)	100,000	0.00
Add: Community Grant: Montgomery Child Care Association, Inc. (bi-lingual English/Spanish Family Services Specialist)	50,000	0.00
Add: Community Grant: Montgomery Countryside Alliance, Inc. (operating support)	10,000	0.00
Add: Community Grant: Montgomery County Coalition for the Homeless, Inc. (operating support)	86,260	0.00
Add: Community Grant: Montgomery County Department of Police Explorer Post 1986 Inc (operating support for Youth Explorer program)	5,000	0.00
Add: Community Grant: Montgomery County Family Justice Center Foundation, Inc. (operating support)	25,000	0.00
Add: Community Grant: Montgomery County Maryland Bar Foundation (part-time coordinator to support the work of the MC Legal Immigration Providers Network)	20,000	0.00
Add: Community Grant: Montgomery County MD Alumnae Foundation, Inc. (operating support)	10,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (operating support)	85,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Senior Transportation Program)	55,000	0.00
Add: Community Grant: Montgomery County Partners for Animal Well Being (free veterinary care and food for pet of low-income seniors)	3,000	0.00
Add: Community Grant: Montgomery County Renters Alliance (operating support)	45,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (operating support)	34,967	0.00
Add: Community Grant: Montgomery Housing Partnership, Inc. (Play and Learn and Homework Clubs)	15,000	0.00
Add: Community Grant: MoverMoms (operating support)	25,000	0.00
Add: Community Grant: Muslim Community Center Inc. DBA MCC Medical Clinic (domestic violence program)	25,000	0.00
Add: Community Grant: Muslim Community Center Inc. DBA MCC Medical Clinic (provide handicap access shuttle van services for unemployed and uninsured patients from major transportation hubs)	25,000	0.00
Add: Community Grant: Muslim Community Center Inc. DBA MCC Medical Clinic (provide quality of health care for the chronic patients by reviewing and implementing the quality health measures)	25,000	0.00
Add: Community Grant: NAMI of Montgomery County (MD), Inc. (operating support)	25,000	0.00
Add: Community Grant: National Center for Children and Families (transitional housing services for homeless families residing in the Greentree Shelter.)	75,000	0.00
Add: Community Grant: National Center for Children and Families (transitional housing support for homeless, young adults)	45,000	0.00
Add: Community Grant: Olney Help, Inc. (utility, rent, or prescription drug assistance to low-income residents)	10,000	0.00
Add: Community Grant: Our House, Inc. (operating support to fund our computer lab and enhance our GED program)	25,000	0.00
Add: Community Grant: Passion for Learning, Inc. (operating support)	22,090	0.00
Add: Community Grant: Poolesville Green, Inc. (operating support)	5,000	0.00
Add: Community Grant: Potomac Community Resources, Inc. (operating support)	30,000	0.00
Add: Community Grant: Primary Care Coalition of Montgomery County, Maryland, Inc. (health fair technology tools to enhance ability of health fairs to educate, screen, and refer underserved residents)	38,500	0.00
Add: Community Grant: Raba Leadership Initiative, Inc. (operating support for a youth leadership program)	30,000	0.00
Add: Community Grant: Rebuilding Together Montgomery County, Inc. (operating support)	30,920	0.00
Add: Community Grant: Red Wiggler Foundation, Inc T/A Red Wiggler Community Farm (Farm to Group Home Program delivers vegetables to low-income adults with disabilities and employs adults with disabilities)	30,000	0.00
Add: Community Grant: Reginald S. Lourie Center for Infants and Young Children, Inc. (operating support for the Therapeutic Nursery Program)	69,550	0.00
Add: Community Grant: Rosaria Communities, Inc. (operating support)	15,000	0.00
Add: Community Grant: Silver Spring Green, Inc. (operating support)	15,000	0.00
Add: Community Grant: Silver Spring Town Center, Inc (operating support)	40,000	0.00
Add: Community Grant: Silver Spring Village, Inc. (coordinator to provide smooth operations, increase organizational capacity, diversify revenue sources for sustainability)	10,000	0.00
Add: Community Grant: Spanish Catholic Center, Inc. (full spectrum of employment services to low-income, unemployed and underemployed immigrant residents)	48,000	0.00
Add: Community Grant: Spanish Catholic Center, Inc. (provide low-income, immigrant clients with referrals for medical/dental care as well as a series of health workshops.)	36,000	0.00
Add: Community Grant: St. Ann's Center for Children, Youth and Families (Teen Mother-Baby Program)	25,000	0.00
Add: Community Grant: St. Camillus Catholic Church (food for emergency food packages)	17,000	0.00
Add: Community Grant: St. Joseph's House (operationing support for home-based care provider for students with multiple and severe disabilities)	10,000	0.00
Add: Community Grant: Sunflower Bakery, Inc. (prepare young adults with developmental or other cognitive disabilities for employment through skilled, on-the-job training)	23,400	0.00
Add: Community Grant: Team River Runner, Inc. (van purchase to support therapeutic paddling for handicapped people and disabled veterans in County)	33,500	0.00
Add: Community Grant: The CareerCatchers, Inc. (collaborate with the Family Justice Center in providing individual vocational counseling on site to domestic violence survivors to gain self-sufficiency)	30,000	0.00

	Expenditures	FTEs
Add: Community Grant: The Community Foundation for the National Capital Region (operating support for the Montgomery County Food Council)	25,000	0.00
Add: Community Grant: The Jewish Federation of Greater Washington, Inc. (staff support for the continued implementation of the Community Transportation Project)	35,000	0.00
Add: Community Grant: The National Capital B'nai B'rith Assisted Housing Corporation (operating support to assist in serving very low-income seniors)	28,000	0.00
Add: Community Grant: The Nonprofit Village Center, Inc. (operating support)	75,000	0.00
Add: Community Grant: The Senior Connection of Montgomery County, Inc. (operating support)	25,000	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (operating support)	27,220	0.00
Add: Community Grant: Upcounty Community Resources, Inc. (expansion of its activities for people with developmental differences)	30,000	0.00
Add: Community Grant: Upper Montgomery Assistance Network (expand the service area for our new Rental Assistance program to include Germantown, Gaithersburg and Derwood)	10,000	0.00
Add: Community Grant: Washington Adventist University (operating support)	45,000	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (Behavioral Health Outreach and Education Program)	50,000	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (parent education program)	25,000	0.00
Add: Community Grant: Women Who Care Ministries (weekend backpack food program)	120,000	0.00
Add: Community Grant: World Organization for Resource Development and Education dba WORDE (operating support)	50,000	0.00
Add: Community Service Grant: Adventist Rehabilitation Hospital of Maryland, Inc. (Triflex II with scale)	7,615	0.00
Add: Community Service Grant: Bethesda Cares Inc. (computer and office equipment)	4,094	0.00
Add: Community Service Grant: Boys & Girls Clubs of Greater Washington, Inc. (recreation equipment and uniforms)	7,586	0.00
Add: Community Service Grant: CASA de Maryland, Inc. (computer equipment)	5,520	0.00
Add: Community Service Grant: Community Ministries of Rockville (computer equipment)	4,338	0.00
Add: Community Service Grant: Crossroads Community Food Network, Inc. (computer and office equipment)	5,764	0.00
Add: Community Service Grant: Easter Seals Greater Washington-Baltimore Region (Snoezelen Room equipment)	8,000	0.00
Add: Community Service Grant: Habitat for Humanity Metro Maryland, Inc. (combustion analyser kit and combustible gas detector)	1,094	0.00
Add: Community Service Grant: Hope Connections for Cancer Support (computer equipment)	4,199	0.00
Add: Community Service Grant: Jobs Unlimited Inc. (computer and office equipment)	5,656	0.00
Add: Community Service Grant: Maryland Vietnamese Mutual Association (computer and office equipment)	4,700	0.00
Add: Community Service Grant: Montgomery Child Care Association, Inc. (trikes, scooters, and safety equipment)	7,260	0.00
Add: Community Service Grant: Montgomery County Coalition for the Homeless, Inc. (computer equipment)	5,250	0.00
Add: Community Service Grant: Montgomery County Muslim Foundation (office furniture and equipment)	3,870	0.00
Add: Community Service Grant: Muslim Community Center Inc. DBA MCC Medical Clinic (computer and office equipment)	3,950	0.00
Add: Community Service Grant: National Center for Children and Families (computer equipment)	6,400	0.00
Add: Community Service Grant: Rebuilding Together Montgomery County, Inc. (software and realted costs)	7,000	0.00
Add: Community Service Grant: Spanish Catholic Center, Inc. (computer equipment)	5,000	0.00
Add: Community Service Grant: St. Camillus Catholic Church (office furniture, refrigerator, freezer)	7,100	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-7,198,997	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.	0	0.00
FY15 Approved	5,614,717	0.00

Community Grants: County Council

Like the NDA - Community Grants: County Executive, this provides one-time grants directly to organizations in the community as separately determined by the County Council grant process.

The amount represents the requests to the Executive's grant program by organizations that have historically received funding through Council. However, as is true in the past, the Council determines the amount and distribution of community grant funding for their own grant program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
Add: Community Grant: CollegeTracks (Provides for a program to improve college access for low-income high school students)	100,000	0.00
Add: Community Grant: Muslim Community Center, Inc. DBA MCC Medical Clinic (Dental Services)	100,000	0.00
Add: Community Grant: Mary's Center for Maternal and Child Care, Inc. (Staffing Support)	96,914	0.00

	Expenditures	FTEs
Add: Community Grant: A Wider Circle, Inc. (Provides for the Neighbor to Neighbor program)	87,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington (Provides for the Carroll Avenue and Quebec Terrace Community Center After-School Program)	85,000	0.00
Add: Community Grant: growingSOUL, Inc. (Provides for food recovery, composting and redistribution programs)	75,000	0.00
Add: Community Grant: Community Ministries of Rockville (Registered Nurse and Medical Assistant)	71,372	0.00
Add: Community Grant: Easter Seals Greater Washington-Baltimore Region, Inc. (Provides for establishment of the Early Childhood Autism Services Program (CIECAS))	70,200	0.00
Add: Community Grant: Crossroads Community Food Network, Inc. (Provides for operating support for the nutrition assistance program)	60,800	0.00
Add: Community Grant: Workforce Solutions Group of Montgomery County, Inc. (Provides for the Workforce Reentry Program at the Pre-release center)	60,000	0.00
Add: Community Grant: Montgomery County Coalition for the Homeless, Inc. (Provides for case management and operating support for Safe Havens program for severely mentally ill formerly homeless residents)	56,523	0.00
Add: Community Grant: Montgomery County Coalition for the Homeless, Inc. (Provides for case management and operating support for the CHIPP program)	56,523	0.00
Add: Community Grant: Child Center and Adult Services, Inc. dba Aspire Counseling (Mental health counseling to uninsured and under-insured pregnant women and new mothers suffering from depression)	55,000	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington dba Crittenton Services of Greater Washington (Youth development and pregnancy prevention programs for high school girls)	55,000	0.00
Add: Community Grant: Rockville Economic Development, Inc. (Provides for operating support for the Women's Business Center and for child care business training program)	55,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for legal services for victims of domestic violence)	50,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provides for operating support for the Interfaith Clothing Center)	50,000	0.00
Add: Community Grant: Liberty's Promise Inc (Provides for internship and civic education programs for low-income immigrant youth)	50,000	0.00
Add: Community Grant: Montgomery County Language Minority Health Project Inc. (Proyecto Salud Clinic) (Case Management and Patient Navigation)	50,000	0.00
Add: Community Grant: Rebuilding Together Montgomery County, Inc. (Provides for the Critical Needs Program for large scale emergency repairs)	50,000	0.00
Add: Community Grant: The Salvation Army (Provides for financial assistance and case management for individuals and families in housing crisis situations)	50,000	0.00
Add: Community Grant: Mobile Medical Care Inc. (Mobile Med)	49,670	0.00
Add: Community Grant: Center for Adoption Support and Education Inc. (Provides for services for youth aging out of foster care)	46,400	0.00
Add: Community Grant: Cornerstone Montgomery, Inc. (Provides for operating support for clients with severe and persistent mental illness to live in permanent supportive housing)	45,600	0.00
Add: Community Grant: Greater Washington Jewish Coalition Against Domestic Abuse, Inc. (Provides for support for a legal advocate/case worker for abused individuals)	45,000	0.00
Add: Community Grant: Hebrew Home of Greater Washington, Inc. dba Charles E. Smith Life Communities (Provides for services to assist victims of elder abuse)	44,400	0.00
Add: Community Grant: Stepping Stones Shelter, Inc. (Provides for employment counseling for shelter and transitional housing program residents)	41,670	0.00
Add: Community Grant: Community Ministries of Rockville (Provides for the Language Outreach Program)	40,385	0.00
Add: Community Grant: CentroNia (Provides for extended day care for families in crisis)	40,000	0.00
Add: Community Grant: Family Services, Inc. (Provides for a mental health program serving clients of Workforce Solutions Group)	40,000	0.00
Add: Community Grant: Potomac Community Resources, Inc. (Provides for a respite care program for people with disabilities)	40,000	0.00
Add: Community Grant: MedStar Health Inc. (MedStar Montgomery Medical Center) (Population Health ED Navigator)	38,250	0.00
Add: Community Grant: Community Bridges, Incorporated (Provides for support of programs that work with school-aged girls and their parents)	35,000	0.00
Add: Community Grant: Housing Unlimited, Inc. (Provides for operating support for acquisition and property management of affordable housing for adults with disabilities)	35,000	0.00
Add: Community Grant: Montgomery Housing Partnership, Inc. (Provides for a preschool program and for an after school homework club)	35,000	0.00
Add: Community Grant: Project Change (Provides for support for Team of Stars summer and after-school program focusing on the arts)	32,000	0.00
Add: Community Grant: Sunflower Bakery, Inc. (Provides for a pastry arts workforce development program for young adults with developmental disabilities)	30,594	0.00
Add: Community Grant: Bethesda Cares Inc. (Provides for psychiatric counseling and prescription assistance for people experiencing homelessness)	30,000	0.00
Add: Community Grant: Kids in Need Distributors, Inc. (Provides for the weekend food program for children)	30,000	0.00
Add: Community Grant: Mercy Health Clinic Inc. (Pharmacy Program)	30,000	0.00

	Expenditures	FTEs
Add: Community Grant: MOCO KIDSCO dba KID Museum (Provides for support for outreach and operations of a prototype Kid Museum facility)	30,000	0.00
Add: Community Grant: Nueva Vida, Inc (Provides for operating support for social support programs for Latinos affected by cancer)	30,000	0.00
Add: Community Grant: Nourish Now Foundation, Inc. (Provides for operating support for the food recovery program)	28,825	0.00
Add: Community Grant: Making a New United People, Inc. (Provides for a youth mentoring program)	28,000	0.00
Add: Community Grant: IMPACT Silver Spring (Provides for support for out of school athletic program for youth in Long Branch)	27,500	0.00
Add: Community Grant: Sports Plus Group, Inc. (Provides for facilities rentals, equipment, and uniforms for fitness, social and sports programs for people with autism)	26,800	0.00
Add: Community Grant: Rockville Presbyterian Church (Provides for operating support for emergency shelter for adult homeless women (Rainbow Place))	25,420	0.00
Add: Community Grant: African Immigrant and Refugee Foundation, Inc. (Provides for the "Catching Up" youth development program)	25,000	0.00
Add: Community Grant: Eastern Montgomery Emergency Assistance Network, Inc. (EMEAN) (Provides for eviction prevention/utility assistance and operating support)	25,000	0.00
Add: Community Grant: MCC PTA Educational Programs, Inc. dba Big Learning (Provides for operating support for after school STEM and World Language Programs)	25,000	0.00
Add: Community Grant: Montgomery County Renters Alliance (Provides for staff, consultants and operating expenses for renter education, outreach, and advocacy)	25,000	0.00
Add: Community Grant: Muslim Community Center DBA MCC Medical Clinic (Staffing Support)	25,000	0.00
Add: Community Grant: Audubon Naturalist Society of the Central Atlantic States, Inc. (Provides for the "Unplug and Play-in-Nature Clubs" program for underserved elementary school students)	24,023	0.00
Add: Community Grant: Montgomery County Collaboration Council for Child, Youth & Families (Provides for operating support to address Disproportionate Minority Contact in the Juvenile Justice system)	22,425	0.00
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provides for food items for low income residents)	20,000	0.00
Add: Community Grant: CareerCatchers, Inc. (Provides for operating support for the Employment Program for Victims of Domestic Violence)	20,000	0.00
Add: Community Grant: Jobs Unlimited, Inc. (Provides for a van and support for an outreach program)	20,000	0.00
Add: Community Grant: Mid-County United Ministries, Inc. (Provides for emergency utility assistance)	20,000	0.00
Add: Community Grant: Passion for Learning, Inc (Provides for operating support for Dig.Lit Scholars and Go2College after school and summer programming)	20,000	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provides for operating support to provide healthy produce to low-income adults with developmental disabilities residing in group homes)	20,000	0.00
Add: Community Grant: Unity Youth Development Corporation (Provides for operating support for football and cheerleading programs in the East County)	20,000	0.00
Add: Community Grant: Women Who Care Ministries (Provides for staff salaries for children's weekend backpack food program)	20,000	0.00
Add: Community Grant: Montgomery County Maryland Bar Foundation, Inc. (Provides for legal services to low-income residents through the Pro Bono Program)	15,780	0.00
Add: Community Grant: Meals on Wheels of Central Maryland, Inc (Provides for operating support at the Leisure World location)	15,192	0.00
Add: Community Grant: Boys and Girls Clubs of Greater Washington, Inc. (Provides for support for Germantown program focused on healthy eating, fitness, and positive relationships)	15,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provides for case management for formerly homeless adults living in transitional housing)	15,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides for supporting the Intergenerational Bridges program for immigrant children)	15,000	0.00
Add: Community Grant: The Lollipop Kids Foundation (Provides for rent reimbursement)	15,000	0.00
Add: Community Grant: Hope Connections for Cancer Support, Inc. (Provides for support to cancer caregivers, patients and the recently bereaved)	14,300	0.00
Add: Community Grant: Inwood House Development Corporation (Provides for heavy chore cleaning and clutter management services to low-income disabled adults at Inwood House)	12,222	0.00
Add: Community Grant: After School Dance Fund (Provides for an after-school dance program and Latin Dance competition at Strathmore)	10,000	0.00
Add: Community Grant: Asian-American Homeownership Counseling, Inc. (Provides for support for a foreclosure and eviction prevention program)	10,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides for the Deferred Action for Childhood Arrivals (DACA) Program.)	10,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides for the Tenant Counseling and Housing Initiatives program)	10,000	0.00
Add: Community Grant: Future Link, Inc. (Provides for student support services and staff for an academic, workforce and career development program for youth ages 17-25)	10,000	0.00
Add: Community Grant: Home Care Partners, Inc. (Provides for home care aide service program for frail elderly and individuals with disabilities)	10,000	0.00

	Expenditures	FTEs
Add: Community Grant: Identity, Inc. (Provides for case management services for low-income Latino families)	10,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Provides for a youth development program providing skills enhancement and monitored internships)	10,000	0.00
Add: Community Grant: Montgomery Countryside Alliance, Inc. (Provides for operating support)	10,000	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provides for support for capital improvements needed to meet Good Agricultural Practices)	10,000	0.00
Add: Community Grant: The Senior Connection of Montgomery County, Inc. (Provides for monthly money-management assistance for low-income seniors)	10,000	0.00
Add: Community Grant: World Organization for Resource Development and Education (WORDE) (Provides for operating support for the Crisis and Resource program)	10,000	0.00
Add: Community Grant: Faith Connections, Inc. (Provides for operating support for the GED program)	8,000	0.00
Add: Community Grant: The ARC of Montgomery County, Inc. (Provides for adaptive and safety equipment to enable intellectually/developmentally disabled residents to remain in community-based housing)	7,750	0.00
Add: Community Grant: Carribean Help Center (Provides for employment counseling for shelter and transitional housing program residents)	7,500	0.00
Add: Community Grant: Community Clinic, Inc. (TAYA) (Provides for a case manager for teen and young adult patients receiving free and low-cost reproductive health)	7,500	0.00
Add: Community Grant: Silver Spring Town Center, Inc. (Provides for Taste the World in Fenton Village)	7,500	0.00
Add: Community Grant: Bethesda Help (Provides for eviction prevention/utility assistance and prescription drug expenses)	6,000	0.00
Add: Community Grant: Bethesda Green (Provides for partial staff and office expenses for green business incubator)	5,000	0.00
Add: Community Grant: First Tee of Montgomery, Inc. (Provides for a girls golf and life skills program)	5,000	0.00
FY15 Approved	2,933,038	0.00

Compensation and Employee Benefits Adjustments

This NDA contains a General Fund and a non-tax appropriation, and provides funding for certain personnel costs related to adjustments in employee and retiree benefits, pay-for-performance awards for employees in the Management Leadership Service and non-represented employees, deferred compensation management, and unemployment insurance.

Non-Qualified Retirement Plan: This provides funding for that portion of a retiree's benefit payment that exceeds the Internal Revenue Code's §415 limits on payments from a qualified retirement plan. Payment of these benefits from the County's Employees' Retirement System (ERS) would jeopardize the qualified nature of the County's ERS. The amount in this NDA will vary based on future changes in the Consumer Price Index (CPI) affecting benefit payments, new retirees with a non-qualified level of benefits, and changes in Federal law governing the level of qualified benefits.

Deferred Compensation Management: These costs are for management expenses required for administration of the County's Deferred Compensation program. Management expenses include legal and consulting fees, office supplies, printing and postage, and County staff support.

Management Leadership Service Performance-Based Pay Awards: In FY99, the County implemented the Management Leadership Service (MLS) which includes high level County employees with responsibility for developing and implementing policy and managing County programs and services. The MLS was formed for a number of reasons, including improving the quality and effectiveness of service delivery through management training, performance accountability, and appropriate compensation; providing organizational flexibility to respond to organizational needs; allowing managers to seek new challenges; and developing and encouraging a government-wide perspective among the County's managers. MLS employees are not eligible for service increments. Performance-Based awards for MLS employees are funded in FY15.

Unemployment Insurance: The County is self-insured for unemployment claims resulting from separations of service. Unemployment insurance is managed by the Office of Human Resources through a third party administrator who advises the County and monitors claims experience.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,549,342	0.88
Increase Cost: MLS Pay for Performance - Non-Tax Supported	21,428	0.00
Increase Cost: FY15 Compensation Adjustment	4,442	0.00
Decrease Cost: Deferred Compensation Management	-27,752	0.20
Decrease Cost: MLS Pay for Performance - Tax Supported	-140,446	0.00
FY15 Approved	2,407,014	1.08

Conference and Visitors Bureau

The Conference and Visitors Bureau (CVB) promotes Montgomery County as a destination for meetings/conferences, student group travel, group tours, leisure travel, and amateur sports events. The CVB develops and distributes publications on points of interest to tourists; implements public information campaigns promoting tourism and event facilitation in Montgomery County; and attends trade shows and sales missions in target markets. The CVB also serves as a resource center assisting small and large hospitality businesses considering new product development and/or expansions. The CVB coordinates with the State Department of Tourism, State Film Office, Capital Region USA (CRUSA), TEAM Maryland, and national and regional events to promote tourism growth, increased visitor spending and visitation in Montgomery County. The CVB manages the tourism marketing grant provided annually by the Maryland Tourism Development Board. The CVB operates on contract with the Department of Economic Development. Funding is based on 7 percent of the total hotel/motel tax revenues.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,242,696	0.00
Decrease Cost: Allocation Based on Revised Hotel/Motel Tax Estimate	-16,848	0.00
FY15 Approved	1,225,848	0.00

Conference Center

Prior to FY06, the Conference Center NDA primarily provided for pre-opening expenses. Since the Conference Center opened in November 2004, the NDA has expanded its scope to fund:

- a full-time position to manage the operational and fiscal oversight of the Conference Center complex;
- non-routine repairs, alterations, improvements, renewals, and replacements; and
- the designated reserve required by the management agreement with Marriott International, Inc.

Funding is also included to reimburse the contractor for costs not covered by operations during accounting periods when losses occur. These costs will be offset by contractor payments to the County during accounting periods with operating gains. To ensure fiscal and operational accountability, a management audit is conducted every two years and the program budget is increased by \$50,000 during the year such audit is scheduled. Revenues consisting of net operating income from the Conference Center and land rent from the hotel are also reflected in the NDA. Twenty percent of the County's net proceeds from Conference Center operations will be retained for investment in marketing and facility improvements that will increase Conference Center usage. All proposed investment expenditures will be reviewed and approved by the Conference Center Management Committee.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	606,256	1.00
Increase Cost: FY15 Compensation Adjustment	9,202	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-2,491	0.00
Decrease Cost: Biennial Conference Center Audit	-50,000	0.00
FY15 Approved	562,967	1.00

Consolidated Retiree Health Benefits Trust (MCPS)

This NDA provides consolidated funding for Montgomery County Public Schools' contribution to the Retiree Health Benefits Trust.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	83,700,000	0.00
Increase Cost: Additional Contribution	27,200,000	0.00
Decrease Cost: Implementation of Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015	-25,393,000	0.00
FY15 Approved	85,507,000	0.00

Consolidated Retiree Health Benefits Trust (Montgomery College)

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,372,000	0.00
Decrease Cost: Implementation of Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015	-398,000	0.00
FY15 Approved	1,974,000	0.00

Council of Governments

The Metropolitan Washington Council of Governments (COG) is a voluntary association of major local governments in the Washington Metropolitan Area. COG seeks to provide regional answers to, and coordination of, area-wide issues such as air and water pollution, day care, housing, crime, water supply, land use, and transportation.

This NDA reflects Montgomery County's share of the organization's operation plus special COG initiatives. Additionally, the contribution supports the Cooperative Purchasing Program; the Anacostia Restoration Fund; and the Regional Environmental Fund.

As in previous years, the Washington Suburban Sanitary Commission will provide Montgomery County's contribution to support the Water Resources Management Planning Program and the Blue Plains Users Program.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	796,668	0.00
Increase Cost: Annual Membership Dues	19,741	0.00
FY15 Approved	816,409	0.00

County Associations

This NDA funds Montgomery County membership dues to the National Association of Counties (NACo) and the Maryland Association of Counties (MACo).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	72,710	0.00
Increase Cost: NACo Membership Dues	2,018	0.00
FY15 Approved	74,728	0.00

Device Client Management

The Device Client Management (DCM) program is based on a best practices approach to maintaining a modern and cost effective computing environment in the County. The program reduces the Total Cost of Ownership (TCO) of personal computers (PCs) and laptops through standardization, asset management, and maintenance services. DCM includes the centralized management, support, and maintenance of PCs and targets the annual replacement of approximately one-fourth of managed PCs. The program also includes PC-related training and software. This NDA includes funding for Help Desk support, management, maintenance, and replacement of PCs.

For FY15, the recommended budget includes funding to complete the scheduled replacement of desktop computers. Microsoft's Windows XP operating system is at the end of its lifecycle and will not be supported beyond April 2014. Windows 7, Microsoft's newer operating system, requires more robust hardware to operate correctly. Old systems will not work properly with the newest systems (without significant support requirements, expanding support resources) across the network resulting in degraded interoperability and communications. Replacement of the remaining Windows XP machines is expected to be completed by mid-FY15.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,315,030	0.00
Increase Cost: RemedyForce Software License Maintenance	120,000	0.00
Increase Cost: DarkPoint Malware Remediation Software License Maintenance	100,000	0.00
Increase Cost: Windows 7 Pro Enterprise additional licenses	73,170	0.00
Increase Cost: Windows 7 Pro Enterprise license maintenance	53,000	0.00
FY15 Approved	5,661,200	0.00

Future Federal/State/Other Grants

This NDA enables the County to implement new grant-funded programs up to \$200,000 each and provides funds for grant continuations and enhancements without having to process individual supplemental appropriations through the County Council. Upon approval by the County Executive, funds in this program are transferred to the receiving department's grant account.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	20,000,000	0.00
FY15 Approved	20,000,000	0.00

Grants to Municipalities in Lieu of Shares Tax

This NDA funds payments required in accordance with State law. The 1968 Session of the General Assembly revised the tax structure to include a County income tax. As part of this restructuring, the shared tax on banks and financial institutions was eliminated, and a provision was adopted which requires counties to pay annually to municipalities the amount (\$28,020) which had been received by the municipalities in FY68.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	28,020	0.00
FY15 Approved	28,020	0.00

Group Insurance for Retirees

Group insurance is provided to an estimated 5,098 retired County employees and survivors, as well as retirees of participating outside agencies. Employees hired before January 1, 1987, are eligible upon retirement to pay 20 percent of the premium for health and life insurance for the same number of years (after retirement) that they were eligible to participate in the group insurance plan as an active employee. The County government pays the remaining 80 percent of the premium. Thereafter, these retirees pay 100 percent of the premium. Employees hired before January 1, 1987, are also offered the option at retirement to convert from the 20/80 arrangement to a lifetime cost sharing option.

Employees hired after January 1, 1987, are eligible upon retirement for a lifetime cost sharing option under which the County pays 70 percent of the premium and the retiree pays 30 percent of the premium for life for retirees who were eligible to participate in the County group insurance plan for 15 or more years as active employees. Minimum participation eligibility of five years as an active employee is necessary to be eligible for the lifetime plan. The County will pay 50 percent of the premium for retirees with five years of participation as an active employee. The County contribution to the payment of the premium increases by two percent for each additional year of participation up to the 70 percent maximum.

On March 5, 2002, the County Council approved a one-time opportunity for retirees still under the 20/80 arrangement with an expiration date to elect the lifetime cost sharing arrangement. The new percentage paid by the County for those electing this arrangement ranges from 50 percent to 68 percent, depending upon years of active eligibility under the plan and years since retirement. The cost sharing election process has been completed.

The budget does not include employer contributions from participating outside agencies.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	32,462,450	0.00
FY15 Approved	32,462,450	0.00

Historical Activities

This NDA contains a General Fund appropriation of \$77,250 and provides funding for the following agencies and programs:

- **Historic Preservation Commission:** The Historic Preservation Commission's main responsibility is to administer the historic preservation ordinance including recommending Montgomery County sites of potential historical significance. These efforts are administered by the Maryland-National Capital Park and Planning Commission (M-NCPPC). Starting in FY14, funding to support the Commission is no longer budgeted in this NDA but is appropriated to the M-NCPPC.
- **Historical Society:** Funding for the Montgomery County Historical Society provides support for the Society's Education Program staff, educational and outreach programs for County residents, and to maintain the Historical Society's research library and museums.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	77,250	0.00
FY15 Approved	77,250	0.00

Homeowners' Association Road Maintenance Reimburse

This NDA provides a partial reimbursement to homeowners' associations (HOAs) for their maintenance of certain privately-owned roadways. The payment is currently restricted to through roadways, accessible to the public, which are one-quarter mile or longer and which provide vehicular access to more than four dwelling units. In FY97, an Executive Regulation was enacted allowing homeowners' associations to request that their roadways be deemed "private maintenance roads." This designation qualifies the HOAs for State reimbursement of their roadway maintenance costs. The County annually submits to the State its estimate of reimbursable miles, including those accepted as private maintenance roads. The State then reimburses the County and, subsequently, the County forwards the funds to HOAs.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	49,250	0.00
Increase Cost: State Highway Mileage Reimbursement Formula	3,860	0.00
FY15 Approved	53,110	0.00

Housing Opportunities Commission

The Housing Opportunities Commission of Montgomery County (HOC) is a public body corporate and politic duly organized under Division II of the Housing Community Development Article of the Annotated Code of Maryland, as amended, known as the Housing Authorities Law. As such, the Commission acts as a builder, developer, financier, owner, and manager of housing for people of low- and moderate- (eligible) income. The Commission also provides eligible families and individuals with affordable housing and supportive services.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	6,093,310	0.00
Increase Cost: Annualization of FY14 Personnel Costs	283,170	0.00
FY15 Approved	6,376,480	0.00

Inauguration & Transition

The Montgomery County Charter provides for the quadrennial election of a County Executive and County Council. This NDA provides for a ceremony and smooth transition of the County Executive and County Council every four years.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
Increase Cost: Inauguration and Transition	5,000	0.00
FY15 Approved	5,000	0.00

Independent Audit

Section 315 of the County Charter requires the County Council to contract with a Certified Public Accountant for an independent post audit of all financial records and actions of the County government, its officials, and employees. By County Resolution, the Office of Legislative Oversight is the designated administrator for this contract, which also includes an independent audit of the basic financial statement of the Employee Retirement Plans; an independent audit of the basic financial statements of the Montgomery County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	420,820	0.00
FY15 Approved	420,820	0.00

Interagency Technology Policy and Coordination Committee

This NDA supports the operation of the Interagency Technology Policy and Coordination Committee (ITPCC). The ITPCC was chartered by the Montgomery County Council to promote strategic planning and coordination in the use of information technology among County agencies. The ITPCC reports biannually to the County Council. By regularly convening the agencies' chief executive and chief information officers, the ITPCC provides an effective forum for the coordinated implementation of technology policies and

guidelines. Additionally, the ITPCC facilitates interagency communication, the evaluation and sharing of new technologies, and advises policy makers on the strategic uses of technology.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,850	0.00
FY15 Approved	5,850	0.00

Leases

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; hangar facilities; child care space in schools; parking spaces; and space for communication antennas. Leasing property allows the County the flexibility to locate programs in the communities they serve and provides space for programs to operate when there is no County-owned space available. Further, it is an economical way to procure highly specialized, location sensitive, or temporary space. Currently, there are approximately 73 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	23,546,404	0.00
Increase Cost: Scheduled Lease Escalation Costs	703,875	0.00
Increase Cost: New Leases: Police Stress Management Unit, Cordell Shelter, and Integrated Child Care	312,920	0.00
Increase Cost: Annuziation of Family Justice Center Lease	85,526	0.00
Shift: Southlawn Lease from Department of Police	80,000	0.00
Shift: Catholic Charities Lease from Health and Human Services	71,528	0.00
Decrease Cost: Public Safety Headquarters Lease	-3,818,943	0.00
FY15 Approved	20,981,310	0.00

Legislative Branch Communications Outreach

This NDA provides funds to strengthen the capacity of five Legislative Branch offices (the Council Office, the Office of Legislative Oversight, the Board of Appeals, the Office of Zoning and Administrative Hearings, and the Office of the Inspector General) to inform constituent communities of issues that directly affect them and to ensure that these communities' concerns are effectively taken into account. Communications efforts supported by this NDA include expanded outreach in Spanish and other languages, greater use of web and social media resources, Open Government initiatives, and improved management of constituent requests.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	400,000	2.00
Shift: TV Production Contract from Cable Fund	88,000	0.00
Increase Cost: Operating Expenses	9,357	0.00
Increase Cost: FY15 Compensation Adjustment	7,422	0.00
Decrease Cost: Annualization of FY14 Personnel Costs	-16,779	0.00
FY15 Approved	488,000	2.00

Montgomery Coalition for Adult English Literacy (MCAEL)

This NDA provides funding for the Montgomery Coalition for Adult English Literacy (MCAEL). MCAEL's mission is to strengthen the countywide adult English literacy community of providers' network with resources, training, collaborations, and advocacy to support a thriving community and an optimal workforce. Funding for MCAEL supports program grants to organizations that provide adult English literacy services; technical assistance, training, and networking opportunities that improve program quality and coordination; information resources for the community; and operating expenses to administer the grants and provide the support services. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	927,058	0.00
Enhance: Capacity Building Grants to Directly Support English Language Programs	200,000	0.00
Enhance: Funding for Capacity Building Grants and MCAEL Infrastructure Support	100,000	0.00
Increase Cost: Funding for Infrastructure Support to Increase Outreach and Community Engagement	30,000	0.00
FY15 Approved	1,257,058	0.00

Montgomery County Employee Retirement Plans

The mission of this NDA is to manage prudent investment programs for the members of the Employee Retirement Plans and their beneficiaries. Expenditures associated with this program are funded from the Employees' Retirement System (ERS), Retirement Savings Plan (RSP), and the General Fund on behalf of the Montgomery County Deferred Compensation Plan (DCP) trust funds and are, therefore, not appropriated here. This NDA manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy and investment guidelines. The Board also administers the investment programs for the RSP and DCP. The Board consists of 13 trustees including the Directors of Human Resources, Finance, and Management and Budget; the Council Administrator; one member recommended by each employee organization; one active employee not represented by an employee organization; one retired employee; two members of the public recommended by the County Council; and two members of the general public.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
ERS - Rate of return - used to compare to the 7.5% Actuarial Assumed Return ¹	5.30%	10.85%	8.80%	N/A	N/A
ERS - Return in excess of the total fund benchmark (passive indices)	(.08)%	2.37%	1.30%	2.00%	2.00%
RSP & DCP - Percentage of funds offered that are ranked at or above over a market cycle	80%	82%	N/A	N/A	N/A
RCP & DCP - Fees for fund offerings are at or below the median fees charged	98%	98%	N/A	N/A	N/A

¹ Estimated FY14 amount represents the return as of 12/31/13.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Motor Pool Fund Contribution

This NDA funds the acquisition of new, additional Motor Pool fleet vehicles, as opposed to replacement vehicles, which are financed through an established chargeback mechanism.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	2,184,191	0.00
Increase Cost: Vehicle Acquisition for Police Staffing Initiative	823,698	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY14	-2,184,191	0.00
FY15 Approved	823,698	0.00

Municipal Tax Duplication

The Montgomery County Tax Duplication Program, authorized by Chapter 30A of the Montgomery County Code, reimburses municipalities for those public services they provide that would otherwise be provided by the County. This goes beyond State law, Section 6-305, which requires the County to provide to municipalities only the Property Tax funded portion of those costs. County Council Resolution No. 9-1752, enacted April 27, 1982, increased the scope of program coverage from street-related expenditures to include other public services, such as police supplemental aid; animal control; elderly transportation; parks maintenance; Board of Appeals; and Human Rights.

This program was reviewed in FY96 and technical formula amendments proposed. The changes were approved, and payment calculations since then are prepared in accordance with County Council Resolution No. 13-650, adopted September 10, 1996. Specifically, as the exact payment amount for the current year cannot be determined until both municipal and County books are closed, reimbursements are based on the final audited cost of performing eligible services during the fiscal year two years prior to the budget year. Also, reimbursements are now made at the County's cost and not at "the lesser of County or Municipal costs" of eligible service provision.

All payments are subject to appropriation under Sec. 30A-4, which states "All expenditures by the county under the authority of this chapter shall be subject to the limits of the funds appropriated by the County Council."

Also budgeted here are payments to Municipalities of a share of the net revenues from County operated Speed Cameras in their jurisdictions. Payments are based on Memoranda of Understanding with each Municipality.

Finally, payments to municipalities are also made from other sources, including Cable TV Franchise Fees, Grants in Lieu of Shares Tax, Non-Departmental Accounts, and as part of the County's Community Development Block Grant.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	8,149,310	0.00
Decrease Cost: Reduction in Speed Camera revenues shared with Municipalities	-100,732	0.00
FY15 Approved	8,048,578	0.00

Prisoner Medical Services

This NDA provides reimbursements to physicians and hospitals for medical care provided to individuals in the custody of any Montgomery County law enforcement agency, with the following exceptions:

- Offenders committed to the custody of the Department of Correction and Rehabilitation (DOCR) and receiving medical treatment paid for by the budget of that department,
- Medical treatment expenses covered by Workers' Compensation,
- Medical treatment expenses covered by personal medical insurance,
- Medical treatment expenses covered by the Federal government,
- Medical treatment expenses covered by other appropriate and available outside resources.

The Department of Police will manage this account with the assistance of the County Attorney. All bills will be reviewed to determine the appropriateness of the medical expense reimbursement and to assess the responsible party for the medical expense.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	50,000	0.00
FY15 Approved	50,000	0.00

Public Technology, Inc.

Funds are budgeted each year to continue membership in Public Technology, Inc. (PTI) as the County's research and development link with the National Association of Counties. Annual dues cover research and development assistance for innovative projects; access to a computerized information-sharing network; and membership in the Urban Consortium. The County participates in, and has received grants as a result of, initiatives in task forces on energy, solid waste, and telecommunications. PTI, as an organization, specializes in the research and assessment of ideas of interest to local governments for increasing efficiency, reducing costs, improving services, and solving problems. A current emphasis is on public enterprise, toward helping local governments identify and capture potential sales from products and information that are outcomes of government investment.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	20,000	0.00
FY15 Approved	20,000	0.00

Restricted Donations

This NDA was established to comply with the requirements of Government Accounting Standards Board Statement No. 34 (GASB 34) by budgeting for the receipt of private donations for County programs. The proceeds of the former Expendable Trust Fund accounts and other miscellaneous funds have been transferred to the Restricted Donations Special Revenue Fund. Appropriation authority to spend additional donations received during the year is provided through the County Council Resolution for the Approval of and Appropriation for the Operating Budget of the Montgomery County Government. The budget resolution provides that the unexpended balance in this fund at the end of the fiscal year is reappropriated by the County Council for the next fiscal year; and if needed, the Restricted Donations NDA can receive transfers from the Future Federal, State, or Other Grants NDA for any individual donations up to \$200,000. Additional information relating to the financial activities of this NDA is displayed in Schedule A-4, Fiscal Summary by Fund, Non-Tax Supported, Montgomery County Government, Restricted Donations.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 Approved	0	0.00

Retiree Health Benefits Trust

Consolidated Retiree Health Benefits Trust: Beginning in FY08, the County implemented a plan to set aside funds for retiree health benefits, similar to the County's 50 year-old practice of prefunding for retiree pension benefits. The reasons for doing this are simple:

Due to exponential growth in expected retiree health costs, the cost of funding these benefits, which were being paid out as the bills came due, would soon become unaffordable. Setting aside money now and investing it in a Trust Fund, which is invested in a similar manner as the pension fund, not only is a prudent and responsible approach, but will result in significant savings over the long term.

As a first step in addressing the future costs of retiree health benefits, County agencies developed current estimates of the costs of health benefits for current and future retirees. These estimates, made by actuarial consultants, concluded that the County's total future cost of retiree health benefits if paid out today, and in today's dollars, is \$1.5 billion – approximately twenty-nine percent of the total FY15 budget for all agencies.

One approach used to address retiree health benefits funding is to determine an amount which, if set aside on an annual basis and actively invested through a trust vehicle, will build up over time and provide sufficient funds to pay future retiree health benefits and any accrued interest on unfunded liability. This amount, known as an Annual OPEB Cost or "AOC", is estimated at \$104.9 million. This amount consists of two pieces – the annual amount the County would usually pay out for health benefits for current retirees (the pay as you go amount), plus the additional amount estimated as needed to fund retirees' future health benefits (the pre-funding portion). The pay as you go amount can be reasonably projected based on known facts about current retirees, and the pre-funding portion is estimated on an actuarial basis.

The County has committed to an approach of "ramping up" to the AOC amount over several years, with the amount set aside each year increasing steadily until the full AOC is reached. A total of \$31.9 million for all tax supported agencies was budgeted for this purpose in FY08. In May 2008, the County Council passed resolution No. 16-555 which confirmed an eight-year phase-in approach to the AOC. Consistent with this approach and based on the County's economic situation, the County contributed \$14.0 million to the Trust in FY08, \$19.7 million in FY09, \$3.3 million in FY10, and \$7.3 million in FY11. Due to fiscal constraints, the County did not budget a contribution for the General Fund in FY10 and FY11, but did resume contributions in FY12. For FY12, the County contributed \$26.1 million from the General Fund to the Retiree Health Benefits Trust. In addition, on June 26, 2011, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The bill amended existing law and provided a funding mechanism to pay for other post employment benefits for employees of Montgomery County Public Schools and Montgomery County College. In FY12, the County appropriated \$20 million and \$1 million for contributions on behalf of MCPS and the College, respectively. In FY13, these contributions were \$41.4 million (County General Fund), \$58.9 million (MCPS Consolidated Trust), and \$1.8 million (Montgomery College Consolidated Trust). In FY14, these contributions were \$51.3 million (County General Fund), \$87.8 million (MCPS Consolidated Trust), and \$2.5 million (Montgomery College Consolidated Trust). The Council and the Executive have mutually committed to the County's rating agencies to achieve full pre-funding by FY15. These contributions satisfy that commitment. In FY15, the County and all other agencies will implement the Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015. This will reduce retiree drug insurance costs and the County's OPEB liability.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	48,902,589	0.00
Decrease Cost: Implementation of Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015	-10,325,109	0.00
FY15 Approved	38,577,480	0.00

Risk Management (General Fund Portion)

This NDA funds the General Fund contribution to the Liability and Property Coverage Self-Insurance Fund. The Self-Insurance Fund, managed by the Division of Risk Management in the Department of Finance, provides comprehensive insurance coverage to contributing agencies. Contribution levels are based on the results of an annual actuarial study. Special and Enterprise Funds, as well as outside agencies and other jurisdictions, contribute to the Self-Insurance Fund directly. A listing of these member agencies and the amounts contributed can be found in the Department of Finance, Risk Management Budget Summary.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	20,564,342	0.00
Decrease Cost: Risk Management Adjustment	-1,016,402	0.00
FY15 Approved	19,547,940	0.00

Rockville Parking District

This NDA provides funding towards the redevelopment of the City of Rockville Town Center and the establishment of a parking district. The funding reflects a payment from the County to the City of Rockville for County buildings in the Town Center development and is based on the commercial square footage of County buildings.

Also included are funds to reimburse the City for the cost of library employee parking and the County's capital cost contribution for the garage facility as agreed in the General Development Agreement.

Non-Departmental Accounts

Other County Government Functions **3-363**

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	382,250	0.00
Decrease Cost: Revised Estimate	-5,650	0.00
FY15 Approved	376,600	0.00

Snow Removal and Storm Cleanup

This NDA funds the snow removal and storm clean up costs for the Department of Transportation and General Services above the budgeted amounts in these departments for this purpose. This program includes the removal of storm debris and snow from County roadways and facilities. This includes plowing, applying salt and sand, equipment preparation and cleanup from snow storms, and wind and rain storm cleanup.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	5,884,990	0.00
FY15 Approved	5,884,990	0.00

State Positions Supplement

This NDA provides for the County supplement to State salaries and fringe benefits for secretarial assistance for the resident judges of the Maryland appellate courts.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	44,662	0.00
Increase Cost: Annualization of FY14 Personnel Costs	16,094	0.00
FY15 Approved	60,756	0.00

State Property Tax Services

This NDA reimburses the State for three programs that support the property tax billing administration conducted by the Department of Finance: the Montgomery County's Homeowners Credit Supplement, the Homestead Credit Certification Program, and the County's share of the cost of conducting property tax assessments by the State Department of Assessments and Taxation (SDAT).

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	3,333,398	0.00
Increase Cost: SDAT Reimbursement	85,912	0.00
Increase Cost: Homestead Tax Credit Certification	45,300	0.00
FY15 Approved	3,464,610	0.00

State Retirement Contribution

This NDA provides for the County's payment of two items to the State Retirement System:

- Maryland State Retirement System: Unfunded accrued liability, as established by the Maryland State Retirement System (MSRS), for employees hired prior to July 1, 1984, who are members of the MSRS (including former Department of Social Services employees hired prior to July 1, 1984), and for those who have retired (all County employees participated in the State Retirement System until 1965.) The County's contribution for this account is determined by State actuaries. Beginning in FY81, the amount due was placed on a 40-year amortization schedule.
- State Library Retirement: Accrued liability for retirement costs for three Montgomery County Public Library retirees who are receiving a State retirement benefit. These were County employees prior to 1966 who opted to stay in the State plan.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	1,192,180	0.00
Increase Cost: Adjustment to Reflect Actuarial Schedule	59,423	0.00
FY15 Approved	1,251,603	0.00

Takoma Park Library Annual Payment

The annual amount provided in this NDA is a function of County expenditures for the Montgomery County Public Libraries (as a share of property tax-funded spending) and the City of Takoma Park's assessable base. The payment is authorized by Section 2-53 of

the Montgomery County Code.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	108,810	0.00
Increase Cost: Formula Increase	24,009	0.00
FY15 Approved	132,819	0.00

Takoma Park Police Rebate

The County provides financial support to the City of Takoma Park for police protection services in accordance with provisions of the County Code. This provision was enacted in 1949 and provides a payment to the City for protective services for the County residents of the City of Takoma Park. The payment is based on a formula, which uses \$0.048 per \$100 of assessable base tax rate with "full value assessment" levied on real property.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	916,295	0.00
Increase Cost: Formula Increase	35,245	0.00
FY15 Approved	951,540	0.00

Working Families Income Supplement

This NDA provides funds to supplement the State's Refundable Earned Income Tax Credit (EITC). The intent of the Working Families Income Supplement is to provide financial assistance to low-income working families in Montgomery County. The County, through the NDA, reimburses the State for the cost of the refund and related administrative expenses.

FY15 Approved Changes	Expenditures	FTEs
FY14 Approved	17,657,600	0.00
Increase Cost: Increase Match from 85% to 90% of State Earned Income Tax Credit as Required by Bill 8-13	1,016,800	0.00
Decrease Cost: Revised Baseline Cost Estimate at 85% Match	-332,200	0.00
FY15 Approved	18,342,200	0.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	580,043	1,705,445	455,238	1,547,196	-9.3%
Employee Benefits	83,132	89,954	107,480	97,895	8.8%
County General Fund Personnel Costs	663,175	1,795,399	562,718	1,645,091	-8.4%
Operating Expenses	229,239,185	276,528,052	271,620,391	267,876,780	-3.1%
Capital Outlay	0	2,184,191	0	823,698	-62.3%
County General Fund Expenditures	229,902,360	280,507,642	272,183,109	270,345,569	-3.6%
PERSONNEL					
Full-Time	14	14	14	16	14.3%
Part-Time	0	0	0	0	—
FTEs	1.65	3.88	3.88	4.08	5.2%
REVENUES					
Conference Center - Net Proceeds	1,066,696	900,000	900,000	900,000	—
Conference Center - Rental Income	345,692	319,100	319,100	319,100	—
Other Intergovernmental	6,163	0	0	0	—
Property Rentals	4,296,134	4,489,070	4,489,070	4,489,070	—
County General Fund Revenues	5,714,685	5,708,170	5,708,170	5,708,170	—
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	0	563,886	563,886	585,314	3.8%
Employee Benefits	0	0	0	0	—
Grant Fund MCG Personnel Costs	0	563,886	563,886	585,314	3.8%
Operating Expenses	0	20,000,000	20,000,000	20,000,000	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	0	20,563,886	20,563,886	20,585,314	0.1%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	0	20,000,000	20,000,000	20,000,000	—
Grant Fund MCG Revenues	0	20,000,000	20,000,000	20,000,000	—
RESTRICTED DONATIONS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Restricted Donations Personnel Costs	0	0	0	0	—
Operating Expenses	652,789	0	220,956	0	—
Capital Outlay	0	0	0	0	—
Restricted Donations Expenditures	652,789	0	220,956	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Investment Income	2,022	0	0	0	—
Miscellaneous Revenues	507,796	0	440,253	0	—
Other Intergovernmental	10,577	0	0	0	—
Restricted Donations Revenues	520,395	0	440,253	0	—
DEPARTMENT TOTALS					
Total Expenditures	230,555,149	301,071,528	292,967,951	290,930,883	-3.4%
Total Full-Time Positions	14	14	14	16	14.3%
Total Part-Time Positions	0	0	0	0	—
Total FTEs	1.65	3.88	3.88	4.08	5.2%
Total Revenues	6,235,080	25,708,170	26,148,423	25,708,170	—

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Arts and Humanities Council	3,792,700	0.00	4,442,700	0.00
Boards, Committees, and Commissions	22,950	0.00	22,950	0.00
Charter Review Commission	1,150	0.00	150	0.00
Community Grants: County Executive	7,198,997	0.00	5,614,717	0.00
Community Grants: County Council	0	0.00	2,933,038	0.00
Compensation and Employee Benefits Adjustments	2,549,342	0.88	2,407,014	1.08
Conference and Visitors Bureau	1,242,696	0.00	1,225,848	0.00
Conference Center	606,256	1.00	562,967	1.00
Consolidated Retiree Health Benefits Trust (MCPS)	83,700,000	0.00	85,507,000	0.00
Consolidated Retiree Health Benefits Trust (Montgomery College)	2,372,000	0.00	1,974,000	0.00
Council of Governments	796,668	0.00	816,409	0.00
County Associations	72,710	0.00	74,728	0.00
Device Client Management	5,315,030	0.00	5,661,200	0.00
Future Federal/State/Other Grants	20,000,000	0.00	20,000,000	0.00
Grants to Municipalities in Lieu of Shares Tax	28,020	0.00	28,020	0.00
Group Insurance for Retirees	32,462,450	0.00	32,462,450	0.00
Historical Activities	77,250	0.00	77,250	0.00
Homeowners' Association Road Maintenance Reimburse	49,250	0.00	53,110	0.00
Housing Opportunities Commission	6,093,310	0.00	6,376,480	0.00
Inauguration & Transition	0	0.00	5,000	0.00
Independent Audit	420,820	0.00	420,820	0.00
Interagency Technology Policy and Coordination Committee	5,850	0.00	5,850	0.00
Leases	23,546,404	0.00	20,981,310	0.00
Legislative Branch Communications Outreach	400,000	2.00	488,000	2.00
Montgomery Coalition for Adult English Literacy (MCAEL)	927,058	0.00	1,257,058	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	2,184,191	0.00	823,698	0.00
Municipal Tax Duplication	8,149,310	0.00	8,048,578	0.00
Prisoner Medical Services	50,000	0.00	50,000	0.00
Public Technology, Inc.	20,000	0.00	20,000	0.00
Restricted Donations	0	0.00	0	0.00
Retiree Health Benefits Trust	48,902,589	0.00	38,577,480	0.00
Risk Management (General Fund Portion)	20,564,342	0.00	19,547,940	0.00
Rockville Parking District	382,250	0.00	376,600	0.00
Snow Removal and Storm Cleanup	5,884,990	0.00	5,884,990	0.00
State Positions Supplement	44,662	0.00	60,756	0.00
State Property Tax Services	3,333,398	0.00	3,464,610	0.00
State Retirement Contribution	1,192,180	0.00	1,251,603	0.00
Takoma Park Library Annual Payment	108,810	0.00	132,819	0.00
Takoma Park Police Rebate	916,295	0.00	951,540	0.00
Working Families Income Supplement	17,657,600	0.00	18,342,200	0.00
Total	301,071,528	3.88	290,930,883	4.08

FUTURE FISCAL IMPACTS

Title	APPR.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	270,346	270,346	270,346	270,346	270,346	270,346
No inflation or compensation change is included in outyear projections.						
Compensation NDA - Labor Contracts	0	1	1	1	1	1
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Compensation NDA - Labor Contracts - Other	0	-3	-3	-3	-3	-3
These figures represent other negotiated items included in the labor agreements.						
Conference Center NDA - Labor Contracts	0	3	3	3	3	3
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Legislative Branch NDA - Labor Contracts	0	1	1	1	1	1
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Subtotal Expenditures	270,346	270,348	270,348	270,348	270,348	270,348

Utilities

MISSION STATEMENT

The goals of the County Government relating to utility consumption are to:

- achieve energy savings by the elimination of wasteful or inefficient operation of building systems;
- continue improvements in energy efficiency in all County operations; and
- obtain required energy fuels at the most favorable cost to the County.

HIGHLIGHTS

The County owns, operates, and/or maintains 412 facilities totaling 9,687,923 square feet. The Department of General Services manages the payment for 770 separately metered utility accounts for these facilities. The Utilities non-departmental account (NDA) budget funds 447 of these accounts, in addition to 68,426 streetlights, and 822 traffic-controlled signalized intersections.

BUDGET OVERVIEW

The FY15 Approved Budget for the tax supported Utilities non-departmental account (NDA) is \$25,234,133 a decrease of \$462,514 or -1.8 percent from the FY14 Approved Budget of \$25,696,647. Allocation of these utilities expenditures is approximately: electricity, 84.0 percent; natural gas, 7.1 percent; water and sewer, 6.6 percent; and fuel oil, 0.8 percent, and propane, .2 percent.

The FY15 Approved Budget includes County government utilities expenditures for both tax and non-tax supported operations. Tax supported utilities expenditures related to the General Fund departments are budgeted in the Utilities NDA, while utilities expenditures related to special fund departments are budgeted in those funds. Some of these special funds, such as Recreation and portions of the Department of Transportation, are tax supported. Other special funds, such as Solid Waste, are not supported by taxes, but through user fees or charges for services.

Utilities expenditures are also found in the budgets of other County agencies: Montgomery County Public Schools (MCPS), Montgomery College, the Washington Suburban Sanitary Commission (WSSC), and the Maryland-National Capital Park and Planning Commission (M-NCPPC). The total budget request for these "outside" agencies is \$70,504,690 which includes the entire bi-county area of WSSC.

The FY15 Approved tax supported budget for Utilities Management, including both the General Fund NDA (\$25,234,133) and the other tax supported funds (\$2,740,142), is \$28,066,005, a decrease of \$462,514 or approximately -1.6 percent from the FY14 Approved utilities budget. The FY15 Approved budget for non-tax supported utilities expenditures is \$5,325,559 a decrease of \$744,906 or 12.3 percent from the FY14 Approved Budget.

In both the tax and non-tax supported funds, utilities expenditures result primarily from higher commodity unit costs due to market price fluctuations; greater consumption due to new facilities or services; and in some cases, a more precise alignment of budgeted costs with actual prior-year expenditures by utility type. Energy conservation and cost-saving measures (e.g., new building design, lighting technology, and energy and HVAC management systems) are assumed to offset increased utility consumption for new facilities and higher unit costs.

LINKAGE TO COUNTY RESULT AREAS

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

- ❖ **An Effective and Efficient Transportation Network**
- ❖ **Safe Streets and Secure Neighborhoods**

PROGRAM CONTACTS

Contact Angela Dizelos of the Utilities at 240.777.6028 or Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Utilities (for All General Fund Departments)

The Utilities non-departmental account provides the General Fund utilities operating expense appropriations for the facilities maintained by the Department of General Services and the Department of Transportation. The utilities expenditures for other non-tax supported operations and other agencies are appropriated within their respective department or agency.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
County General Fund Personnel Costs	0	0	0	0	—
Operating Expenses	22,680,448	25,696,647	25,679,365	25,234,133	-1.8%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	22,680,448	25,696,647	25,679,365	25,234,133	-1.8%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
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	0	0	0	0	—
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	0	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
Total Expenditures	22,680,448	25,696,647	25,679,365	25,234,133	-1.8%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	0.00	0.00	0.00	0.00	—
Total Revenues	0	0	0	0	—

FY15 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	25,696,647	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Utility costs for new and renovated buildings	695,008	0.00
Increase Cost: Estimated consumption and unit costs	219,693	0.00
Decrease Cost: ESCO contract utility savings	-159,784	0.00
Decrease Cost: Streetlight utilities	-387,431	0.00
Increase Cost: \$830,000 reduction for energy savings	-830,000	0.00
FY15 APPROVED:	25,234,133	0.00

FUTURE FISCAL IMPACTS

Title	APPR. FY15	FY16	FY17	(\$000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Approved	25,234	25,234	25,234	25,234	25,234	25,234
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	25,234	25,234	25,234	25,234	25,234	25,234

Positive Youth Development

MISSION STATEMENT

Montgomery County is committed to creating a supportive, violence-free community for children, youth and families where young people are valued, treated with dignity and given opportunities to realize their full potential. The County and its partners are responding to the urgent need to reach out to support youth who are faced with challenges including gang involvement, poverty, and pressure to engage in risky behaviors. The methods used to respond to these challenges include positive youth development and gang intervention and suppression. Multiple agencies throughout the county are working actively together to engage youth and families positively and to prevent and address youth violence and gang activity.

LINKAGE TO COUNTY RESULTS AREAS

- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Communities***
- ❖ ***Safe Streets and Secure Neighborhoods***

PROGRAM CONTACTS

Contact Gabriel Albornoz of the Department of Recreation at 240.777.6800 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this initiative's operating budget.

FY15 APPROVED ENHANCEMENTS

The FY15 Approved Budget includes approximately \$17.7 million in tax-supported resources identified for the Positive Youth Development Initiative, including funds for community organizations that augment County services to serve the youth and their families. It represents approximately \$2.7 million additional tax-supported resources to continue the implementation of the Positive Youth Development Initiative in FY15. In addition, the approved budget includes \$402,410 in non-tax supported resources for positive youth development.

Department of Health and Human Services

- Enhance comprehensive services provided to the Kennedy Cluster Project, a multi-agency collaborative service model, to increase staff support and add early childhood services to improve school performance by breaking down institutional barriers, reducing educational and social disparities, and addresses issues associated with the impact of poverty. The approach is also expanded to the Watkins Mill Cluster with a care coordinator (\$111,565).
- Enhance the Saturday School Program through the George B. Thomas Academy Learning to serve Montgomery County Public School students who need educational supports (\$100,000).
- Add one Program Specialist II position to provide oversight for High School Wellness Centers and support program operations for the Positive Youth Development program (\$65,496).

Department of Recreation

- Expand the Excel Beyond the Bell after school program to Montgomery Village Middle School and add full-time and seasonal staff to support the program expansion (\$217,959).
- Expand the Excel Beyond the Bell program from two to four days per week at Neelsville and Forest Oak Middle Schools (\$137,352).
- Expand the Sports Academy Program to Watkins Mills High School (\$224,598).
- Add Summer Teen Mobile Recreation Program to provide outreach efforts at six Montgomery County Public School summer nutrition sites (\$15,000).

Department of Public Libraries

- Open the new Silver Spring Library, which will include a Digital Media Lab providing modern digital content creation tools and collaboration space, classes, and a dedicated computer lab; and a new teen space.

Department of Police

- Reallocate resources in the Police Explorer Program to provide enrichment and training opportunities for students to develop an array of interpersonal and life skills at E. Brooke Lee and Montgomery Village middle schools (\$24,390).
- Add ten School Resource Officers (SROs) as part of the Police Staffing Initiative to provide a SRO in each public high school (\$466,520).

Office of the State's Attorney

- Reallocate the existing staff to provide legal services needed for the expansion of the County's Kennedy and Watkins Mill Cluster projects.

Department of Economic Development

- Add funds to support the Montgomery Moving Forward Initiative, a partnership of County Government, Montgomery County Public Schools, Montgomery College, the non-profit community and the private sector, to assist unemployed and underemployed County residents in gaining employment in the health and wellness industry (\$192,500).

Department of Technology Services

- Enhance Youth Media Program by working collaboratively with local media organizations to serve youth and youth adults in Montgomery County through promoting cybercitizenship, teaching 21st communication tools, and encouraging youth voice through digital media (\$150,000).

Non-Departmental Account Community Grants

- Provide non-profit grants to our community partners with more than \$2.88 million for 81 projects engaged in positive youth development. Community organizations augment and supplement government programs by providing services such as after-school programming, mentoring, leadership development, college prep, education on domestic violence, and internship programs to engage youth that are high risk, low income, new immigrants, and/or disabled. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They also are able to leverage community resources that may be unavailable to County Government. For details, please see Community Grants: County Executive in the Non-Departmental Accounts section.

PROGRAM DESCRIPTION

In December 2006, County Executive Isiah Leggett articulated a new vision for focusing on the issues of gang activity and youth violence based on the fact that gang crime and activity are more pronounced in specific locations in the County. This new vision also called for new efforts to encompass a broader cross-discipline approach for positive youth development rather than strictly gang prevention.

The Positive Youth Development/Gang Intervention and Suppression Initiative is a comprehensive response to the problems of children and youth exposed to trauma, gangs, and youth violence in the County, and reflects the commitment by the County to an approach that includes prevention, intervention, and suppression components. The Initiative's priorities serve to enhance existing approaches and services, and ensure the County's ability to respond to emerging trends and challenges utilizing culturally competent and evidence-based approaches.

The leadership of these efforts is provided by the Director of Health and Human Services, the Director of Recreation, the Chief of Police, along with key members of the County Executive's staff, Public Libraries, Correction and Rehabilitation, Montgomery County Public Schools (MCPS), the State's Attorney's Office, and community leaders. Work continues in the areas of suppression and enforcement, outreach and education, violence prevention, and deterrence.

The Positive Youth Development Initiative (PYDI) also includes multiple efforts to strengthen out of school time programming throughout the County. The Montgomery County Collaboration Council, the Department of Health and Human Services, the Department of Recreation, the Arts and Humanities Council of Montgomery County, Montgomery College, MCPS, and many other key partners are working together to address quality, to assess needs, to unify funding approaches, and to develop shared program approaches and outcomes. These efforts will result in the increase of programs and support for the youth of the County. In addition, many of the Health and Human Services PYDI Programs provide opportunities for children and youth to heal from trauma and utilize trauma informed, evidence-based curriculums accordingly.

Services benefiting County youth are incorporated in the general department program offerings as well as targeted services. These projects respond to multiple critical needs facing the County at this time and the desired outcomes of addressing trauma,

reducing gang violence and crime, and promoting youth success and development. Below are some of the major County Government programs currently supporting County youth:

Department of Health and Human Services

- Crossroads Youth Opportunity Center and UpCounty Youth Opportunity Center provide a wide array of trauma informed prevention and intervention support services for high-risk youth and youth who seek to exit gang life, juvenile delinquency, and criminal activity, along with the prevention of violence.
- Identity After School Program provides after school programming to serve at risk Latino youth.
- Maryland Multicultural Youth Center provides case management, GED preparation, job readiness development, and after school programs to high risk youth.
- High School Wellness Centers provide school-based, trauma informed positive youth development prevention and intervention programs for after school activities, job readiness, academic support, trauma informed mental health services, parent support groups, leadership development, truancy reduction, substance abuse, and other health related services. Two new High School Based Wellness centers at Watkins Mill and Gaithersburg High Schools were opened in FY14.
- Street Outreach Network provides gang and youth violence crisis intervention services, conflict management services, recreational and leisure activities, as well as programs that improve overall wellness of youth including healthy eating lifestyles and improved nutrition, prevention services to elementary, middle school, and high school based youth groups during and after school, job readiness and workforce development, and community based projects that engage youth and young adults in positive life-affirming activities, as well as support services to youth and young adults returning to the community after incarceration or detention. The program also provides transformational healing processes for children and youth impacted by trauma and/or violence.
- Asian American Leadership, Empowerment and Development for Youth and Family Program provides after school enrichment programs and mentoring to students at four middle schools and two high schools.
- Conservation Corps provide job, education, and life skills training for out-of-school and unemployed County youth ages 17 to 24.
- The Street Outreach Network has launched several community based interventions and programs in the Bel Pre, Briggs Chaney, and Middlebrook areas which have been identified as high needs communities for at-risk youth services.
- Two Street Outreach Network staff have been trained in a new trauma informed curriculum that focuses on young girls exposed to Trauma.

Department of Recreation

- Sports Academies provide direct leadership for four high schools, including Einstein, Wheaton, Montgomery Blair, and Springbrook, that serve over 2,000 students throughout the school year. Programming ranges from sports, job readiness, and community services to leadership development.
- Rec Extra Programs provide after school programming from 3:15 p.m. to 4:30 p.m. at 13 middle schools. These programs offer sports, yoga, hip hop dance, certified baby sitting training, cooking, and other activities.
- Excel Beyond the Bell Program, a partnership among Recreation, the Montgomery County Collaboration Council, and MCPS, offered at five locations from 3:00 p.m. to 5:30 p.m., provides very concentrated and expanded programming, including Science, Technology, Engineering, and Math (STEM), sports, a variety of dance and arts programming, a hot supper, and a delayed after school transportation.
- Teen Events provide an after-hour teen program at a number of community recreation centers that are spread out among five regions. Events include Teen Cafés, as well as special events such as Futsal tournaments, the Spring Basketball tournament, a summer outdoor basketball league, and the Fall Football – Turkey Bowl tournament.
- Teen Leadership offers a Summer Leadership Challenge program and Junior Counselor Leadership training and continues to provide limited support and leadership to the Youth Advisory Committee.
- Summer Teen Programs offer Teen Service Learning Opportunities for teens during the summer and has partnered with Identity, the Center for Adoption Support and Education, MCPS and the Community Foundation, to provide a wide variety of programming including teen summer programs and programming for children in adoptive or foster care.
- Student/Teen Employment Program (STEP) provides training in summer in general landscaping, maintenance skills, and support for community based events as well as job readiness training in financial literacy, job etiquette, teamwork, and communication leadership for at-risk youth in school ages 16 to 19 years.
- Training initiatives for all our front line workers and community partners that include: Advancing Youth Development and Youth Development Framework; Developmental Youth Outcomes (Supports and Opportunities) Providing Developmentally Appropriate & Responsive Programs; Increasing our Ability to Develop Young People; Expanding

Department of Police

- Responding and combating criminal gang activity in Montgomery County through the Centralized Gang Task Force, which includes the gathering of intelligence, surveillance, and investigations, street enforcement, and educating the public and other governmental agencies on gang activity.
- Provide one School Resource Officer (SRO) for each public high school to assist school staff in maintaining safety of the schools and serving as liaison between the Montgomery County Police Department and MCPS officials for school and police related concerns and incidents. The SRO serves to deter and prevent acts of school violence and gang activity while also fostering positive relationships between the County's youth and the police.
- Provide one Community Services Officer for each of the six police districts to address long-term problem solving issues, including Neighborhood Watch, Community Outreach, CRIME REPORTS.com, day to day citizen questions, station websites, National Night Out events, community presentations, and neighborhood/homeowner association meetings. These officers provide community outreach and community relations.

Department of Correction and Rehabilitation

- Detention Services provides a General Educational Development (GED) and High School Diploma Program which: graduates participants with family attendance; manages the Gang Management Program which primarily involves youthful offenders; offers the Model Learning Center Education Program for intensive Adult Basic Education, GED, English as a Second Language, and Computer Skill Literacy; and provides a Dedicated Youthful Offender Housing Unit focusing on life skills, positive youth development, and education.
- Pre-Release and Re-Entry Services partners with Future Link to provide youth coaches, self-advocacy education, and other academic, vocational and career supports to assist vulnerable yet motivated young adults successfully transition into adulthood.
- Refer young Latino residents under the supervision of the Department of Correction and Rehabilitation to the Latin American Youth Center for GED programming and other services.

Office of the State's Attorney

- Prosecute gang related crimes through five Assistant State's Attorneys. These attorneys work with one full-time and two part-time investigators who screen all cases that come into the State's Attorney's Office to ensure that gang related cases are handled by the Gang Unit. The investigators also maintain a database to track trends and conduct analyses of gang related cases. The Gang Unit works closely with the Police Department and neighboring jurisdictions to reduce gang related activity.
- Address the root causes of truancy through a collaborative effort with the State's Attorney's Office, Montgomery Public Schools, parents and other partners called Truancy Court. Through positive one-on-one interaction with students, this 10-week early intervention program identifies why children are either not regularly attending school or are not on time for school. The program not only puts resources in place to support regular and timely attendance, but successfully encourages students to enhance school performance. Truancy Court is currently operational at Neelsville, Francis Scott Key and Mario Loiderman Middle Schools.

Department of Public Libraries

- Implement the first Library Digital Media Lab at the Long Branch Library, providing modern digital content creation tools and collaboration space, classes, and a dedicated computer lab.
- Open two new Teen Spaces at the renovated Gaithersburg and Olney branches. The spaces have enhanced Wi-Fi, space and furniture for "Bring-Your-Own-Device" use, a dedicated collaboration room (Olney), and a movie/presentation area (Gaithersburg).
- Expand the e-book collection with dedicated additional funding, including adding 100 e-magazine titles.
- Engage youth and leverage their talents, skills, and energies in several ways, including a collaboratively developed and maintained Teen Facebook page on the Internet and an active Teen Advisory Group that provides feedback and advice on library services to the Library Director, administrators, and library staff. The department also offers volunteer opportunities for youth who are completing school-required public service, as well as job opportunities for teens as Library Pages. There is programming presented by the department, teens, or collaborations of both, including a Summer Reading program, homework help, writing and author program, and eReader training.
- Provide a young adult services librarian at each library branch to coordinate programming and collection efforts throughout the library system. A Teen Services Steering Committee advises the Administration on teen issues, teen collections, teen training for staff, and teen programming.

-
- Offer teens spaces in many branches where they can gather, collaborate, use computers, or enjoy library materials specially selected for their interests.
 - Offer a library materials collection that supports school or home schooling needs, personal interests, career/college preparation, and Science, Technology, Engineering and Math (STEM) resources.

Department of Technology Services (Cable Communication Plan)

- Training, equipment, facilities, support, and employment for youth to generate youth media content including: youth events and public performances; video, audio and written content for cable television and the Internet; facilitating youth webpages and on-line community space; and presentations on topics of current interest to youth.

Department of Housing and Community Affairs

- Support pre-school Play and Learn programs at five affordable housing complexes.
- Provide leadership development and college prep assistance in Wheaton and Silver Spring.
- Provide homework assistance and tutoring for elementary students in Germantown.
- Provide training and employment services to students with developmental or other cognitive disabilities.

Department of Environmental Protection – Solid Waste Services

- Household Hazardous Waste (HHW) Program pays for young offenders doing alternative community service to bulk and mix good paint for donation to non-profits and harden unusable paint for disposal in the HHW area.

Board of Elections

- Partner with Montgomery County Public Schools to hold the Voter Registration Drive conducted in April of each year. The activity encompasses Student Leadership Week, and concludes on the Student Member of the Board of Education Election Day.
- Future Vote increases current and future voter knowledge, educates, and strengthens ties related to civic participation for Montgomery County's youth and families by actively providing an opportunity for civic duty, community involvement, and emphasis on the importance of preserving participatory democracy.

County Executive's Positive Youth Development		
Tax-Supported		
Department	Project/Program	FY15 Approved
Health and Human Services	High School Wellness Centers (Northwood, Gaithersburg, Watkins Mill)	2,396,752
	Street Outreach Network to provide services to gang involved youth in underserved parts of the County	1,029,723
	Youth Opportunity Centers - Crosswalk and Upcounty	1,145,117
	Conservation Corps	500,000
	Gang Prevention Initiative to Serve at-risk Latino Youth	467,326
	Latin American Youth Center, Inc. Support for Maryland Multicultural Youth Center	142,434
	Asian American LEAD	120,888
	Kennedy Cluster Project Expansion and Watkins Mill Cluster Staffing	111,565
	Enhance Saturday Schools through the George B. Thomas Academy Learning	100,000
	Grant Replacement of Family Intervention Grant for the Upcounty Youth Opportunity Center	60,000
	American Recovery and Reinvestment Act (ARRA) - FY09 Justice Assistance Grant (JAG) Recovery	23,880
	Add One Program Specialist II Position for the Positive Youth Development	65,496
Sub-total, Health and Human Services		6,163,181
Recreation	Sports Academies	1,005,439
	Excel Beyond the Bell	612,379
	TeenWorks (Formerly Student Teen Employment Program)	818,757
	Rec Extra Programs	336,440
	Expand Excel Beyond the Bell to one additional Middle School	217,959
	Teen Café	153,000
	Teen Leadership	139,260
	Expand High School Sports Academy in Watkins Mills Cluster	112,299
	Add one Manager III position for Teen Programming	107,751
	Extended Learning Opportunity (ELO) Programs to 6 Middle Schools for Summer Programming	94,140
	Teen Events	69,800
	Add Summer Mobile Teen Program	15,000
	Add Seasonal Staff for a Club Rec After School Program at the Ken Gar Center	10,364
Sub-total, Recreation		3,692,588
Police	School Resource Officers	1,886,868
	Centralized Gang Task Force, Special Investigations Division	859,778
	Six Community Services Officers	710,174
	Police overtime hours to respond to disruptive behavior incidents occurring in County Libraries	25,000
	Reallocate Resources to Enhance Explorer Program	24,390
Sub-total, Police		3,506,210
Office of State's Attorney	Five Assistant State's Attorneys for Gang Prosecution	543,633
	Replace the GANG Grant funding	210,705
	Truancy Court Program at Six Middle Schools	78,000
Sub-total, Office of State's Attorney		832,338
Other Departments	Community Grants NDA - Grants Serving County Youth for Positive Youth Development	2,882,134
	Department of Public Libraries - Digital Media Lab for Teen Students and E-Books and Other Downloadable Content Relevant to Youth of All Ages	300,000
	Department of Correction and Rehabilitation - Gang Sergeant Position	142,298
	Department of Economic Development - Moving Montgomery Forward	192,500
	Department of Environmental Protection, Solid Waste Services - Household Hazardous Waste Program	36,000
Sub-total, Other Departments		3,552,932
Total Tax- Supported		17,747,249

Non-Tax Supported		
Department	Project/Program	FY15 Approved
Cable Communications Plan	Youth Media Program	150,000
Housing & Community Affairs	Community Development Block Grant - Next Steps Employment Service Program through Sunflower Bakery, Inc.	33,000
	Community Development Block Grant - Power Hour Program through Boys and Girls Clubs of Greater Washington Inc.	39,410
	Community Development Block Grant - Play and Learn Program through Montgomery Housing Partnership	45,000
	Community Development Block Grant - Asian American LEAD MD High School Program	45,000
	Community Development Block Grant - Future Bound Transitional Housing Program through the National Center for Children and Families, Inc.	45,000
	Community Development Block Grant - Betty's House Program through the National Center for Children and Families, Inc.	45,000
Total Non-Tax Supported		402,410

Senior Initiative

MISSION STATEMENT

The Senior Initiative is a multi-year, cross-departmental project to (1) improve coordination, community outreach and promotion of programs designed to serve seniors, and (2) identify and plan for the short and long term needs of seniors.

LINKAGE TO COUNTY RESULTS AREAS

- ❖ *Vital Living for All of our Residents*
- ❖ *Healthy and Sustainable Communities*
- ❖ *Safe Streets and Secure Neighborhoods*

PROGRAM CONTACTS

Contact Uma S. Ahluwalia of the Department of Health and Human Services at 240.777.1266 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this Initiative's operating budget.

FY15 APPROVED ENHANCEMENTS

The FY15 Approved Budget includes approximately \$32.9 million in tax supported resources identified for seniors, including funds for community organizations that augment County services for seniors. It represents approximately \$6.4 million in additional tax supported resources to continue the implementation of the Senior Initiative in FY15. In addition, the approved budget includes \$13.4 million in non-tax supported resources for seniors.

Department of Recreation

- Increase operating hours at the Margaret Schweinhaut, Damascus, and Holiday Park senior centers, restoring hours and programs reduced during the recession to help meet growing demand (\$56,846).
- Extend to a full year the Jewish Council for the Aging (JCA) Senior Transportation Partnership providing flexible, fixed-route senior bus services in local neighborhoods with limited door-to-door pick up and drop off transportation services to the Long Branch, Holiday Park, Margaret Schweinhaut, White Oak, and Damascus Senior Centers (\$318,750).
- Extend to a full year Senior Mini Trips to activities and events in the Metropolitan Baltimore, Maryland and Washington, District of Columbia areas from each of the five Senior Centers and at each of the 55+ Active Adult Recreation Programs (\$25,120).
- Enhance Multilingual Senior Programming services (\$80,000).
- Hire a Manager for Senior Services to help meet the growing needs of 55+ Active Adult Recreation programming at Senior Centers (\$86,814).

Department of Health and Human Services

- Add funds for a Social Worker position in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation cases resulting from new bank mandatory reporting requirements (\$69,324).
- Raise the Adult Foster Care Reimbursement Rate to reduce the gap between the County and State subsidy rates for senior assisted living group homes (\$153,180).
- Add funds for a Program Manager in the Long Term Care Ombudsman Program, allowing the program to add volunteers and provide more long-term care facility residents with protection and advocacy (\$65,385).
- Add funds for Adult Day Care subsidies to increase the number of clients able to attend an Adult Day Care program two days per week for socialization and medical supervision (\$116,565).
- Add funds for a Senior Fellow – Caregiver Support position and operating funds to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers (\$50,835).
- Provide in-home nurse monitoring services to more than 2,000 senior and disabled clients receiving services through the State's new Medicaid waiver program, Community First Choice Program (\$2,606,250).

Department of Transportation – Transit Services

- Reinvest Call N Ride savings from conversion to electronic cards into the program by expanding income eligibility for subsidized taxi trips for low-income persons with disabilities and seniors (\$765,000).
- Increase funding for Seniors Ride Free (\$56,763).

Department of Fire and Rescue Services

- Enhance Senior Safety Outreach to provide home safety evaluations, education, and outreach programs to address the specific needs associated with the projected growth in the County’s senior citizen population (\$100,000).

Non-Departmental Account Community Grants

- Provide grants to our community partners of \$1,593,406 for 49 proposals for seniors. Community organizations augment and supplement government programs by providing services such as intergenerational programming, health and wellness initiatives, transportation (including handicap accessible vehicles), culturally and linguistically appropriate case management and legal assistance, and safety net services such as utility support and food assistance. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They are also able to leverage community resources that may be unavailable to County Government.

PROGRAM DESCRIPTION

The Senior Initiative is a comprehensive response to the various issues facing the growing number of seniors in our community. Montgomery County, much like the rest of the United States, will experience unprecedented growth in the senior population in the coming decades. The Maryland Department of Planning projects that between 2000 and 2020 the senior population will increase by 80 percent. During that period, the non-senior population will increase by only 12 percent, thus seniors as a group are growing over six times faster than non-seniors. By 2020, seniors will comprise 22 percent of the County population, compared to 18 percent currently.

Recognizing the need to address the needs of this burgeoning population, the County Executive is strategically enhancing a variety of critical senior services. At the same time, through the creation of a Senior Subcabinet, the County Executive has charged his departments with ensuring that senior services are delivered in a coordinated and effective manner.

The leadership of this effort is provided by the Director of the Department of Health and Human Services and the Director of the Department of Recreation who serve as Co-Chairs of the County Executive’s Senior Subcabinet on Vital Living. The Senior Subcabinet has representatives from the following departments: Health and Human Services, Recreation, Fire and Rescue Service, Transit Services, Public Libraries, Housing and Community Affairs, Police, Office of Consumer Protection, Commission for Women, Office of Public Information, Office of Emergency Management and Homeland Security, CountyStat, and the Office of Community Partnerships (Community Engagement Cluster), as well as the Commission on Aging.

Building upon previous efforts to assess the current needs of seniors and plan for emerging needs (e.g., “A Report on the Needs of Low-Income Seniors in Montgomery County, MD,” June 2002; “Strategic Planning Study of Senior Needs,” December 2002; “Imagining An Aging Future for Montgomery County, MD,” May 2007; “Senior Outreach Strategic Communications Plan for Montgomery County,” October 2007, the “County Executive’s Senior Summit”, November 2008; “A Community for a Lifetime: The Senior Agenda”, December 2012) eight key areas have been identified as essential for Montgomery County seniors to “age in community” with safety, dignity, and vitality:

- Communications and Outreach
- Housing and Zoning
- Transportation and Mobility
- Health and Wellness
- Civic and Social Engagement
- Home and Community Support Services
- Safety
- Employment

Services benefiting seniors are incorporated in the general department program offerings, as well as targeted services. These services respond to multiple critical needs facing the County at this time and the desired outcomes to promote “vital living for all residents.” Below are some of the major County government programs currently supporting County seniors:

Department of Recreation

- Offer Senior Outdoor Adventures in Recreation day trip programs for active adults over 55 years of age.
- Operate the five full service Senior Centers that offer ample social opportunities, health and wellness programs, life-long learning and educational programs, exercise classes, dance classes, lectures, cultural programs, and more.
- Operate the eleven 55+ Active Adult Programs where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Operate the Senior Sneaker Exercise Program that provides for adults over 55 years of age access to quality exercise and fitness rooms at Recreation Department Community Centers with a reduced annual membership fee.

Department of Health and Human Services

- Prevent or reverse nursing home placement for Medicaid eligible persons of all ages by providing supports planning and community based services (including assisted living).
- Transport seniors using Transit Services Ride-On buses during off-peak hours to provide transportation to County community recreation centers once or more per week and to grocery stores for a limited number of senior housing complexes one time each week.
- Provide supportive contractual services to seniors including “friendly visitor” services, escorted grocery shopping, legal assistance, and Alzheimer’s support services.
- Continue the Escorted Transportation Project with the Jewish Council for the Aging to expand and coordinate new and existing escorted transportation services.
- Promote and expand transportation options available to seniors and people with disabilities through the new County Mobility and Transportation Manager who will work with advocates and public and private service providers.
- Offer one-stop, hands-on assistance and outreach to Montgomery County residents regarding services for seniors, persons with disabilities, and their families and caregivers to clarify their needs and identify and access resources.
- Help protect more than 7,700 County residents in 190 assisted living facilities and 34 nursing homes by maintaining a regular presence, investigating complaints, and advocating for seniors rights.
- Guarantee that seniors over the age of 60 have access to meals, nutrition education, the opportunity for socialization at senior centers, churches, senior apartment buildings, and have food delivered directly to the homes of people who cannot get out or prepare healthful meals on their own.
- Provide home delivered meals to chronically ill clients, age 60 and above, to address the nutritional needs of the County’s most frail and vulnerable seniors who are home-bound due to illness or disability. Special consideration is given to low income individuals, minority individuals, those in rural communities, those with limited English proficiency, and those at risk of institutional care.
- Investigate complaints of maltreatment for abuse and neglect against seniors, secure resources, and provide surrogate decision-making for adults adjudicated through the courts.
- Provide in-home support services to help vulnerable seniors remain safe and cared for in the community and to prevent premature and/or inappropriate institutionalization.
- Offer the Home Care Chore Services Program, which is targeted to low income frail elderly and people with disabilities who need help with light cleaning, vacuuming, laundry, and/or meal preparation in order to remain in their own homes and in the community.
- Provide Heavy Chore Services to serve seniors with hoarding behaviors to prevent evictions, condemnation, or to correct health and safety conditions. Services include heavy commercial cleaning and pest fumigation.
- Offer short-term respite services to caregivers who provide ongoing care to frail elders and provide relief from the demands of care-giving.
- Provide Senior Mental Health Services for home-bound seniors and coordinate medication with medical providers.
- Help meet older adult challenges of remaining independent in their homes as they age in communities through the “Village” model, a grassroots, consumer driven, and volunteer first model. The Village Coordinator assists current and emerging “Villages” and promotes the creation of new ones.

Department of Transportation – Transit Services

- Subsidize taxi service for low income seniors, age 67 and older, to allow for greater mobility and quality of life.
- Provide information and linkage to transportation resources to senior citizens, maintain a database of resources, help callers fill out forms for transportation programs, and links caller with transportation providers.
- Provide fixed route service (Ride On) to many senior centers.

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- Transport seniors to five senior centers and for grocery shopping trips during Ride On's off-peak period.
 - Provide free bus fares on Ride On and Metrobus during off-peak periods (M-F 9:30 AM to 3:00 PM) and half price fares at all other times.
 - Improve over 2,510 bus stops as part of Ride On's safety and accessibility program.

Department of Public Libraries

- Provide library materials and programs relevant to senior issues. Topics include book discussions, finances, retirement, taxes, health, employment, technology, consumer issues, English language learning, and others.
- Provide lifelong learning services and materials, including our seniors-focused web page, and training on how to use e-books and computers.
- Offer large print library materials and other accessibility equipment and services for seniors.
- Provide Metro Senior SmarTrip cards and reduced fare paper fare cards for purchase at all library branches.
- Provide substantial volunteer opportunities that are frequently utilized by seniors at every branch.

Department of Fire and Rescue Services (MCFRS)

- Identify strategies to reduce fire risk among the elderly.
- Identify homebound seniors and those with disabilities to provide information on fire safety and risk reduction assistance including the installation of approved smoke alarms appropriate for their needs.
- Increase collaboration between MCFRS, County agencies and departments, and professional organizations providing services to seniors.
- Initiate a public education and awareness campaign to educate and inform residents regarding the installation and upgrade of smoke alarms required by Maryland's new Smoke Alarm Law.
- Initiate a door-to-door campaign offering department services to seniors including the evaluation of existing residential smoke alarm equipment, replacement of outdated smoke alarms, and general injury prevention information.
- Offer a free residential safety evaluation for seniors.
- Assist and partner with communities and neighborhood organizations on the development of home fire evacuation and escape plans.
- Ensure members of the department are aware and responsive to the needs and risks faced by senior citizens.

Department of Housing and Community Affairs

- Continue partnering with "Rebuilding Together" by funding some administrative costs for a highly leveraged program that provides home repairs for low-income homeowners, most of which are seniors and are unable to undertake home repairs on their own.
- Continue partnering with the Housing Opportunities Commission of Montgomery County to provide rental assistance to low-income seniors.

Office of the State's Attorney

- Continue to prosecute cases of financial elder abuse, physical abuse, and neglect of the elderly through the State's Attorney's Special Prosecutions Division and the Family Violence Division. The units collaborate with the Elder and Vulnerable Adult Abuse and Neglect Task Force of Montgomery County to combat elder physical and sexual abuse, neglect, and elder financial exploitation.

Community Engagement Cluster

- Partner with community organizations to provide free tax preparation to low-to-moderate income Montgomery County residents with special attention to seniors over 60 years old.
- Support opportunities for adults over 60 to increase access to and participate in community activities, socialization, and lifelong learning.
- Provide individual and couples senior counseling services.
- Offer the Retired Senior Volunteer Program (RSVP).

Office of Consumer Protection

- Continue to recruit seniors and retired professionals to work at Office of Consumer Protection as volunteers providing administrative and investigative assistance.
- Expand upon Office of Consumer Protection outreach initiatives to provide consumer education regarding consumer scams that target seniors and vulnerable adults.
- Collaborate with legislators and consumer organizations to enact and enhance laws designed to protect seniors from deceptive trade practices.

Office Human Resources

- Offer the Senior Fellows program to augment the County's workforce by tapping into the skill sets of highly talented, experienced, and seasoned professionals which includes seniors.

Department of Finance

- Continue the Senior Tax Credit for eligible residents at least 70 years of age that reduces the taxpayer's tax bill.

Department of Environmental Protection

- Access an exemption for curbside refuse and recycling services available to any individual who because of physical limitations (disability or age) is unable to bring containers to the curb.

Office of Public Information

- Produce "Seniors Today," a monthly cable television show highlighting services and programs of interest to seniors.
- Provide leadership for the Senior Subcabinet on Vital Living Committee's communications and outreach.
- Create and distribute the Senior Brochure Series including Transportation Options for Seniors (translated into eight languages) and Caregiving Resources.

Senior Initiative
FY15 Approved Operating Budget
Tax-Supported

Department	Project/Program	FY15 Approved
Health and Human Services	Mental Health Services for Seniors and Persons with Disabilities	487,523
	Aging and Disability Services Resource Unit	188,632
	Senior Community Programs	1,586,088
	The Occupational Therapist initiative	120,170
	Senior Food Program	742,320
	Adult Protective Services/SSTA/ Public Guardianship	2,951,880
	The Adult Day Care Subsidies Initiative	221,565
	Respite Services	331,331
	The Home Care Services program	2,104,544
	Senior Group Homes	90,000
	Adult Foster Care	687,255
	Ombudsman Services.	425,737
	Home and Community Based Waiver Program	3,490,756
	Senior Dental Services.	450,653
	The Medical Assistance Eligibility Services	929,496
Sub-total, Health and Human Services		14,807,951
Recreation	Long Branch Senior Center	111,737
	Damascus Senior Center	125,742
	Schweinhaut Senior Center	197,184
	Holiday Park Senior Center	283,286
	Senior Neighborhood Programs	249,622
	White Oak Community Recreation Center Senior programs	124,091
	Senior Outdoor Adventure Recreation	244,574
	JCA Senior Transportation	637,500
	Senior Mini Trips	50,240
	Increase Operating Hours at Three Senior Centers	56,846
	Add Manager III - Senior Services	86,814
	Expand Multilingual Senior Programming	80,000
Sub-total, Recreation		2,247,636
Transportation	Call N Ride Program	4,190,169
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	45,000
	Seniors/Disabled Ride Free Program	182,003
	Reinvest Call N Ride Savings in Expanding Income Eligibility (765,000)	-
Sub-total, Transportation		4,571,032
Other Departments	Community Engagement Cluster - Individual and Couples Counseling	42,000
	Community Engagement Cluster - RSVP Leadership	32,702
	Police - Project Lifesaver Program	12,500
	State's Attorney - Senior Financial Exploitation Prevention Initiative	566,023
	Human Resources - Senior Fellow expansion	100,000
	County Attorney - Senior Issues	122,239
	Department of Housing and Community Affairs - St. Camillus (Victory Oaks)	5,000,000
	Department of Housing and Community Affairs - Parkview at Aspen Hill	3,800,000
Sub-total, Other Departments		11,268,870
Total Tax-Supported		32,895,489

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and the disabled, except Jewish Council on Aging/Connect-A Ride which serves older adults (50+). All other appropriations reflect only funds attributed to senior services.

Non-Tax Supported		
Department	Project/Program	FY15 Approved
Health and Human Services	Aging and Disability Services Resource Unit	507,107
	Senior Community Programs	898,374
	Senior Food Program.	1,688,828
	Adult Protective Services/SSTA/ Public Guardianship	2,327,621
	Respite Services	90,785
	The Home Care Services program	715,720
	Senior Group Homes	90,139
	Adult Foster Care	279,848
	Ombudsman Services	279,137
	The Medical Assistance Long Term Care program	2,457,729
<i>Sub-total, Health and Human Services</i>		9,335,289
Other Departments	Department of Housing and Community Affairs - HOME Care Partners, Inc.	20,000
	Department of Transportatin - Call N Ride Program	379,110
	Fire and Rescue - Senior Safety Outreach	100,000
	Department of Transportation - Medicaid Special Transportation	3,526,720
<i>Sub-total, Other Departments</i>		4,025,830
Total Non-Tax Supported		13,361,119

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and the disabled. All other appropriations reflect only funds attributed to senior services.

Pedestrian Safety

MISSION STATEMENT

Montgomery County is committed to improving pedestrian safety and accessibility for everyone. The County's goals are to reduce collisions and make our community more walkable. The County Executive has created a comprehensive pedestrian safety strategic plan - the Pedestrian Safety Initiative - with specific performance measures, timelines and budgets for achieving recommended actions. Ongoing evaluations will ensure the proposed engineering, enforcement, and education solutions are really working. Multiple agencies throughout the County work together to install infrastructure improvements, educate residents on safe driving and walking behavior, enforce traffic laws, encourage safety innovations, and evaluate results to guide future actions.

LINKAGE TO COUNTY RESULT AREAS

- ❖ **An Effective and Efficient Transportation Network**
- ❖ **Healthy and Sustainable Communities**
- ❖ **Safe Streets and Secure Neighborhoods**

PROGRAM CONTACTS

Contact Jeff Dunckel of the Department of Transportation at 240.777.7197 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this initiative's operating budget.

PROGRAM DESCRIPTION

County Executive Leggett has pledged to make improving pedestrian safety and making our communities more walkable a priority of his administration. The Pedestrian Safety Initiative, established in December 2007, outlines a comprehensive approach to meet that commitment. This is a collaborative effort of the County Executive, and the County Council, as well as the Maryland-National Capital Park and Planning Commission's (M-NCPPC) Planning Board and the Maryland State Highway Administration. This plan provides Montgomery County with a blueprint for pedestrian safety activities based on measureable strategies.

The strategic approaches to achieve the goals and objectives of this initiative are as follows:

- Strategy 1:** Target pedestrian safety improvements in High Incidence Areas;
- Strategy 2:** Assess and improve pedestrian network and connectivity needs;
- Strategy 3:** Increase emphasis on pedestrians and bicyclists in the planning process;
- Strategy 4:** Identify and implement corridor and intersection modifications and traffic calming treatments;
- Strategy 5:** Upgrade pedestrian signals;
- Strategy 6:** Assess and enhance street lighting; and
- Strategy 7:** Modify pedestrian and driver behavior through enhanced enforcement and educational efforts.

RESULTS

Since the start of this initiative, these strategies have seen several successes. Ten High Incidence Areas (HIA) have been identified, with several short-term improvements completed and long-term improvements in progress. The Montgomery County Department of Transportation (MCDOT) has constructed 16 miles of new sidewalk segments, completed 2,500 bus stop improvements, and undertaken 173 new ADA projects. Areas with traffic calming improvements have seen pedestrian collisions decrease by 50 percent. Educational efforts have been conducted in HIAs as well as targeted high risk groups, while enforcement efforts in HIAs have been used to change unsafe pedestrian and driver behaviors. Following engineering improvement, education, coupled with enforcement, has modified perceptions of risk and responsibility on the roads and sidewalks. Targeting these HIAs with these three "Es", has resulted in a 43 percent reduction of pedestrian collisions in these locations.

The County Council approved \$71.5 million in FY15 expenditures in support of pedestrian safety. The FY15 Approved Operating Budget includes \$7.1 million for pedestrian safety initiatives. In addition, the Capital Improvements Program (CIP) includes \$64.4 million in expenditures for FY15.

Services dedicated to improving pedestrian safety are general program offerings as well as targeted services. These services address critical needs facing the County at this time and the desired outcome of reduced collisions and resulting injuries while increasing walkability. Below are some of the major County government programs currently supporting pedestrian safety:

Department of Transportation

- Provide a mechanism for communities through Safe Routes to School (SRTS) to increase the ability of students to walk or bike to school safely. Twenty two participating communities have seen a 79 percent decline in the number of collisions within a quarter mile of the school from 1.45 incidents per year to 0.40.
- Participate in the regional Street Smart pedestrian safety education campaign. The twice yearly, four-week media campaigns use transit shelters and bus advertising throughout the county to promote safe pedestrian behaviors and raise awareness of drivers and pedestrians about the importance of bicycle and pedestrian safety.
- Perform traffic calming improvements by treating roadways with pedestrian refuge islands, curb extensions, speed humps, and improved signage and marking, such as recent projects on Arcola Boulevard, Crystal Rock Drive, and Wisteria Drive. Where traffic calming has been employed, there has been a 50 percent reduction in pedestrian collisions.,
- Develop and implement pedestrian signal timing improvements to provide pedestrians with adequate time to safely cross streets.
- Improve sidewalk connectivity to transportation, commercial, employment, and medical areas throughout the county. Additionally, more direct sidewalk programs exist, such as one targeting MD 355 sidewalks in Hyattstown.
- Provide curb ramps for sidewalks and other accessibility barriers on county roadways through the Americans with Disabilities Act (ADA) compliance program.
- Provide bikeway and pedestrian intersection improvements to conform to the Bethesda Central Business District (CBD) Sector Plan through the Bethesda Bikeway and Pedestrian Facilities program.
- Design and construct an extension from the end of the existing trail in Takoma Park and the Silver Spring Transit Center through the Metropolitan Branch Trail project.
- Conduct targeted 18-month pedestrian safety education campaigns in HIA's, coordinating enforcement actions with Montgomery County Police Department, including the creation of a pedestrian safety education campaign at nearby high schools, the creation of a 30-member volunteer brigade to conduct bilingual education on the streets, and bilingual education teams to reach at risk groups within the High Incidence Areas.

Department of Police

- Manage and analyze a database of collision data used to inform policy and program decisions through the Police Traffic Division, such as the identification of HIAs, locations for traffic calming improvements, and groups and areas at high risk of being involved in pedestrian collisions.
- Target enforcement of pedestrian safety and traffic safety laws in HIAs and areas around elementary, middle, and high schools in coordination with MCDOT's pedestrian safety education activities.
- Continue to implement countywide speed camera and red light camera enforcement to slow traffic to posted speed limits.
- Engage shoppers in parking lots with the "Shop with a Cop" program, where police distribute high-visibility shopping bags and safety tips brochures to address pedestrian collisions that occur in parking lots.
- Work with property managers and property owners to implement improvements that will improve pedestrian safety in parking lots, where 30 percent of the County's pedestrian collisions occur.
- Continue the Safe Routes to School Program Grant E and Grant F which covers fifteen elementary schools throughout Montgomery County. Police Officers from the School Safety and Education Section visited each school at the beginning of school year 2013-2014 to educate the staff on the program and the upcoming enforcement within their school. Principals were asked to notify parents via the weekly school news letter of the upcoming Safe Routes to School Program and police enforcement in and around the school. Officers from the Traffic Division and District Station Traffic Squads have been working the program on school days from 7-10AM and 2-5PM as their schedule allows. To date, 63 details have been worked at the various nine schools. Although education is part of the detail, officers have been enforcing numerous pedestrian and vehicle violations to include: speeding in school zones, sign violations, red light violations, and pedestrian violations. Grant E ended on December 31, 2013. Overall enhanced enforcement of pedestrian and traffic safety laws help modify perceptions of risk and responsibility on the road and can change behavior and contribute to building a culture of safety. Montgomery County Police have been instrumental in helping reduce the number of pedestrian collisions by:
 - Targeted enforcement in HIAs, issuing nearly 3,000 citations and about 1,000 warnings to both pedestrians and motorists.

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- Targeted school enforcement, issuing more than 500 citations and 400 warnings to both pedestrians and motorists.
 - Special pedestrian crosswalk, operation safe streets corridor, holiday and school enforcements.

Public Information Office

- Implement an education program in cooperation with the Department of Transportation's Pedestrian Safety Coordinator to reach out to selected groups at highest risk of being involved in pedestrian collisions.
 - For FY15, these groups may include high school students, seniors, people in parking lots, and teens and others (both drivers and pedestrians) who are inattentive due to texting and smart phone use.
- Conduct more active social media campaigns to reach out to targeted groups.
- Conduct additional grassroots outreach to targeted groups.

County Executive's Pedestrian Safety Initiative - All Funding Sources		
FY15 Approved Capital Improvements Program and Operating Budget		
Department	Project/Program	FY15 Approved
<i>Capital Improvements Program (CIP)</i>		
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	\$ 300,000
	Trails: Natural Surface Design, Construction, and Renovation	250,000
	Trails: Hard Surface Renovation	800,000
	Total M-NCPPC (CIP)	\$ 1,350,000
Department of Transportation	Sidewalk and Curb Replacement	6,700,000
	Bus Stop Improvements	2,847,000
	Pedestrian Safety Program	1,500,000
	Streetlight Enhancements - CBD/Town Center	250,000
	Traffic Signal System Modernization	2,000,000
	White Flint Traffic Analysis and Mitigation	218,000
	Intersection and Spot Improvements	1,000,000
	Streetlighting	840,000
	Traffic Signals	5,225,000
	MacArthur Blvd Bikeway Improvements	863,000
	Frederick Road Bike Path	657,000
	MD 355 Crossing (BRAC)	29,856,000
	MD 355 Sidewalk (Hyattstown)	719,000
	Guardrail Projects	315,000
	Advanced Transportation Management System	2,008,000
	Neighborhood Traffic Calming	310,000
	Transportation Improvements for Schools	200,000
	Sidewalk Program - Minor Projects	2,365,000
	Bikeway Program - Minor Projects	1,000,000
	ADA Compliance: Transportation	1,495,000
	Bethesda Bikeway and Pedestrian Facilities	936,000
	Metropolitan Branch Trail	1,740,000
	Total Department of Transportation (CIP)	\$ 63,044,000
Total FY15 CIP		\$ 64,394,000
<i>Operating Budget (PSP)</i>		
Department of Transportation	Pedestrian Safety/General Fund	32,596
	Street Smart Campaign	10,564
	Pedestrian Safety Coordinator	156,759
	Sidewalks/General Fund	122,570
	Contract Crosswalk Treatments	276,990
	Street Lighting/General Fund	454,300
	School Zone Pedestrian Treatments	156,240
Department of Police	Police Enforcement for HIAs - Overtime	100,000
	Police Enforcement for HIAs - Data Analyst	78,727
	School Safety Program/General Fund	5,687,941
Public Information Office	Pedestrian Safety Outreach Education	50,000
	Total FY15 PSP	\$ 7,126,687
	TOTAL FY15 APPROVED EXPENDITURES (CIP & PSP)	\$ 71,520,687

Source: Approved FY15 Operating and Capital Budgets

Note: This table is not a comprehensive list of pedestrian safety activities undertaken by Montgomery County. It displays the capital projects and operating programs that are specifically targeted to improve pedestrian safety. There are additional costs in individual capital projects not displayed above, including sidewalk construction, street lighting, and other elements in support of pedestrian safety. In addition, there are other operating budget programs that support pedestrian safety including traffic enforcement and school crossing guards in the Police Department.

Multi-Agency Summary Schedules

The multi-agency summary schedules include data for Montgomery County Government (MCG), Montgomery County Public Schools (MCPS), Montgomery College, Maryland-National Capital Park and Planning Commission (M-NCPPC), and for Debt Service. Not included are: the Washington Suburban Sanitary Commission (WSSC), the Housing Opportunities Commission (HOC), and the Montgomery County Revenue Authority.

Schedule A, Fiscal Summary by Fund

This schedule presents information organized by tax supported funds, special funds, and enterprise (self-supporting) funds. More detail is shown for Montgomery County Government, which has more special funds, than is shown for the other agencies. Fund balances expected to be available to fund the coming budget are shown, along with the new revenues estimated for that year, the inter-fund transfers that affect the net revenue available, the County Council's approved appropriations, and the fund balances projected to be on hand at the end of the coming year.

Schedule A-a, Spending Affordability Comparison

This schedule displays total tax supported resources, total tax supported appropriations, tax supported reserves and the total aggregate operating budget that fall under Spending Affordability Guidelines.

Schedule A-1, Budget Summary by Agency

This schedule displays a summary by agency, separating tax supported, grant supported, and self-supported fund appropriations for the coming fiscal year, and comparing them to the current fiscal year.

Schedule A-2, Tax Supported Fund Balances

This schedule summarizes the estimated fund balances for the end of the current fiscal year and the next fiscal year for all tax supported funds.

Schedule A-3, Capital Improvements Program Current Revenue Requirements

This schedule displays the current revenue requirements of County agencies, by fund, across the years of the Capital Improvements Program (CIP). Each year, specific CIP projects are funded with current revenues rather than with general obligation bonds or other revenue sources. The current revenue amount also includes pay-as-you-go (PAYGO) contributions made as direct offsets to debt obligations to maintain the County's debt within safe boundaries. Inflation is an unallocated amount to cover increased costs due to inflation.

Schedule A-4, Fiscal Summary by Fund

This schedule displays resources and use of resources data for all funds, including beginning and ending fund balance, revenues, transfers, expenditures, appropriations, and claims on fund.

Schedule A-5, Inter-Fund Transfers

This schedule shows more detailed information concerning transfers to and from each fund by agency and fund type (tax or non-tax supported).

Schedule A-6, Contributions To/From Other Funds

This schedule displays necessary movements of funds between agencies to support appropriations.

SCHEDULE A

FY15 APPROVED FISCAL SUMMARY BY FUND (\$000)													
(A) AGENCIES BY FUND	(B) FY14 Est Fund Bal	(C) FY15 Estimated Revenue	(D) Net Inter-fund Transfers	(E) FY15 Total Resources	(F) CIP Current Revenue & PAYGO	(G)	(H)	(I)		(J) Total Use of Approp.	(K) Designated Fund Balance	(L) FY15 Projected Fund Bal.	
								GO & LTL Debt Service	FY15 Operating Budget Agy/Fund Approp.				Total Approp.
GENERAL FUND: TAX SUPPORTED													
County Government	241,505	2,975,185	(271,264)	2,945,426	55,915	182,631	1,129,672	1,312,303	1,368,218	125			
Debt Service: Non-Agency	0	5,929	332,765	338,694	0	5,000	0	5,000	5,000				
Montgomery County Public Schools	38,243	623,042	0	661,285	3,467	133,222	2,138,069	2,271,291	2,274,758				
Montgomery College	12,177	119,549	0	131,726	11,471	17,842	244,520	262,362	273,833				
CIP-CR: Misc, TIF, Future Projects	0	0	0	0	1,250	0	0	0	1,250				
SUBTOTAL GENERAL FUND	291,925	3,723,704	61,502	4,077,131	72,103	338,694	3,512,262	3,850,956	3,923,059	125		153,947	
OTHER FUNDS: TAX SUPPORTED													
County Government													
Urban Districts	974	1,659	6,272	8,904	0	0	8,741	8,741	8,741			163	
Fire	(10,252)	251,387	(11,330)	229,805	5,389	0	224,302	224,302	229,691			114	
Mass Transit	7,482	134,920	(20,265)	122,137	820	0	121,172	121,172	121,992			145	
Noise Abatement Districts	0	0	0	0	0	0	0	0	0				
Recreation	842	45,991	(15,691)	31,142	645	0	30,305	30,305	30,950			192	
Economic Development	0	164	1,687	1,851	0	0	1,851	1,851	1,851				
M-NCPPC (incl.ALARF & Bi-County)	8,680	116,389	(1,442)	123,627	350	5,426	113,737	119,163	119,513			4,115	
SUBTOTAL OTHER TAX SUPPORTED	7,725	550,511	(40,770)	517,466	7,204	5,426	500,109	505,534	512,738			4,728	
TOTAL AVAIL. TAX SUPPORTED	299,650	4,274,215	20,732	4,594,597	79,307	344,120	4,012,371	4,356,490	4,435,797	125		158,675	
Revenue Stabilization (Designated)	207,189	69	22,571	229,829	0	0	0	0	0		229,829		
TOTAL TAX SUPPORTED (W RSF)	506,839	4,274,284	43,303	4,824,426	79,307	344,120	4,012,371	4,356,490	4,435,797		229,954	158,675	
GRANT FUNDS													
County Government	0	116,624	(639)	115,986	0	0	117,210	117,210	117,210			(1,224)	
Montgomery County Public Schools	0	77,904	0	77,904	0	0	77,904	77,904	77,904				
Montgomery College	0	19,773	0	19,773	0	0	19,773	19,773	19,773				
M-NCPPC	0	550	0	550	0	0	550	550	550				
FEE SUPPORTED FUNDS													
Cable TV	(422)	27,663	(8,389)	18,852	3,748	0	14,706	14,706	18,454			398	
Montgomery Housing Initiative	2,960	14,799	11,081	28,840	0	66	27,592	27,658	27,658			1,183	
Water Quality Protection Fund	8,066	30,632	(4,307)	34,392	3,826	0	20,522	20,522	24,348			10,044	
Restricted Donations	4,303	0	0	4,303	0	0	0	0	0			4,303	
ENTERPRISE FUNDS													
County Government													
Community Use of Public Facilities	4,178	10,370	(403)	14,145	0	0	10,135	10,135	10,135			4,011	
Parking Districts	26,492	44,536	(14,158)	56,870	5,703	0	28,527	28,527	34,230			22,639	
Permitting Services	12,872	40,211	(2,936)	50,146	0	0	32,008	32,008	32,008	8,109		10,029	
Solid Waste Collection	2,055	6,053	(204)	7,904	421	0	6,415	6,415	6,836			1,069	
Solid Waste Disposal	0	96,207	834	97,041	718	0	103,125	103,125	103,843	(1,458)		(5,344)	
Vacuum Leaf Collection	710	6,528	(1,637)	5,602	0	0	5,225	5,225	5,225			378	
Liquor Control	7,499	78,990	(27,791)	58,698	0	0	56,269	56,269	56,269			2,429	
Non-Tax Supported Debt Service	0	0	10,215	10,215	0	10,215	0	10,215	10,215				
Montgomery County Public Schools	7,779	59,195	1,596	68,569	0	0	60,791	60,791	60,791			7,779	
Montgomery College	18,909	28,167	1,430	48,505	0	0	32,806	32,806	32,806			15,699	
M-NCPPC	11,236	13,452	867	25,555	800	0	15,410	15,410	16,210			9,344	
SUBTOTAL NON-TAX SUPPORTED	106,638	671,654	(34,441)	743,851	15,216	10,281	628,967	639,248	654,464	6,651		82,736	
TOTAL BUDGET (with Revenue Stabilization))	613,476	4,945,938	8,863	5,568,277	94,523	354,401	4,641,338	4,995,738	5,090,261		236,605	241,411	

SCHEDULE A-a

SPENDING AFFORDABILITY COMPARISON					
(Dollars in Millions)					
A	B	C	D	E	F
CATEGORY	FY14 CC Approved 5-23-13	FY14 Estimate	FY15 CC SAG 2-11-14	FY15 CC Approved 5-22-14	FY15 % Chg App / App
Property Tax	1,504.9	1,506.9		1,538.9	2.3%
Income Tax	1,299.2	1,365.9		1,340.6	3.2%
Transfer/Recordation Tax	142.3	151.4		160.7	12.9%
Other Tax	276.6	288.4		277.7	0.4%
General State/Fed/Other Aid	732.1	737.7		758.1	3.6%
All Other Revenue	200.1	196.9		198.2	-1.0%
Revenues	4,155.3	4,247.3		4,274.3	2.9%
Net Transfers In (Out)	38.4	37.7		43.3	12.8%
Set Aside: Potential Supplementals	-	-		-	n/a
Set Aside: Other Claims	(0.1)	3.5		(0.1)	76.4%
Beginning Reserve: Total	465.3	519.6		506.8	8.9%
Revenue Stabilization Fund	189.0	184.9		207.2	9.6%
Reserve: Undesignated	276.3	334.7		299.7	8.4%
TOTAL RESOURCES	4,658.9	4,808.1		4,824.3	3.6%
APPROPRIATIONS					
Capital Budget:					
CIP Current Revenue	(54.2)	(56.2)	(61.1)	(49.4)	-9.0%
CIP PAYGO	(29.5)	(29.5)	(40.5)	(30.0)	1.5%
Operating Budget:					
MCPS	(2,084.3)	(2,069.8)	(2,127.2)	(2,138.1)	2.6%
College, Total	(228.5)	(221.0)		(244.5)	7.0%
Less College Tuition	85.6	82.1		82.2	-3.9%
College, Net	(142.9)	(138.9)	(141.9)	(162.3)	13.6%
County Government	(1,325.9)	(1,376.6)	(1,311.1)	(1,390.0)	4.8%
M-NCPPC	(104.7)	(104.7)	(103.7)	(111.9)	6.9%
Retiree Health Insurance Prefunding	(138.0)	(138.0)	(134.3)	(127.8)	-7.4%
Other: (Unallocated) / GAP	-	-		-	n/a
Total Operating Budget:	(3,881.5)	(3,910.1)		(4,012.4)	3.4%
Debt Service:					
All County Debt Service	(283.7)	(279.9)	(348.6)	(311.1)	9.7%
M-NCPPC Debt Service	(4.2)	(4.2)	-	(5.4)	29.7%
MCG Long Term Leases (b)	(25.5)	(21.5)	-	(27.6)	8.2%
TOTAL APPROPRIATIONS (ind. Capital, Operating & Debt Service)	(4,278.5)	(4,301.3)	(4,268.4)	(4,435.8)	3.7%
Aggregate Operating Budget (excludes College tuition)	(4,193.0)	(4,219.2)	(4,268.4)	(4,353.6)	3.8%
Revenue Stabilization Fund (new \$s)	(21.8)	(22.3)		(22.6)	3.8%
Ending Reserve: Total	380.4	506.8		388.5	2.1%
Revenue Stabilization Fund	210.8	207.2		229.8	9.0%
Ending Reserve: Undesignated	169.5	299.7		158.7	-6.4%
Maximum AOB without 6 votes (Prior Year AOB + inflation as shown)	(4,104.3) 3.33%			(4,255.9) 1.50%	
a) Based on latest revenue and expenditure estimates as prepared by Department of Finance and OMB. b) Long term leases of Montgomery County Government are considered equivalent to debt service.					

SCHEDULE A-1

BUDGET SUMMARY BY AGENCY				
(\$ In Millions)				
A	B	C	D	E
FISCAL YEAR	TAX SUPPORTED	GRANT SUPPORTED	SELF SUPPORTED	GRAND TOTAL
MONTGOMERY COUNTY GOVERNMENT				
FY14 Approved	1,460.9	108.2	288.5	1,857.5
FY15 Approved	1,516.0	117.2	304.6	1,937.8
Percent Change From FY14	3.8 %	8.4 %	5.6 %	4.3 %
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY14 Approved	2,084.3	80.7	60.4	2,225.4
FY15 Approved	2,138.1	77.9	60.8	2,276.8
Percent Change From FY14	2.6 %	-3.5 %	0.7 %	2.3 %
MONTGOMERY COLLEGE				
FY14 Approved	228.5	20.2	31.3	280.0
FY15 Approved	244.5	19.8	32.8	297.1
Percent Change From FY14	7.0 %	-1.9 %	4.7 %	6.1 %
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY14 Approved	107.8	0.6	16.1	124.4
FY15 Approved	113.7	0.6	15.4	129.7
Percent Change From FY14	5.5 %	0.0 %	-4.3 %	4.2 %
ALL AGENCIES WITHOUT DEBT SERVICE				
FY14 Approved	3,881.5	209.6	396.3	4,487.3
FY15 Approved	4,012.4	215.4	413.6	4,641.4
Percent Change From FY14	3.4 %	2.8 %	4.4 %	3.4 %
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY14 Approved	313.3	-	10.5	323.9
FY15 Approved	344.1	-	10.2	354.3
Percent Change From FY14	9.8 %	0.0 %	-3.0 %	9.4 %
TOTAL BUDGETS				
FY14 Approved	4,194.8	209.6	406.8	4,811.2
FY15 Approved	4,356.5	215.4	423.8	4,995.7
Percent Change From FY14	3.9 %	2.8 %	4.2 %	3.8 %

SCHEDULE A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES							
Fiscal Year 14							
	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	238,947,394	364,649	228,149	73,159	46	11,426,058	(2,899,600)
Revenues	3,005,430,717	616,960	842,460	159,771	-	129,586,163	227,594,839
Net Transfers	(251,256,214)	2,912,060	2,118,680	1,582,300	(46)	(13,843,431)	(10,750,015)
TOTAL RESOURCES	2,993,121,897	3,893,669	3,189,289	1,815,230		127,168,790	213,945,224
Contributions	(1,547,834,321)	-	-	-	-	-	-
To CIP: Current Revenue	(82,344,000)	-	-	-	-	(2,994,000)	-
Expenditures	(1,123,671,930)	(3,517,674)	(2,886,056)	(1,520,814)	-	(118,003,784)	(224,197,077)
TOTAL USES OF RESOURCES	(2,753,850,251)	(3,517,674)	(2,886,056)	(1,520,814)		(120,997,784)	(224,197,077)
ESTIMATED FY14 ENDING FUND BALANCE	239,271,646	375,995	303,233	294,416		6,171,006	(10,251,853)
Less Designated Fund Balance	-	-	-	-	-	-	-
Less Change in Designated Fund Balance	-	-	-	-	-	-	-
Less Claims on Fund Balance	2,233,000	-	-	-	-	1,311,000	-
Projected Undesignated Fund Balance To Fund FY15	241,504,646	375,995	303,233	294,416		7,482,006	(10,251,853)

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES							
Fiscal Year 15							
	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	241,504,646	375,995	303,233	294,416	-	7,482,006	(10,251,853)
Revenues	2,975,185,047	630,406	863,771	164,449	-	134,920,170	251,387,262
Net Transfers	(271,263,878)	2,803,079	2,088,696	1,380,300	-	(20,265,390)	(11,330,370)
TOTAL RESOURCES	2,945,425,815	3,809,480	3,255,700	1,839,165		122,136,786	229,805,039
Contributions	(1,594,239,036)	-	-	-	-	-	-
To CIP: Current Revenue	(72,103,000)	-	-	-	-	(820,000)	(5,388,907)
Expenditures	(1,129,671,987)	(3,718,381)	(3,208,979)	(1,813,942)	-	(121,172,193)	(224,302,381)
TOTAL USES OF RESOURCES	(2,796,014,023)	(3,718,381)	(3,208,979)	(1,813,942)		(121,992,193)	(229,691,288)
ESTIMATED FY15 ENDING FUND BALANCE	149,411,792	91,099	46,721	25,223		144,593	113,751
Less Designated Fund Balance	-	-	-	-	-	-	-
Less Change in Designated Fund Balance	-	-	-	-	-	-	-
Less Claims on Fund Balance	(125,000)	-	-	-	-	-	-
Projected Undesignated Fund Balance To Fund FY16	149,286,792	91,099	46,721	25,223		144,593	113,751

SCHEDULE A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES								
Fiscal Year 14								
Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
2,827,206	5,055,282	184,879,381	440,901,724	-	49,215,507	16,455,916	12,996,833	519,569,980
40,111,369	130,520	35,680	3,404,508,479	5,811,730	610,615,323	117,102,012	109,233,460	4,247,271,004
(14,354,864)	4,840,706	22,273,578	(256,477,246)	295,534,762	-	-	(1,313,516)	37,744,000
28,583,711	10,026,508	207,188,639	3,588,932,957	301,346,492	659,830,830	133,557,928	120,916,777	4,804,584,984
-	-	-	(1,547,834,321)	-	1,448,250,594	99,583,727	-	-
-	-	-	(85,338,000)	-	-	-	(350,000)	(85,688,000)
(27,741,814)	(10,026,508)	-	(1,511,565,657)	(301,346,492)	(2,069,838,368)	(220,964,452)	(111,887,161)	(4,215,602,130)
(27,741,814)	(10,026,508)	-	(3,144,737,978)	(301,346,492)	(621,587,774)	(121,380,725)	(112,237,161)	(4,301,290,130)
841,897	-	207,188,639	444,194,979	-	38,243,056	12,177,203	8,679,616	503,294,854
-	-	(207,188,639)	(207,188,639)	-	-	-	-	(207,188,639)
-	-	-	-	-	-	-	-	-
-	-	-	3,544,000	-	-	-	-	3,544,000
841,897	-	-	240,550,340	-	38,243,056	12,177,203	8,679,616	299,650,215

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES								
Fiscal Year 15								
Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
841,897	-	207,188,639	447,738,979	-	38,243,056	12,177,203	8,679,616	506,838,854
45,991,309	163,950	69,240	3,409,375,604	5,928,730	623,041,641	119,548,710	116,389,214	4,274,283,899
(15,690,902)	1,686,617	22,571,411	(288,020,437)	332,765,460	-	-	(1,441,540)	43,303,483
31,142,304	1,850,567	229,829,290	3,569,094,146	338,694,190	661,284,697	131,725,913	123,627,290	4,824,426,236
-	-	-	(1,594,239,036)	-	1,476,855,309	117,383,727	-	-
(645,000)	-	-	(78,956,907)	-	-	-	(350,000)	(79,306,907)
(30,305,126)	(1,850,567)	-	(1,516,043,556)	(338,694,190)	(2,138,069,401)	(244,520,455)	(119,162,784)	(4,356,490,386)
(30,950,126)	(1,850,567)	-	(3,189,239,499)	(338,694,190)	(661,214,092)	(127,136,728)	(119,512,784)	(4,435,797,293)
192,178	-	229,829,290	379,854,647	-	70,605	4,589,185	4,114,506	388,628,943
-	-	(229,829,290)	(229,829,290)	-	-	-	-	(229,829,290)
-	-	-	-	-	-	-	-	-
-	-	-	(125,000)	-	-	-	-	(125,000)
192,178	-	-	149,900,357	-	70,605	4,589,185	4,114,506	158,674,653

SCHEDULE A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM										
May 22, 2014										
TAX SUPPORTED APPROPRIATIONS (\$000s)	ACTUAL FY13 Exp	APPROVED FY14 Appr.	LATEST FY14 Appr	APPROVED 6 YR	APPROVED FY15 Appr	APPROVED FY16 Exp	APPROVED FY17	APPROVED FY18	APPROVED FY19	APPROVED FY20
GENERAL REVENUE SUPPORTED										
MCG	16,196	17,302	18,191	80,847	20,934	12,653	12,037	10,546	12,256	12,421
M-NCPPC PARKS	-	2,748	2,748	16,788	2,798	2,798	2,798	2,798	2,798	2,798
PUBLIC SCHOOLS (MCPS)	16,501	15,908	16,962	115,932	3,467	26,091	25,542	21,038	19,979	19,815
MONTGOMERY COLLEGE	6,965	13,443	13,443	75,118	11,471	10,941	13,163	13,181	13,181	13,181
HOC	-	1,250	1,250	7,500	1,250	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	29,500	29,500	29,500	194,700	29,950	32,450	32,700	33,200	33,200	33,200
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	29,500	29,500	29,500	194,700	29,950	32,450	32,700	33,200	33,200	33,200
SUBTOTAL	69,162	80,151	82,094	490,885	69,870	86,183	87,490	82,013	82,664	82,665
OTHER TAX SUPPORTED										
MASS TRANSIT	649	2,994	2,994	74,551	(491)	14,718	8,044	16,299	20,156	15,825
FIRE CONSOLIDATED	745	(763)	(763)	24,525	5,389	4,878	3,721	3,027	2,394	5,116
M-NCPPC PARKS	355	350	350	2,100	350	350	350	350	350	350
RECREATION	-	-	-	645	645	-	-	-	-	-
SUBTOTAL	1,750	2,581	2,581	101,821	5,893	19,946	12,115	19,676	22,900	21,291
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	70,912	82,732	84,675	592,706	75,763	106,129	99,605	101,689	105,564	103,956
INFLATION	-	-	-	18,181	-	-	1,686	3,573	5,683	7,239
SUBTOTAL ALLOCATION:	-	-	-	18,181	-	-	1,686	3,573	5,683	7,239
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	70,912	82,732	84,675	610,887	75,763	106,129	101,291	105,262	111,247	111,195
NON-TAX SUPPORTED EXPENDITURES (\$000s)	ACTUAL FY13 Exp	APPROVED FY14 Exp	LATEST FY14 Exp	APPROVED 6 YR	APPROVED FY15 Exp	APPROVED FY16 Exp	APPROVED FY17	APPROVED FY18	APPROVED FY19	APPROVED FY20
NON-TAX SUPPORTED										
PARKING DISTRICTS	20,695	(7,193)	9,270	29,745	9,300	4,801	5,303	3,447	3,447	3,447
SOLID WASTE DISPOSAL	-	-	-	718	718	-	-	-	-	-
M-NCPPC ENTERPRISE FUND	-	600	600	4,800	800	800	800	800	800	800
CABLE TV FUND	1,002	3,916	3,916	15,413	3,748	4,098	3,945	1,422	1,100	1,100
WATER QUALITY PROTECTION CHARGE	879	1,400	1,400	29,912	3,826	13,926	6,640	1,740	1,840	1,940
SUBTOTAL EXPENDITURES:	22,576	(1,277)	15,186	80,588	18,392	23,625	16,688	7,409	7,187	7,287
TOTAL CURRENT REVENUE REQUIREMENTS	93,488	81,455	99,861	691,475	94,155	129,754	117,979	112,671	118,434	118,482

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	192,937,060	204,097,162	238,947,394	241,504,646	18.3%
REVENUES					
Taxes	2,787,795,370	2,810,061,494	2,899,261,112	2,867,996,185	2.1%
Licenses & Permits	9,703,743	10,281,670	10,467,350	11,486,397	11.7%
Charges for Services	10,552,027	8,573,112	8,545,765	8,858,044	3.3%
Fines & Forfeitures	23,160,669	21,625,731	21,627,131	21,621,131	0.0%
Intergovernmental	49,547,175	50,712,046	56,349,079	56,232,240	10.9%
Investment Income	66,215	39,300	136,970	270,060	587.2%
Miscellaneous	11,701,114	8,668,710	9,043,310	8,720,990	0.6%
Total REVENUES	2,892,526,313	2,909,962,063	3,005,430,717	2,975,185,047	2.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	40,979,251	41,315,261	41,315,261	46,302,647	12.1%
To Non-Tax Supported Funds	-18,977,267	-20,424,566	-21,073,891	-21,434,937	4.9%
From Tax Supported Funds	11,926,376	15,893,030	15,193,076	16,779,870	5.6%
To Tax Supported Funds	-264,368,193	-274,515,228	-269,574,783	-296,751,987	8.1%
From Internal Service Funds	19,034,302	8,682,636	8,682,636	10,056,754	15.8%
To Revenue Stabilization Fund	-29,595,672	-21,813,601	-22,273,578	-22,571,411	3.5%
From Component Units/Agencies	232,538	247,610	247,610	247,610	—
To Component Units/Agencies	-3,801,441	-3,702,545	-3,772,545	-3,892,424	5.1%
Total NET INTER-FUND TRANSFERS	-244,570,106	-254,317,403	-251,256,214	-271,263,878	6.7%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	-1,514,532,456	-1,547,834,321	-1,547,834,321	-1,594,239,036	3.0%
County Contribution to CIP Fund	-69,162,140	-80,401,000	-82,344,000	-72,103,000	-10.3%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	-1,583,694,596	-1,628,235,321	-1,630,178,321	-1,666,342,036	2.3%
Total Resources	1,257,198,671	1,231,506,501	1,362,943,576	1,279,083,779	3.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,014,668,570	-1,087,574,730	-1,123,671,930	-1,129,671,987	3.9%
Adjustment for Prior Year Encumbrances/Reserves	-3,582,707	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-1,018,251,277	-1,087,574,730	-1,123,671,930	-1,129,671,987	3.9%
CLAIMS ON FUND					
Set Aside: Future Needs	0	-70,000	0	-125,000	78.6%
Designated CIP Current Revenue Projects	0	0	2,233,000	0	—
Total CLAIMS ON FUND	0	-70,000	2,233,000	-125,000	78.6%
Total Use of Resources	-1,018,251,277	-1,087,644,730	-1,121,438,930	-1,129,796,987	3.9%
PROJECTED FUND BALANCE	238,947,394	143,861,771	241,504,646	149,286,792	3.8%
Special Funds					
Bethesda Urban District					
BEGINNING FUND BALANCE	110,441	90,429	364,649	375,995	315.8%
REVENUES					
Taxes	465,163	450,080	466,960	480,406	6.7%
Charges for Services	107,780	150,000	150,000	150,000	—
Total REVENUES	572,943	600,080	616,960	630,406	5.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,815,000	2,932,000	2,932,000	2,823,989	-3.7%
To Tax Supported Funds	-14,610	-19,940	-19,940	-20,910	4.9%
Total NET INTER-FUND TRANSFERS	2,800,390	2,912,060	2,912,060	2,803,079	-3.7%
Total Resources	3,483,774	3,602,569	3,893,669	3,809,480	5.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-3,414,613	-3,513,396	-3,517,674	-3,718,381	5.8%
Adjustment for Prior Year Encumbrances/Reserves	295,488	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-3,119,125	-3,513,396	-3,517,674	-3,718,381	5.8%
Total Use of Resources	-3,119,125	-3,513,396	-3,517,674	-3,718,381	5.8%
PROJECTED FUND BALANCE	364,649	89,173	375,995	91,099	2.2%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Silver Spring Urban District					
BEGINNING FUND BALANCE	629,825	270,923	228,149	303,233	11.9%
REVENUES					
Taxes	640,833	631,314	708,460	729,771	15.6%
Charges for Services	93,805	134,000	134,000	134,000	—
Total REVENUES	734,638	765,314	842,460	863,771	12.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,532,000	2,405,000	2,405,000	2,440,546	1.5%
To Tax Supported Funds	-217,520	-286,320	-286,320	-351,850	22.9%
Total NET INTER-FUND TRANSFERS	1,314,480	2,118,680	2,118,680	2,088,696	-1.4%
Total Resources	2,678,943	3,154,917	3,189,289	3,255,700	3.2%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,457,074	-2,880,043	-2,886,056	-3,208,979	11.4%
Adjustment for Prior Year Encumbrances/Reserves	6,280	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-2,450,794	-2,880,043	-2,886,056	-3,208,979	11.4%
Total Use of Resources	-2,450,794	-2,880,043	-2,886,056	-3,208,979	11.4%
PROJECTED FUND BALANCE	228,149	274,874	303,233	46,721	-83.0%
Wheaton Urban District					
BEGINNING FUND BALANCE	176,589	116,608	73,159	294,416	152.5%
REVENUES					
Taxes	150,687	148,519	159,771	164,449	10.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	292,320	292,320	292,320	292,320	—
From Tax Supported Funds	1,038,090	1,461,090	1,461,090	1,284,430	-12.1%
To Tax Supported Funds	-128,930	-171,110	-171,110	-196,450	14.8%
Total NET INTER-FUND TRANSFERS	1,201,480	1,582,300	1,582,300	1,380,300	-12.8%
Total Resources	1,528,756	1,847,427	1,815,230	1,839,165	-0.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,458,188	-1,800,402	-1,520,814	-1,813,942	0.8%
Adjustment for Prior Year Encumbrances/Reserves	2,591	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-1,455,597	-1,800,402	-1,520,814	-1,813,942	0.8%
Total Use of Resources	-1,455,597	-1,800,402	-1,520,814	-1,813,942	0.8%
PROJECTED FUND BALANCE	73,159	47,025	294,416	25,223	-46.4%
Bradley Noise Abatement					
BEGINNING FUND BALANCE	27,427	0	7	0	—
REVENUES					
Investment Income	5	0	0	0	—
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	-27,425	0	-7	0	—
Total Resources	7	0	0	0	—
Total Use of Resources	0	0	0	0	—
PROJECTED FUND BALANCE	7	0	0	0	—
Cabin John Noise Abatement					
BEGINNING FUND BALANCE	5,657	0	39	0	—
REVENUES					
Taxes	1,018	0	0	0	—
Investment Income	1	0	0	0	—
Total REVENUES	1,019	0	0	0	—
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	363	0	0	0	—
To Tax Supported Funds	-7,000	0	-39	0	—
Total NET INTER-FUND TRANSFERS	-6,637	0	-39	0	—
Total Resources	39	0	0	0	—
Total Use of Resources	0	0	0	0	—
PROJECTED FUND BALANCE	39	0	0	0	—
Mass Transit					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
BEGINNING FUND BALANCE	-1,987,013	5,331,796	11,426,058	7,482,006	40.3%
REVENUES					
Taxes	79,577,448	70,071,096	70,066,417	68,920,536	-1.6%
Licenses & Permits	565,090	531,000	531,000	531,000	—
Charges for Services	25,932,833	24,262,717	24,117,998	25,698,172	5.9%
Fines & Forfeitures	391,879	300,000	395,000	405,000	35.0%
Intergovernmental	28,400,560	34,474,828	34,474,828	39,363,672	14.2%
Investment Income	734	0	920	1,790	—
Miscellaneous	19,745	0	0	0	—
Total REVENUES	134,888,289	129,639,641	129,586,163	134,920,170	4.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	8,427,220	8,096,350	8,096,350	7,799,700	-3.7%
To Non-Tax Supported Funds	-308,843	-67,225	-67,225	0	—
From Tax Supported Funds	531,310	982,310	531,310	531,310	-45.9%
To Tax Supported Funds	-17,160,641	-23,974,410	-22,403,866	-28,596,400	19.3%
Total NET INTER-FUND TRANSFERS	-8,510,954	-14,962,975	-13,843,431	-20,265,390	35.4%
Total Resources	124,390,322	120,008,462	127,168,790	122,136,786	1.8%
CIP CURRENT REVENUE	-649,448	-2,994,000	-2,994,000	-820,000	-72.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-112,988,615	-116,665,732	-118,003,784	-121,172,193	3.9%
Adjustment for Prior Year Encumbrances/Reserves	673,799	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-112,314,816	-116,665,732	-118,003,784	-121,172,193	3.9%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	1,311,000	0	—
Total Use of Resources	-112,964,264	-119,659,732	-119,686,784	-121,992,193	1.9%
PROJECTED FUND BALANCE	11,426,058	348,730	7,482,006	144,593	-58.5%
Fire					
BEGINNING FUND BALANCE	-12,008,126	-41,352	-2,899,600	-10,251,853	24691.7%
REVENUES					
Taxes	222,883,937	208,544,928	208,531,003	234,329,822	12.4%
Licenses & Permits	469,399	600,000	600,000	600,000	—
Charges for Services	4,069,941	18,439,696	18,439,696	16,420,000	-11.0%
Intergovernmental	1,303,272	1,306,000	0	0	—
Investment Income	11,307	0	14,140	27,440	—
Miscellaneous	69,320	10,000	10,000	10,000	—
Total REVENUES	228,807,176	228,900,624	227,594,839	251,387,262	9.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	-865,525	0	0	0	—
From Tax Supported Funds	408,200	250,000	250,000	1,450,000	480.0%
To Tax Supported Funds	-11,338,253	-11,150,640	-11,000,015	-12,780,370	14.6%
Total NET INTER-FUND TRANSFERS	-11,795,578	-10,900,640	-10,750,015	-11,330,370	3.9%
Total Resources	205,003,472	217,958,632	213,945,224	229,805,039	5.4%
CIP CURRENT REVENUE	-745,457	0	0	-5,388,907	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-205,358,226	-217,018,693	-224,197,077	-224,302,381	3.4%
Adjustment for Prior Year Encumbrances/Reserves	-1,799,389	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-207,157,615	-217,018,693	-224,197,077	-224,302,381	3.4%
Total Use of Resources	-207,903,072	-217,018,693	-224,197,077	-229,691,288	5.8%
PROJECTED FUND BALANCE	-2,899,600	939,939	-10,251,853	113,751	-87.9%
Recreation					
BEGINNING FUND BALANCE	1,340,004	2,705,742	2,827,206	841,897	-68.9%
REVENUES					
Taxes	30,477,219	29,016,049	29,092,219	34,559,943	19.1%
Charges for Services	9,925,396	11,685,910	11,121,600	11,362,011	-2.8%
Investment Income	2,324	0	2,910	5,650	—
Miscellaneous	47,766	-105,360	-105,360	63,705	-160.5%
Total REVENUES	40,452,705	40,596,599	40,111,369	45,991,309	13.3%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	108,818	—
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	—
To Tax Supported Funds	-15,192,824	-16,088,080	-15,364,564	-16,809,420	4.5%
Total NET INTER-FUND TRANSFERS	-14,183,124	-15,078,380	-14,354,864	-15,690,902	4.1%
Total Resources	27,609,585	28,223,961	28,583,711	31,142,304	10.3%
CIP CURRENT REVENUE	0	0	0	-645,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-24,835,262	-28,008,455	-27,741,814	-30,305,126	8.2%
Adjustment for Prior Year Encumbrances/Reserves	52,883	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-24,782,379	-28,008,455	-27,741,814	-30,305,126	8.2%
Total Use of Resources	-24,782,379	-28,008,455	-27,741,814	-30,950,126	10.5%
PROJECTED FUND BALANCE	2,827,206	215,506	841,897	192,178	-10.8%
Economic Development Fund					
BEGINNING FUND BALANCE	2,350,389	0	5,055,282	0	—
REVENUES					
Investment Income	31,922	0	35,550	68,980	—
Miscellaneous	422,238	94,970	94,970	94,970	—
Total REVENUES	454,160	94,970	130,520	163,950	72.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	9,155,050	3,301,858	4,840,706	1,686,617	-48.9%
Total Resources	11,959,599	3,396,828	10,026,508	1,850,567	-45.5%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-6,935,216	-3,396,828	-10,026,508	-1,850,567	-45.5%
Adjustment for Prior Year Encumbrances/Reserves	30,899	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-6,904,317	-3,396,828	-10,026,508	-1,850,567	-45.5%
Total Use of Resources	-6,904,317	-3,396,828	-10,026,508	-1,850,567	-45.5%
PROJECTED FUND BALANCE	5,055,282	0	0	0	—
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	155,255,188	188,998,878	184,879,381	207,188,639	9.6%
REVENUES					
Investment Income	28,521	3,720	35,680	69,240	1761.3%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
From Tax Supported Funds	29,595,672	21,813,601	22,273,578	22,571,411	3.5%
Total Resources	184,879,381	210,816,199	207,188,639	229,829,290	9.0%
Total Use of Resources	0	0	0	0	—
DESIGNATED FUND BALANCE	184,879,381	210,816,199	207,188,639	229,829,290	9.0%
DEBT SERVICE					
Debt Service					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					
Intergovernmental	6,111,775	5,778,730	5,811,730	5,928,730	2.6%
Investment Income	114	70,000	0	0	—
Miscellaneous	1,284,836	0	0	0	—
Total REVENUES	7,396,725	5,848,730	5,811,730	5,928,730	1.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	284,386,307	303,307,740	295,534,762	332,765,460	9.7%
Total Resources	291,783,032	309,156,470	301,346,492	338,694,190	9.6%
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	-264,496,750	-283,663,290	-279,867,012	-311,115,210	9.7%
Debt Service - Other	-27,286,282	-25,493,180	-21,479,480	-27,578,980	8.2%
Total APPROPRIATION/EXPENDITURE	-291,783,032	-309,156,470	-301,346,492	-338,694,190	9.6%
Total Use of Resources	-291,783,032	-309,156,470	-301,346,492	-338,694,190	9.6%
PROJECTED FUND BALANCE	0	0	0	0	—
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
BEGINNING FUND BALANCE	40,515,263	41,697,163	49,215,507	38,243,056	-8.3%
REVENUES					
Charges for Services	4,184,544	3,725,708	3,975,708	3,875,708	4.0%
Intergovernmental	592,060,031	605,389,615	606,639,615	619,165,933	2.3%
Total REVENUES	596,244,575	609,115,323	610,615,323	623,041,641	2.3%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,392,286,148	1,413,738,905	1,413,738,905	1,439,045,758	1.8%
County Contribution to Other - Pension Shift	27,227,553	34,511,689	34,511,689	37,809,551	9.6%
County Contribution to CIP Fund	16,501,093	15,908,000	16,962,000	3,467,000	-78.2%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,436,014,794	1,464,158,594	1,465,212,594	1,480,322,309	1.1%
Total Resources	2,072,774,632	2,114,971,080	2,125,043,424	2,141,607,006	1.3%
CIP CURRENT REVENUE	-16,501,093	-15,908,000	-16,962,000	-3,467,000	-78.2%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,056,273,539	-2,084,338,368	-2,069,838,368	-2,138,069,401	2.6%
Adjustment for Prior Year Encumbrances/Reserves	49,215,507	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-2,007,058,032	-2,084,338,368	-2,069,838,368	-2,138,069,401	2.6%
Total Use of Resources	-2,023,559,125	-2,100,246,368	-2,086,800,368	-2,141,536,401	2.0%
PROJECTED FUND BALANCE	49,215,507	14,724,712	38,243,056	70,605	-99.5%
MONTGOMERY COLLEGE					
Current Fund MC					
BEGINNING FUND BALANCE	12,969,225	12,198,764	15,690,244	11,511,131	-5.6%
REVENUES					
Charges for Services	85,696,146	87,253,251	83,763,121	83,660,041	-4.1%
Intergovernmental	30,668,786	32,013,491	32,013,491	34,563,669	8.0%
Investment Income	59,980	55,000	55,000	55,000	—
Miscellaneous	1,341,015	1,270,000	1,270,000	1,270,000	—
Total REVENUES	117,765,927	120,591,742	117,101,612	119,548,710	-0.9%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	94,368,755	98,933,727	98,933,727	116,733,727	18.0%
County Contribution to CIP Fund	6,965,266	13,443,000	13,443,000	11,471,000	-14.7%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	101,334,021	112,376,727	112,376,727	128,204,727	14.1%
Total Resources	232,069,173	245,167,233	245,168,583	259,264,568	5.8%
CIP CURRENT REVENUE	-6,965,266	-13,443,000	-13,443,000	-11,471,000	-14.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-211,233,214	-227,727,695	-220,214,452	-243,770,455	7.0%
Adjustment for Prior Year Encumbrances/Reserves	1,819,551	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-209,413,663	-227,727,695	-220,214,452	-243,770,455	7.0%
Total Use of Resources	-216,378,929	-241,170,695	-233,657,452	-255,241,455	5.8%
PROJECTED FUND BALANCE	15,690,244	3,996,538	11,511,131	4,023,113	0.7%
Special Funds					
Emergency Repair Fund					
BEGINNING FUND BALANCE	865,201	865,201	765,672	666,072	-23.0%
REVENUES					
Investment Income	444	0	400	0	—
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	250,000	250,000	250,000	250,000	—
Total Resources	1,115,645	1,115,201	1,016,072	916,072	-17.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-349,973	-350,000	-350,000	-350,000	—
Total Use of Resources	-349,973	-350,000	-350,000	-350,000	—
PROJECTED FUND BALANCE	765,672	765,201	666,072	566,072	-26.0%
MC Grants Tax Supported Fund					
BEGINNING FUND BALANCE	0	0	0	0	—
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	400,000	400,000	400,000	400,000	—
Total Resources	400,000	400,000	400,000	400,000	—
APPROPRIATION/EXPENDITURE					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Appropriation/Expenditure	-400,000	-400,000	-400,000	-400,000	—
Total Use of Resources	-400,000	-400,000	-400,000	-400,000	—
PROJECTED FUND BALANCE	0	0	0	0	—
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds					
Administration Fund					
BEGINNING FUND BALANCE	3,521,474	2,883,988	5,679,108	4,836,598	67.7%
REVENUES					
Taxes	25,853,216	25,965,553	26,031,084	25,395,989	-2.2%
Charges for Services	390,430	235,000	236,000	240,580	2.4%
Intergovernmental	435,988	400,400	400,400	400,400	—
Investment Income	15,963	54,000	21,000	20,500	-62.0%
Total REVENUES	26,695,597	26,654,953	26,688,484	26,057,469	-2.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	-1,390,000	0	0	0	—
From Tax Supported Funds	250,000	0	70,000	0	—
To Tax Supported Funds	0	0	0	-1,100,000	—
Total NET INTER-FUND TRANSFERS	-1,140,000	0	70,000	-1,100,000	—
Total Resources	29,077,071	29,538,941	32,437,592	29,794,067	0.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-23,397,963	-27,680,994	-27,600,994	-28,709,985	3.7%
Total Use of Resources	-23,397,963	-27,680,994	-27,600,994	-28,709,985	3.7%
PROJECTED FUND BALANCE	5,679,108	1,857,947	4,836,598	1,084,082	-41.7%
Park Fund					
BEGINNING FUND BALANCE	5,876,453	6,093,042	7,307,909	3,828,821	-37.2%
REVENUES					
Taxes	77,724,077	76,468,661	76,661,178	83,657,376	9.4%
Charges for Services	1,955,682	2,048,939	2,048,939	2,356,200	15.0%
Intergovernmental	2,146,460	2,037,862	2,037,862	2,468,155	21.1%
Investment Income	-68,776	5,000	5,000	5,000	—
Miscellaneous	220,289	106,500	106,500	122,000	14.6%
Total REVENUES	81,977,732	80,666,962	80,859,479	88,608,731	9.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	0	0	1,100,000	—
Total Resources	87,854,185	86,760,004	88,167,388	93,537,552	7.8%
CIP CURRENT REVENUE	-354,707	-350,000	-350,000	-350,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-75,758,557	-80,101,467	-80,101,467	-85,027,201	6.1%
Debt Service - Other	-4,433,012	-3,887,100	-3,887,100	-5,142,738	32.3%
Total APPROPRIATION/EXPENDITURE	-80,191,569	-83,988,567	-83,988,567	-90,169,939	7.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	-858	0	0	—
Total Use of Resources	-80,546,276	-84,339,425	-84,338,567	-90,519,939	7.3%
PROJECTED FUND BALANCE	7,307,909	2,420,579	3,828,821	3,017,613	24.7%
ALA Debt Service Fund					
BEGINNING FUND BALANCE	6,658	2,480	9,816	14,197	472.5%
REVENUES					
Taxes	1,680,687	1,686,287	1,685,497	1,723,014	2.2%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	-1,366,819	-1,386,700	-1,383,516	-1,441,540	4.0%
Total Resources	320,526	302,067	311,797	295,671	-2.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-310,710	-297,600	-297,600	-282,860	-5.0%
Total Use of Resources	-310,710	-297,600	-297,600	-282,860	-5.0%
PROJECTED FUND BALANCE	9,816	4,467	14,197	12,811	186.8%
NON-TAX SUPPORTED					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Water Quality Protection Fund					
BEGINNING FUND BALANCE	4,322,845	5,408,181	7,975,793	8,066,130	49.1%
REVENUES					
Taxes	2,389,644	1,832,000	1,832,000	2,150,000	17.4%
Charges for Services	22,908,958	22,882,420	24,101,094	28,473,690	24.4%
Investment Income	3,516	0	4,400	8,540	—
Total REVENUES	25,302,118	24,714,420	25,937,494	30,632,230	23.9%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	-2,122,601	-3,017,000	-3,017,000	-3,019,200	0.1%
To Tax Supported Funds	-972,950	-1,196,509	-1,196,509	-1,287,544	7.6%
Total NET INTER-FUND TRANSFERS	-3,095,551	-4,213,509	-4,213,509	-4,306,744	2.2%
Total Resources	26,529,412	25,909,092	29,699,778	34,391,616	32.7%
CIP CURRENT REVENUE	-879,435	-1,400,000	-1,400,000	-3,826,000	173.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-17,159,109	-18,992,327	-18,551,519	-20,521,787	8.1%
Adjustment for Prior Year Encumbrances/Reserves	-515,075	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-17,674,184	-18,992,327	-18,551,519	-20,521,787	8.1%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	-1,682,129	0	—
Total Use of Resources	-18,553,619	-20,392,327	-21,633,648	-24,347,787	19.4%
PROJECTED FUND BALANCE	7,975,793	5,516,765	8,066,130	10,043,829	82.1%
Grant Fund MCG					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					
Charges for Services	127,899	150,535	150,535	299,038	98.7%
Intergovernmental	105,566,774	106,440,263	106,440,263	115,325,285	8.3%
Investment Income	276,290	0	0	0	—
Miscellaneous	1,738,803	1,000,000	1,000,000	1,000,000	—
Total REVENUES	107,709,766	107,590,798	107,590,798	116,624,323	8.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	-5,233,798	0	0	0	—
From Tax Supported Funds	1,645,974	0	0	0	—
To Tax Supported Funds	-636,870	-638,690	-638,690	-638,580	0.0%
Total NET INTER-FUND TRANSFERS	-4,224,694	-638,690	-638,690	-638,580	0.0%
Total Resources	103,485,072	106,952,108	106,952,108	115,985,743	8.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-103,485,072	-108,154,684	-108,154,684	-117,209,637	8.4%
Total Use of Resources	-103,485,072	-108,154,684	-108,154,684	-117,209,637	8.4%
PROJECTED FUND BALANCE	0	-1,202,576	-1,202,576	-1,223,894	1.8%
Cable Television					
BEGINNING FUND BALANCE	467,469	1,023,103	817,172	-421,618	-141.2%
REVENUES					
Charges for Services	26,404,524	27,572,950	26,890,721	27,662,814	0.3%
Investment Income	0	10,000	0	0	—
Total REVENUES	26,404,524	27,582,950	26,890,721	27,662,814	0.3%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	-10,765,961	-10,962,039	-10,962,039	-8,389,025	-23.5%
Total Resources	16,106,032	17,644,014	16,745,854	18,852,171	6.8%
CIP CURRENT REVENUE	-1,002,055	-3,916,428	-3,916,428	-3,748,000	-4.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-13,449,129	-13,622,905	-13,251,044	-14,705,985	8.0%
Adjustment for Prior Year Encumbrances/Reserves	-837,676	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-14,286,805	-13,622,905	-13,251,044	-14,705,985	8.0%
Total Use of Resources	-15,288,860	-17,539,333	-17,167,472	-18,453,985	5.2%
PROJECTED FUND BALANCE	817,172	104,681	-421,618	398,186	280.4%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	608,996	5,964,840	7,176,095	2,960,408	-50.4%
REVENUES					
Taxes	10,319,182	9,069,793	8,870,966	9,658,371	6.5%
Investment Income	3,066,615	1,000,000	1,000,000	1,000,000	—
Miscellaneous	3,222,306	4,142,736	4,142,736	4,140,636	-0.1%
Total REVENUES	16,608,103	14,212,529	14,013,702	14,799,007	4.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	-4,406,574	-7,510,400	-4,950,400	-7,196,010	-4.2%
From Tax Supported Funds	15,589,247	17,816,357	18,465,682	18,572,277	4.2%
To Tax Supported Funds	-202,560	-264,505	-264,505	-295,481	11.7%
Total NET INTER-FUND TRANSFERS	10,980,113	10,041,452	13,250,777	11,080,786	10.4%
Total Resources	28,197,212	30,218,821	34,440,574	28,840,201	-4.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-16,505,504	-28,574,000	-31,412,436	-27,592,031	-3.4%
Debt Service - Other	-69,769	-67,730	-67,730	-65,630	-3.1%
Adjustment for Prior Year Encumbrances/Reserves	-4,445,844	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-21,021,117	-28,641,730	-31,480,166	-27,657,661	-3.4%
Total Use of Resources	-21,021,117	-28,641,730	-31,480,166	-27,657,661	-3.4%
PROJECTED FUND BALANCE	7,176,095	1,577,091	2,960,408	1,182,540	-25.0%
Restricted Donations					
BEGINNING FUND BALANCE	4,216,097	3,498,135	4,083,703	4,303,000	23.0%
REVENUES					
Intergovernmental	10,577	0	0	0	—
Investment Income	2,022	0	0	0	—
Miscellaneous	507,796	0	440,253	0	—
Total REVENUES	520,395	0	440,253	0	—
Total Resources	4,736,492	3,498,135	4,523,956	4,303,000	23.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-652,789	0	-220,956	0	—
Total Use of Resources	-652,789	0	-220,956	0	—
PROJECTED FUND BALANCE	4,083,703	3,498,135	4,303,000	4,303,000	23.0%
Enterprise Funds					
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	3,071,053	2,889,290	3,842,602	4,178,496	44.6%
REVENUES					
Charges for Services	10,387,987	10,004,550	10,004,550	10,368,000	3.6%
Investment Income	918	50	1,150	2,230	4360.0%
Total REVENUES	10,388,905	10,004,600	10,005,700	10,370,230	3.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	259,300	159,300	159,300	160,000	0.4%
To Tax Supported Funds	-350,620	-429,435	-429,435	-563,437	31.2%
Total NET INTER-FUND TRANSFERS	-91,320	-270,135	-270,135	-403,437	49.3%
Total Resources	13,368,638	12,623,755	13,578,167	14,145,289	12.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-9,542,664	-9,896,271	-9,399,671	-10,134,509	2.4%
Adjustment for Prior Year Encumbrances/Reserves	16,628	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-9,526,036	-9,896,271	-9,399,671	-10,134,509	2.4%
Total Use of Resources	-9,526,036	-9,896,271	-9,399,671	-10,134,509	2.4%
PROJECTED UNRESTRICTED NET ASSETS	3,842,602	2,727,484	4,178,496	4,010,780	47.1%
Bethesda Parking District					
BEGINNING CASH BALANCE	33,057,753	3,733,399	16,716,696	9,908,319	165.4%
REVENUES					
Taxes	2,568,464	2,478,318	2,568,146	2,629,783	6.1%
Licenses & Permits	-57	0	0	0	—
Charges for Services	12,355,800	13,314,730	13,114,730	13,989,730	5.1%
Fines & Forfeitures	5,162,831	4,829,000	4,829,000	4,829,000	—

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Investment Income	9,358	55,300	11,710	22,720	-58.9%
Miscellaneous	105,026	33,495,620	33,495,620	324,120	-99.0%
Total REVENUES	20,201,422	54,172,968	54,019,206	21,795,353	-59.8%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	1,500,000	—
From Tax Supported Funds	43,325	67,225	67,225	0	—
To Tax Supported Funds	-8,653,660	-8,088,560	-8,088,560	-7,539,300	-6.8%
Total NET INTER-FUND TRANSFERS	-8,610,335	-8,021,335	-8,021,335	-6,039,300	-24.7%
Total Resources	44,648,840	49,885,032	62,714,567	25,664,372	-48.6%
CIP CURRENT REVENUE	-18,146,075	-23,040,000	-39,503,280	-2,321,000	-89.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-8,631,358	-9,288,242	-9,292,029	-10,052,365	8.2%
Debt Service - Other	-4,050,370	-4,010,939	-4,010,939	-4,959,789	23.7%
Adjustment for Prior Year Encumbrances/Reserves	2,895,659	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-9,786,069	-13,299,181	-13,302,968	-15,012,154	12.9%
Total Use of Resources	-27,932,144	-36,339,181	-52,806,248	-17,333,154	-52.3%
PROJECTED CASH BALANCE	16,716,696	13,545,851	9,908,319	8,331,218	-38.5%
Montgomery Hills Parking District					
BEGINNING CASH BALANCE	64,407	33,214	63,542	73,762	122.1%
REVENUES					
Taxes	81,917	78,955	80,381	82,762	4.8%
Charges for Services	27,376	52,000	52,000	52,000	—
Fines & Forfeitures	26,136	25,000	25,000	25,000	—
Miscellaneous	-2,963	0	0	0	—
Total REVENUES	132,466	155,955	157,381	159,762	2.4%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	-23,350	-12,410	-12,410	-12,846	3.5%
Total Resources	173,523	176,759	208,513	220,678	24.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-129,504	-136,899	-134,751	-140,372	2.5%
Adjustment for Prior Year Encumbrances/Reserves	19,523	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-109,981	-136,899	-134,751	-140,372	2.5%
Total Use of Resources	-109,981	-136,899	-134,751	-140,372	2.5%
PROJECTED CASH BALANCE	63,542	39,860	73,762	80,306	101.5%
Silver Spring Parking District					
BEGINNING CASH BALANCE	11,685,114	12,288,261	13,935,972	15,574,233	26.7%
REVENUES					
Taxes	6,935,865	6,641,556	7,589,621	7,808,396	17.6%
Licenses & Permits	-87	0	0	0	—
Charges for Services	10,167,443	10,550,000	10,550,000	10,550,000	—
Fines & Forfeitures	3,049,057	2,256,250	2,256,250	2,256,250	—
Investment Income	5,583	58,100	6,980	13,540	-76.7%
Miscellaneous	-454,435	0	0	0	—
Total REVENUES	19,703,426	19,505,906	20,402,851	20,628,186	5.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	-1,500,000	—
From Tax Supported Funds	28,349	32,379	32,379	0	—
To Tax Supported Funds	-4,439,100	-5,785,666	-5,785,666	-6,029,373	4.2%
Total NET INTER-FUND TRANSFERS	-4,410,751	-5,753,287	-5,753,287	-7,529,373	30.9%
Total Resources	26,977,789	26,040,880	28,585,536	28,673,046	10.1%
CIP CURRENT REVENUE	-2,402,425	-2,770,000	-2,770,000	-3,225,000	16.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-9,766,695	-11,097,834	-10,241,303	-12,026,340	8.4%
Adjustment for Prior Year Encumbrances/Reserves	-872,697	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-10,639,392	-11,097,834	-10,241,303	-12,026,340	8.4%
Total Use of Resources	-13,041,817	-13,867,834	-13,011,303	-15,251,340	10.0%
PROJECTED CASH BALANCE	13,935,972	12,173,046	15,574,233	13,421,706	10.3%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Wheaton Parking District					
BEGINNING CASH BALANCE	873,873	842,307	1,049,317	935,231	11.0%
REVENUES					
Taxes	477,628	413,542	467,763	480,795	16.3%
Charges for Services	996,197	925,200	925,200	925,200	—
Fines & Forfeitures	595,370	546,000	546,000	546,000	—
Investment Income	196	0	250	490	—
Miscellaneous	-97,088	0	0	0	—
Total REVENUES	1,972,303	1,884,742	1,939,213	1,952,485	3.6%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	-560,600	-572,727	-572,727	-576,253	0.6%
Total Resources	2,285,576	2,154,322	2,415,803	2,311,463	7.3%
CIP CURRENT REVENUE	-145,633	-157,000	-157,000	-157,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,253,160	-1,322,481	-1,323,572	-1,348,626	2.0%
Adjustment for Prior Year Encumbrances/Reserves	162,534	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-1,090,626	-1,322,481	-1,323,572	-1,348,626	2.0%
Total Use of Resources	-1,236,259	-1,479,481	-1,480,572	-1,505,626	1.8%
PROJECTED CASH BALANCE	1,049,317	674,841	935,231	805,837	19.4%
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	7,874,584	19,583,458	22,148,902	12,871,525	-34.3%
REVENUES					
Licenses & Permits	39,622,126	29,287,710	42,076,116	38,460,050	31.3%
Charges for Services	4,051,898	3,008,533	2,652,780	1,726,575	-42.6%
Fines & Forfeitures	65,310	0	82,719	0	—
Investment Income	9,889	4,520	16,414	24,000	431.0%
Miscellaneous	15,737	0	0	0	—
Total REVENUES	43,764,960	32,300,763	44,828,029	40,210,625	24.5%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,153,770	1,153,770	1,153,770	1,153,770	—
To Tax Supported Funds	-3,062,540	-3,773,074	-3,773,074	-4,090,186	8.4%
Total NET INTER-FUND TRANSFERS	-1,908,770	-2,619,304	-2,619,304	-2,936,416	12.1%
Total Resources	49,730,774	49,264,917	64,357,627	50,145,734	1.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-27,694,025	-29,642,071	-27,689,579	-32,007,836	8.0%
Adjustment for Prior Year Encumbrances/Reserves	112,153	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-27,581,872	-29,642,071	-27,689,579	-32,007,836	8.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	-4,497,975	-23,796,523	-8,108,752	80.3%
Total Use of Resources	-27,581,872	-34,140,046	-51,486,102	-40,116,588	17.5%
PROJECTED UNRESTRICTED NET ASSETS	22,148,902	15,124,871	12,871,525	10,029,146	-33.7%
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	2,406,487	2,146,106	2,366,270	2,054,994	-4.2%
REVENUES					
Licenses & Permits	-1,022	0	0	0	—
Charges for Services	6,032,722	6,039,660	6,029,525	6,052,200	0.2%
Investment Income	503	0	630	1,220	—
Miscellaneous	30,239	0	5,000	0	—
Total REVENUES	6,062,442	6,039,660	6,035,155	6,053,420	0.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	-168,570	-202,810	-202,810	-203,943	0.6%
Total Resources	8,300,359	7,982,956	8,198,615	7,904,471	-1.0%
CIP CURRENT REVENUE	0	0	0	-421,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-5,903,169	-6,179,974	-6,143,621	-6,414,835	3.8%
Budget to GAAP Reconciliation	-136,277	0	0	0	—
Current Year Encumbrances	105,357	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-5,934,089	-6,179,974	-6,143,621	-6,414,835	3.8%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total Use of Resources	-5,934,089	-6,179,974	-6,143,621	-6,835,835	10.6%
ENDING RETAINED EARNINGS	2,366,270	1,802,982	2,054,994	1,068,636	-40.7%
Solid Waste Disposal					
	0	0	0	0	—
REVENUES					
Licenses & Permits	18,875	7,500	0	15,000	100.0%
Charges for Services	91,200,944	88,573,327	89,959,797	91,016,136	2.8%
Fines & Forfeitures	22,464	0	0	22,000	—
Investment Income	24,239	0	72,280	140,260	—
Miscellaneous	331,909	6,103,913	4,830,643	5,013,514	-17.9%
Total REVENUES	91,598,431	94,684,740	94,862,720	96,206,910	1.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	892,410	885,196	885,196	1,132,744	28.0%
From Tax Supported Funds	1,431,670	1,262,760	1,262,760	1,548,890	22.7%
To Tax Supported Funds	-1,491,850	-1,743,936	-1,743,936	-1,847,329	5.9%
Total NET INTER-FUND TRANSFERS	832,230	404,020	404,020	834,305	106.5%
Total Resources	92,430,661	95,088,760	95,266,740	97,041,215	2.1%
CIP CURRENT REVENUE	0	0	0	-718,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-95,739,681	-95,182,597	-92,185,621	-103,125,261	8.3%
Debt Service - Other	-2,819,250	0	0	0	—
Less CY Accrued Closure Costs	-1,158,853	-32,840	-28,532,840	-37,110	13.0%
Plus Payout of Appropriated Closure Costs	829,321	1,418,830	1,418,830	1,494,900	5.4%
Total APPROPRIATION/EXPENDITURE	-98,888,463	-93,796,607	-119,299,631	-101,667,471	8.4%
Total Use of Resources	-98,888,463	-93,796,607	-119,299,631	-102,385,471	9.2%
NET CHANGE	-6,457,802	1,292,153	-24,032,891	-5,344,256	-513.6%
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	1,563,431	1,387,950	1,535,193	710,420	-48.8%
REVENUES					
Charges for Services	6,580,788	6,526,619	6,526,619	6,526,335	0.0%
Investment Income	889	4,000	1,110	2,150	-46.3%
Total REVENUES	6,581,677	6,530,619	6,527,729	6,528,485	0.0%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	-892,410	-885,196	-885,196	-1,132,744	28.0%
To Tax Supported Funds	-420,020	-479,276	-479,276	-503,807	5.1%
Total NET INTER-FUND TRANSFERS	-1,312,430	-1,364,472	-1,364,472	-1,636,551	19.9%
Total Resources	6,832,678	6,554,097	6,698,450	5,602,354	-14.5%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-5,333,886	-5,155,303	-5,988,030	-5,224,643	1.3%
Adjustment for Prior Year Encumbrances/Reserves	36,401	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-5,297,485	-5,155,303	-5,988,030	-5,224,643	1.3%
Total Use of Resources	-5,297,485	-5,155,303	-5,988,030	-5,224,643	1.3%
PROJECTED FUND BALANCE	1,535,193	1,398,794	710,420	377,711	-73.0%
Liquor Control					
BEGINNING CASH BALANCE	215,825	3,186,353	5,133,136	7,498,834	135.3%
REVENUES					
Taxes	7,334	0	0	0	—
Licenses & Permits	1,726,197	1,575,000	1,726,197	1,726,197	9.6%
Charges for Services	17,165	8,740	8,740	8,740	—
Fines & Forfeitures	232,499	220,560	220,560	220,560	—
Investment Income	278	0	350	680	—
Miscellaneous	74,978,277	74,249,675	75,154,801	77,033,671	3.7%
Total REVENUES	76,961,750	76,053,975	77,110,648	78,989,848	3.9%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	-22,297,140	-20,891,294	-20,891,294	-27,790,916	33.0%
Total Resources	54,880,435	58,349,034	61,352,490	58,697,766	0.6%
APPROPRIATION/EXPENDITURE					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Appropriation/Expenditure	-43,147,383	-44,162,156	-44,162,156	-46,145,741	4.5%
Debt Service - Other	-5,025,176	-11,162,400	-9,691,500	-10,123,000	-9.3%
Adjustment for Prior Year Encumbrances/Reserves	-1,574,740	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-49,747,299	-55,324,556	-53,853,656	-56,268,741	1.7%
Total Use of Resources	-49,747,299	-55,324,556	-53,853,656	-56,268,741	1.7%
PROJECTED CASH BALANCE	5,133,136	3,024,478	7,498,834	2,429,025	-19.7%
DEBT SERVICE					
Debt Service - Non-Tax Supported					
BEGINNING FUND BALANCE	0	0	0	0	—
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
Total Resources	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
APPROPRIATION/EXPENDITURE					
Debt Service - Other	-6,529,175	-10,527,400	-7,967,400	-10,215,210	-3.0%
Total Use of Resources	-6,529,175	-10,527,400	-7,967,400	-10,215,210	-3.0%
PROJECTED FUND BALANCE	0	0	0	0	—
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Grant Fund MCPS					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					
Intergovernmental	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
Total Resources	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-76,536,652	-80,729,142	-80,729,142	-77,903,934	-3.5%
Total Use of Resources	-76,536,652	-80,729,142	-80,729,142	-77,903,934	-3.5%
PROJECTED FUND BALANCE	0	0	0	0	—
Enterprise Funds					
Food Service Fund					
BEGINNING CASH BALANCE	8,820,791	8,820,791	5,618,353	5,618,353	-36.3%
REVENUES					
Charges for Services	20,479,164	18,821,419	18,821,419	18,829,956	0.0%
Intergovernmental	30,308,203	32,368,251	32,368,251	32,392,450	0.1%
Total REVENUES	50,787,367	51,189,670	51,189,670	51,222,406	0.1%
Total Resources	59,608,158	60,010,461	56,808,023	56,840,759	-5.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-51,249,507	-51,189,670	-51,189,670	-51,222,406	0.1%
Adjustment for Prior Year Encumbrances/Reserves	-2,740,298	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-53,989,805	-51,189,670	-51,189,670	-51,222,406	0.1%
Total Use of Resources	-53,989,805	-51,189,670	-51,189,670	-51,222,406	0.1%
PROJECTED CASH BALANCE	5,618,353	8,820,791	5,618,353	5,618,353	-36.3%
Real Estate Fund					
BEGINNING CASH BALANCE	1,058,026	1,058,026	829,965	829,965	-21.6%
REVENUES					
Miscellaneous	3,026,997	2,920,399	2,920,399	3,166,047	8.4%
Total Resources	4,085,023	3,978,425	3,750,364	3,996,012	0.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-3,026,997	-2,920,399	-2,920,399	-3,166,047	8.4%
Adjustment for Prior Year Encumbrances/Reserves	-228,061	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-3,255,058	-2,920,399	-2,920,399	-3,166,047	8.4%
Total Use of Resources	-3,255,058	-2,920,399	-2,920,399	-3,166,047	8.4%
PROJECTED CASH BALANCE	829,965	1,058,026	829,965	829,965	-21.6%
Field Trip Fund					
BEGINNING CASH BALANCE	41,906	41,906	147,404	147,404	251.7%
REVENUES					
Charges for Services	1,735,962	1,917,672	1,917,672	1,895,960	-1.1%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total Resources	1,777,868	1,959,578	2,065,076	2,043,364	4.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,664,949	-1,917,672	-1,917,672	-1,895,960	-1.1%
Adjustment for Prior Year Encumbrances/Reserves	34,485	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-1,630,464	-1,917,672	-1,917,672	-1,895,960	-1.1%
Total Use of Resources	-1,630,464	-1,917,672	-1,917,672	-1,895,960	-1.1%
PROJECTED CASH BALANCE	147,404	41,906	147,404	147,404	251.7%
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	1,558,949	1,558,949	1,105,228	1,105,228	-29.1%
REVENUES					
Charges for Services	2,235,250	2,848,540	2,848,540	2,910,612	2.2%
Total Resources	3,794,199	4,407,489	3,953,768	4,015,840	-8.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,604,177	-2,848,540	-2,848,540	-2,910,612	2.2%
Adjustment for Prior Year Encumbrances/Reserves	-84,794	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-2,688,971	-2,848,540	-2,848,540	-2,910,612	2.2%
Total Use of Resources	-2,688,971	-2,848,540	-2,848,540	-2,910,612	2.2%
PROJECTED CASH BALANCE	1,105,228	1,558,949	1,105,228	1,105,228	-29.1%
Instructional Television Fund					
BEGINNING CASH BALANCE	7,561	7,561	77,860	77,860	929.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,457,591	1,477,261	1,477,261	1,595,624	8.0%
Total Resources	1,465,152	1,484,822	1,555,121	1,673,484	12.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,379,731	-1,477,261	-1,477,261	-1,595,624	8.0%
Adjustment for Prior Year Encumbrances/Reserves	-7,561	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-1,387,292	-1,477,261	-1,477,261	-1,595,624	8.0%
Total Use of Resources	-1,387,292	-1,477,261	-1,477,261	-1,595,624	8.0%
PROJECTED CASH BALANCE	77,860	7,561	77,860	77,860	929.8%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					
Intergovernmental	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
Total Resources	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-10,195,258	-20,163,000	-11,935,055	-19,773,000	-1.9%
Total Use of Resources	-10,195,258	-20,163,000	-11,935,055	-19,773,000	-1.9%
PROJECTED FUND BALANCE	0	0	0	0	—
Endowment Fund					
BEGINNING FUND BALANCE	602,369	603,769	603,574	539,574	-10.6%
REVENUES					
Miscellaneous	1,205	1,000	1,000	1,000	—
Total Resources	603,574	604,769	604,574	540,574	-10.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	-263,000	-65,000	-263,000	—
Total Use of Resources	0	-263,000	-65,000	-263,000	—
PROJECTED FUND BALANCE	603,574	341,769	539,574	277,574	-18.8%
Enterprise Funds					
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	4,053,453	2,602,219	4,055,355	3,502,408	34.6%
REVENUES					
Charges for Services	6,737,764	9,450,000	6,840,000	9,650,000	2.1%
Intergovernmental	5,729,766	6,147,053	6,147,053	6,541,288	6.4%
Miscellaneous	65,971	410,000	50,000	410,000	—

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
<i>Total REVENUES</i>	12,533,501	16,007,053	13,037,053	16,601,288	3.7%
Total Resources	16,586,954	18,609,272	17,092,408	20,103,696	8.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-12,630,438	-17,411,500	-13,590,000	-18,200,205	4.5%
Adjustment for Prior Year Encumbrances/Reserves	98,839	0	0	0	—
<i>Total APPROPRIATION/EXPENDITURE</i>	<i>-12,531,599</i>	<i>-17,411,500</i>	<i>-13,590,000</i>	<i>-18,200,205</i>	<i>4.5%</i>
Total Use of Resources	-12,531,599	-17,411,500	-13,590,000	-18,200,205	4.5%
PROJECTED FUND BALANCE	4,055,355	1,197,772	3,502,408	1,903,491	58.9%
Auxiliary Fund					
BEGINNING FUND BALANCE	3,239,470	2,927,463	3,713,975	2,977,498	1.7%
REVENUES					
Charges for Services	3,184,800	3,703,900	2,875,320	3,612,400	-2.5%
Miscellaneous	1,287,717	1,681,715	1,259,704	1,861,000	10.7%
<i>Total REVENUES</i>	<i>4,472,517</i>	<i>5,385,615</i>	<i>4,135,024</i>	<i>5,473,400</i>	<i>1.6%</i>
Total Resources	7,711,987	8,313,078	7,848,999	8,450,898	1.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-4,639,630	-5,771,815	-4,871,501	-5,838,157	1.1%
Adjustment for Prior Year Encumbrances/Reserves	641,618	0	0	0	—
<i>Total APPROPRIATION/EXPENDITURE</i>	<i>-3,998,012</i>	<i>-5,771,815</i>	<i>-4,871,501</i>	<i>-5,838,157</i>	<i>1.1%</i>
Total Use of Resources	-3,998,012	-5,771,815	-4,871,501	-5,838,157	1.1%
PROJECTED FUND BALANCE	3,713,975	2,541,263	2,977,498	2,612,741	2.8%
Cable Television Fund					
BEGINNING FUND BALANCE	215,248	225,098	217,744	188,944	-16.1%
REVENUES					
Miscellaneous	398	0	400	0	—
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,244,850	1,345,800	1,345,800	1,430,000	6.3%
Total Resources	1,460,496	1,570,898	1,563,944	1,618,944	3.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,242,752	-1,380,800	-1,375,000	-1,505,000	9.0%
Total Use of Resources	-1,242,752	-1,380,800	-1,375,000	-1,505,000	9.0%
PROJECTED FUND BALANCE	217,744	190,098	188,944	113,944	-40.1%
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	4,270,854	5,209,156	5,152,677	5,870,677	12.7%
REVENUES					
Charges for Services	3,213,930	3,300,000	3,100,000	3,075,000	-6.8%
Investment Income	17,049	15,000	18,000	20,000	33.3%
<i>Total REVENUES</i>	<i>3,230,979</i>	<i>3,315,000</i>	<i>3,118,000</i>	<i>3,095,000</i>	<i>-6.6%</i>
Total Resources	7,501,833	8,524,156	8,270,677	8,965,677	5.2%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,349,156	-3,500,000	-2,400,000	-3,500,000	—
Total Use of Resources	-2,349,156	-3,500,000	-2,400,000	-3,500,000	—
PROJECTED FUND BALANCE	5,152,677	5,024,156	5,870,677	5,465,677	8.8%
Transportation Fund					
BEGINNING FUND BALANCE	4,777,372	5,319,323	5,441,555	5,829,555	9.6%
REVENUES					
Charges for Services	2,481,513	2,500,000	2,370,000	2,975,000	19.0%
Miscellaneous	275,647	250,000	218,000	21,000	-91.6%
<i>Total REVENUES</i>	<i>2,757,160</i>	<i>2,750,000</i>	<i>2,588,000</i>	<i>2,996,000</i>	<i>8.9%</i>
Total Resources	7,534,532	8,069,323	8,029,555	8,825,555	9.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,092,977	-3,000,000	-2,200,000	-3,500,000	16.7%
Total Use of Resources	-2,092,977	-3,000,000	-2,200,000	-3,500,000	16.7%
PROJECTED FUND BALANCE	5,441,555	5,069,323	5,829,555	5,325,555	5.1%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					
Intergovernmental	78,296	550,000	550,000	550,000	—
Total Resources	78,296	550,000	550,000	550,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-78,296	-550,000	-550,000	-550,000	—
Total Use of Resources	-78,296	-550,000	-550,000	-550,000	—
PROJECTED FUND BALANCE	0	0	0	0	—
Enterprise Funds					
Special Revenue Funds					
BEGINNING FUND BALANCE	4,391,881	4,422,858	6,222,763	4,460,119	0.8%
REVENUES					
Charges for Services	3,970,589	2,719,476	2,675,800	2,634,700	-3.1%
Intergovernmental	303,431	55,000	55,000	55,000	—
Investment Income	7,811	20,800	20,500	8,300	-60.1%
Miscellaneous	92,492	0	0	0	—
Total REVENUES	4,374,323	2,795,276	2,751,300	2,698,000	-3.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	115,047	0	0	0	—
From Tax Supported Funds	1,390,000	0	0	0	—
From Component Units/Agencies	849,000	879,484	879,484	866,800	-1.4%
Total NET INTER-FUND TRANSFERS	2,354,047	879,484	879,484	866,800	-1.4%
Total Resources	11,120,251	8,097,618	9,853,547	8,024,919	-0.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-4,897,488	-5,754,671	-5,393,428	-5,744,249	-0.2%
Total Use of Resources	-4,897,488	-5,754,671	-5,393,428	-5,744,249	-0.2%
PROJECTED FUND BALANCE	6,222,763	2,342,947	4,460,119	2,280,670	-2.7%
Enterprise Fund					
BEGINNING CASH BALANCE	4,934,957	5,174,718	5,674,846	5,811,588	12.3%
REVENUES					
Charges for Services	9,820,711	10,008,608	9,618,580	9,719,505	-2.9%
Intergovernmental	11,883	0	0	0	—
Miscellaneous	7,983	22,200	22,200	8,000	-64.0%
Total REVENUES	9,840,577	10,030,808	9,640,780	9,727,505	-3.0%
Total Resources	14,775,534	15,205,526	15,315,626	15,539,093	2.2%
CIP CURRENT REVENUE	0	-600,000	-600,000	-800,000	33.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-8,048,757	-9,210,269	-8,676,081	-8,639,917	-6.2%
Debt Service - Other	-870,956	-227,957	-227,957	0	—
Changes In Working Capital	-180,975	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-9,100,688	-9,438,226	-8,904,038	-8,639,917	-8.5%
Total Use of Resources	-9,100,688	-10,038,226	-9,504,038	-9,439,917	-6.0%
PROJECTED CASH BALANCE	5,674,846	5,167,300	5,811,588	6,099,176	18.0%
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	994,902	0	969,299	964,641	—
REVENUES					
Charges for Services	927,095	900,000	900,000	1,024,500	13.8%
Investment Income	1,820	5,600	1,800	1,820	-67.5%
Total REVENUES	928,915	905,600	901,800	1,026,320	13.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	-115,047	0	0	0	—
Total Resources	1,808,770	905,600	1,871,099	1,990,961	119.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-839,471	-906,458	-906,458	-1,026,320	13.2%
CLAIMS ON FUND					
Set Aside: Future Needs	0	858	0	0	—

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total Use of Resources	-839,471	-905,600	-906,458	-1,026,320	13.3%
PROJECTED FUND BALANCE	969,299	0	964,641	964,641	—

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
From Non-Tax Supported Funds					
From Bethesda PD: Overhead	236,560	300,010	300,010	339,098	13.0%
From Bethesda PD: Technology Modernization	24,280	17,630	17,630	20,193	14.5%
From Cable TV	7,644,000	7,575,000	7,575,000	4,753,735	-37.2%
From Cable TV: MC Cable Fund	1,244,850	1,345,800	1,345,800	1,430,000	6.3%
From Cable TV: MCPS Instructional TV Fund	1,457,591	1,477,261	1,477,261	1,595,624	8.0%
From Cable TV: Overhead	387,980	538,853	538,853	579,475	7.5%
From Cable TV: Technology Modernization	31,540	25,125	25,125	30,191	20.2%
From Community Use of Public Fac: Technology Mod	30,590	22,825	22,825	26,469	16.0%
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	—
From Community Use of Public Facilities: Overhead	312,700	399,280	399,280	420,820	5.4%
From Grant Fund: HB669 Debt Service	636,870	638,690	638,690	638,580	0.0%
From Liquor Control: Technology Modernization	384,400	275,964	275,964	960,383	248.0%
From Liquor Fund: Earnings Transfer	19,400,000	18,085,880	18,085,880	24,021,413	32.8%
From Liquor Fund: Overhead	2,512,740	2,529,450	2,529,450	2,809,120	11.1%
From Montgomery Hills PD: Overhead	4,870	7,010	7,010	7,381	5.3%
From Montgomery Hills PD: RSC	18,000	5,000	5,000	5,000	—
From Montgomery Hills PD: Technology Modernization	480	400	400	465	16.3%
From Montgomery Housing Initiative: Technology	15,590	12,605	12,605	14,551	15.4%
From Montgomery Housing Initiative: Overhead	186,970	251,900	251,900	280,930	11.5%
From Permitting Services: DCM	109,020	109,020	109,020	109,020	—
From Permitting Services: DPWT Lab Testing	100,000	100,000	100,000	100,000	—
From Permitting Services: Overhead	2,589,920	3,395,760	3,395,760	3,682,700	8.4%
From Permitting Services: Pictometry Services	52,000	0	0	0	—
From Permitting Services: Technology Modernization	211,600	168,294	168,294	198,466	17.9%
From Silver Spring PD: Overhead	254,260	327,600	327,600	346,163	5.7%
From Silver Spring PD: Technology Modernization	28,440	20,636	20,636	23,984	16.2%
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	—
From Solid Waste Collection: Overhead	149,530	188,280	188,280	188,619	0.2%
From Solid Waste Collection: Technology Modernizat	14,040	9,530	9,530	10,324	8.3%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	—
From Solid Waste Disposal: EOB Rent	203,860	203,860	203,860	214,020	5.0%
From Solid Waste Disposal: Overhead	1,156,190	1,438,170	1,438,170	1,519,080	5.6%
From Solid Waste Disposal: Technology Modernizatio	108,420	78,526	78,526	90,849	15.7%
From Vacuum Leaf Collection: Overhead	360,160	450,710	450,710	473,290	5.0%
From Vacuum Leaf Collection: Technology Modernizat	59,860	28,566	28,566	30,517	6.8%
From Water Quality Protection Fund: Overhead	835,140	1,129,140	1,129,140	1,206,980	6.9%
From Water Quality Protection Fund: Pictometry	52,000	0	0	0	—
From Water Quality Protection: Technology Moderniz	85,810	67,369	67,369	80,564	19.6%
From Wheaton PD: Overhead	39,350	52,520	52,520	55,478	5.6%
From Wheaton PD: Technology Modernization	3,930	2,887	2,887	3,455	19.7%
TOTAL FROM NON-TAX SUPPORTED FUNDS	40,979,251	41,315,261	41,315,261	46,302,647	12.1%
From Tax Supported Funds					

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
From Bethesda Urban District: Overhead	14,610	19,940	19,940	20,910	4.9%
From Bradley Noise Abatement	3,876	0	7	0	—
From Cabin John Noise Abatement District	0	0	39	0	—
From Fire District: DCM	120,750	120,750	120,750	120,750	—
From Mass Transit: Fund Balance Transfer	0	0	0	325,000	—
From Mass Transit: Overhead	7,553,320	9,959,300	9,959,300	10,548,510	5.9%
From Recreation	0	700,000	0	0	—
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	—
From Recreation: Fund Balance Transfer	0	0	0	350,000	—
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	—
From Recreation: Overhead	2,040,960	2,789,200	2,789,200	3,019,990	8.3%
From Recreation: Custodial Cleaning Costs	611,360	611,360	611,360	611,360	—
From Silver Spring Urban District: Overhead	217,520	286,320	286,320	351,850	22.9%
From Wheaton Urban District: Overhead	128,930	171,110	171,110	196,450	14.8%
TOTAL FROM TAX SUPPORTED FUNDS	11,926,376	15,893,030	15,193,076	16,779,870	5.6%
To Non-Tax Supported Funds					
To Community Use of Public Facilities: Civic Center	-100,000	0	0	0	—
To Community Use of Public Facilities: Elections	-134,300	-134,300	-134,300	-135,000	0.5%
To Community Use of Public Facilities: After School	-25,000	-25,000	-25,000	-25,000	—
To Grants Fund: County Match	-514,931	0	0	0	—
To Montgomery Housing Initiative	-15,589,247	-17,816,357	-18,465,682	-18,572,277	4.2%
To Permitting Programs Fund: Green Tape Position	-94,110	-94,110	-94,110	-94,110	—
To Permitting Programs Fund: Public Agency Permits	-1,059,660	-1,059,660	-1,059,660	-1,059,660	—
To Silver Spring Parking District: Parking Meters	-28,349	-32,379	-32,379	0	—
To Solid Waste Disposal Fund	-1,431,670	-1,262,760	-1,262,760	-1,548,890	22.7%
TOTAL TO NON-TAX SUPPORTED FUNDS	-18,977,267	-20,424,566	-21,073,891	-21,434,937	4.9%
To Tax Supported Funds					
To Cabin John Noise Abatement District	-363	0	0	0	—
To Debt Service: GO Bonds	-235,481,958	-253,612,440	-249,452,147	-276,092,800	8.9%
To Debt Service: Short and Long Term Leases	-16,743,522	-13,897,830	-12,029,830	-14,697,130	5.8%
To Economic Development Fund	-9,155,050	-3,301,858	-4,840,706	-1,686,617	-48.9%
To Fire District: Fund Balance Transfer	0	0	0	-1,200,000	—
To Fire: Cash Match Grant	-158,200	0	0	0	—
To Fire: EMST Fee Payment for Uninsured Residents	-250,000	-250,000	-250,000	-250,000	—
To Mass Transit	0	-451,000	0	0	—
To Mass Transit: Parking Tickets	-531,310	-531,310	-531,310	-531,310	—
To Recreation: ASACs	-120,990	-120,990	-120,990	-120,990	—
To Recreation: Countywide Services	-888,710	-888,710	-888,710	-888,710	—
To Wheaton Urban District: Baseline Services	-76,090	-76,090	-76,090	-76,090	—
To Wheaton Urban District: Non-Baseline Services	-962,000	-1,385,000	-1,385,000	-1,208,340	-12.8%
TOTAL TO TAX SUPPORTED FUNDS	-264,368,193	-274,515,228	-269,574,783	-296,751,987	8.1%
From Internal Service Funds					
From: Employee Health Benefit Fund	19,034,302	8,682,636	8,682,636	10,056,754	15.8%
To Component Units/Agencies					
To MC: Cable TV Fund (Non-Tax)	-1,244,850	-1,345,800	-1,345,800	-1,430,000	6.3%
To MCPS: Instructional Television Fund (Non-Tax)	-1,457,591	-1,477,261	-1,477,261	-1,595,624	8.0%
To M-NCPPC Administration Fund	-250,000	0	-70,000	0	—
To MNCPPC: Special Revenue Fund	-849,000	-879,484	-879,484	-866,800	-1.4%
TOTAL TO COMPONENT UNITS/AGENCIES	-3,801,441	-3,702,545	-3,772,545	-3,892,424	5.1%
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	-29,595,672	-21,813,601	-22,273,578	-22,571,411	3.5%
From Component Units/Agencies					
From MC: Cafritz Foundation Art Center Repayment	232,538	247,610	247,610	247,610	—
TOTAL COUNTY GENERAL FUND	-244,570,106	-254,317,403	-251,256,214	-271,263,878	6.7%
Special Funds					
Bethesda Urban District					

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
From Non-Tax Supported Funds					
From Parking District Fees	2,815,000	2,932,000	2,932,000	2,823,989	-3.7%
To Tax Supported Funds					
To General Fund: Overhead	-14,610	-19,940	-19,940	-20,910	4.9%
TOTAL BETHESDA URBAN DISTRICT	2,800,390	2,912,060	2,912,060	2,803,079	-3.7%
Silver Spring Urban District					
From Non-Tax Supported Funds					
From Parking District Fees	1,532,000	2,405,000	2,405,000	2,440,546	1.5%
To Tax Supported Funds					
To General Fund: Overhead	-217,520	-286,320	-286,320	-351,850	22.9%
TOTAL SILVER SPRING URBAN DISTRICT	1,314,480	2,118,680	2,118,680	2,088,696	-1.4%
Wheaton Urban District					
From Non-Tax Supported Funds					
From Parking District Fees	292,320	292,320	292,320	292,320	—
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	—
From General Fund: Non-Baseline Services	962,000	1,385,000	1,385,000	1,208,340	-12.8%
TOTAL FROM TAX SUPPORTED FUNDS	1,038,090	1,461,090	1,461,090	1,284,430	-12.1%
To Tax Supported Funds					
To General Fund: Overhead	-128,930	-171,110	-171,110	-196,450	14.8%
TOTAL WHEATON URBAN DISTRICT	1,201,480	1,582,300	1,582,300	1,380,300	-12.8%
Bradley Noise Abatement					
To Tax Supported Funds					
To Debt Service: GO Bonds	-23,549	0	0	0	—
Transfer to General Fund	-3,876	0	-7	0	—
TOTAL TO TAX SUPPORTED FUNDS	-27,425	0	-7	0	—
TOTAL BRADLEY NOISE ABATEMENT	-27,425	0	-7	0	—
Cabin John Noise Abatement					
From Tax Supported Funds					
From General Fund	363	0	0	0	—
To Tax Supported Funds					
To Debt Service: GO Bonds	-7,000	0	0	0	—
To General Fund	0	0	-39	0	—
TOTAL TO TAX SUPPORTED FUNDS	-7,000	0	-39	0	—
TOTAL CABIN JOHN NOISE ABATEMENT	-6,637	0	-39	0	—
Mass Transit					
From Non-Tax Supported Funds					
From Bethesda PD: MATS	492,820	492,820	492,820	492,820	—
From Bethesda PD: Parking Fines	5,085,000	4,346,100	4,346,100	3,863,200	-11.1%
From Silver Spring PD: MATS	249,400	776,180	776,180	962,430	24.0%
From SS PD: Parking Fines	2,375,000	2,256,250	2,256,250	2,256,250	—
From Wheaton PD: Parking Fines	225,000	225,000	225,000	225,000	—
TOTAL FROM NON-TAX SUPPORTED FUNDS	8,427,220	8,096,350	8,096,350	7,799,700	-3.7%
From Tax Supported Funds					
From General Fund	0	451,000	0	0	—
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	—
TOTAL FROM TAX SUPPORTED FUNDS	531,310	982,310	531,310	531,310	-45.9%
To Non-Tax Supported Funds					
To Bethesda PD for Meters	-43,325	-67,225	-67,225	0	—
To Grants Fund: County Match	-265,518	0	0	0	—
TOTAL TO NON-TAX SUPPORTED FUNDS	-308,843	-67,225	-67,225	0	—
To Tax Supported Funds					
To Debt Service: GO Bonds	-5,805,704	-8,199,410	-8,642,566	-11,046,940	34.7%

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
To Debt Service: Long Term Lease	-3,801,617	-5,815,700	-3,802,000	-6,675,950	14.8%
To General Fund: Fund Balance Transfer	0	0	0	-325,000	—
To General Fund: Overhead	-7,553,320	-9,959,300	-9,959,300	-10,548,510	5.9%
TOTAL TO TAX SUPPORTED FUNDS	-17,160,641	-23,974,410	-22,403,866	-28,596,400	19.3%
TOTAL MASS TRANSIT	-8,510,954	-14,962,975	-13,843,431	-20,265,390	35.4%
Fire					
From Tax Supported Funds					
From General Fund: Cash Match Grant	158,200	0	0	0	—
From General Fund: Fund Balance Transfer	0	0	0	1,200,000	—
Tran Fr GF: EMST Fee Payment for Unisure Residents	250,000	250,000	250,000	250,000	—
TOTAL FROM TAX SUPPORTED FUNDS	408,200	250,000	250,000	1,450,000	480.0%
To Non-Tax Supported Funds					
To Grants Fund: County Match	-865,525	0	0	0	—
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	-4,418,126	-3,945,600	-3,780,600	-4,221,600	7.0%
To Debt Service: GO Bonds	-6,799,377	-7,084,290	-7,098,665	-8,438,020	19.1%
To General Fund: DCM	-120,750	-120,750	-120,750	-120,750	—
TOTAL TO TAX SUPPORTED FUNDS	-11,338,253	-11,150,640	-11,000,015	-12,780,370	14.6%
TOTAL FIRE	-11,795,578	-10,900,640	-10,750,015	-11,330,370	3.9%
Recreation					
From Non-Tax Supported Funds					
From CUPF: ActiveNet	0	0	0	108,818	—
From Tax Supported Funds					
From General Fund: ASACs	120,990	120,990	120,990	120,990	—
From General Fund: Countywide Services	888,710	888,710	888,710	888,710	—
TOTAL FROM TAX SUPPORTED FUNDS	1,009,700	1,009,700	1,009,700	1,009,700	—
To Tax Supported Funds					
To Debt Service: GO Bonds	-8,982,438	-8,918,420	-8,894,904	-9,758,720	9.4%
To Debt Service: Long Term Lease	-2,323,016	-1,834,050	-1,834,050	-1,834,300	0.0%
To General Fund	0	-700,000	0	0	—
To General Fund: Custodial Cleaning Costs	-611,360	-611,360	-611,360	-611,360	—
To General Fund: Facility Maintenance Costs	-1,151,850	-1,151,850	-1,151,850	-1,151,850	—
To General Fund: Fund Balance Transfer	0	0	0	-350,000	—
To General Fund: Other - DCM	-83,200	-83,200	-83,200	-83,200	—
To General Fund: Overhead	-2,040,960	-2,789,200	-2,789,200	-3,019,990	8.3%
TOTAL TO TAX SUPPORTED FUNDS	-15,192,824	-16,088,080	-15,364,564	-16,809,420	4.5%
TOTAL RECREATION	-14,183,124	-15,078,380	-14,354,864	-15,690,902	4.1%
Economic Development Fund					
From Tax Supported Funds					
Transfer from General Fund	9,155,050	3,301,858	4,840,706	1,686,617	-48.9%
TOTAL ECONOMIC DEVELOPMENT FUND	9,155,050	3,301,858	4,840,706	1,686,617	-48.9%
Revenue Stabilization Fund					
From Tax Supported Funds					
From General Fund	29,595,672	21,813,601	22,273,578	22,571,411	3.5%
TOTAL REVENUE STABILIZATION FUND	29,595,672	21,813,601	22,273,578	22,571,411	3.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	-235,026,752	-263,530,899	-256,477,246	-288,020,437	9.3%
DEBT SERVICE					
Debt Service					
From Tax Supported Funds					
From Bradley Noise Abatement	23,549	0	0	0	—
From Cabin John Noise Abatement	7,000	0	0	0	—
From Fire Fund (LTL)	4,418,126	3,945,600	3,780,600	4,221,600	7.0%
From Fire Tax District	6,799,377	7,084,290	7,098,665	8,438,020	19.1%
From General Fund: GO Bonds	235,481,958	253,612,440	249,452,147	276,092,800	8.9%

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
From General Fund: Long Term Lease	16,743,522	13,897,830	12,029,830	14,697,130	5.8%
From Mass Transit	5,805,704	8,199,410	8,642,566	11,046,940	34.7%
From Mass Transit (LTL)	3,801,617	5,815,700	3,802,000	6,675,950	14.8%
From Recreation	8,982,438	8,918,420	8,894,904	9,758,720	9.4%
From Recreation Fund: Long Term Lease	2,323,016	1,834,050	1,834,050	1,834,300	0.0%
TOTAL FROM TAX SUPPORTED FUNDS	284,386,307	303,307,740	295,534,762	332,765,460	9.7%
TOTAL DEBT SERVICE	284,386,307	303,307,740	295,534,762	332,765,460	9.7%
TOTAL DEBT SERVICE	284,386,307	303,307,740	295,534,762	332,765,460	9.7%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds					
Administration Fund					
From Tax Supported Funds					
Transfer from General Fund	250,000	0	70,000	0	—
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	-1,390,000	0	0	0	—
To Tax Supported Funds					
Transfer To Park Fund	0	0	0	-1,100,000	—
TOTAL ADMINISTRATION FUND	-1,140,000	0	70,000	-1,100,000	—
Park Fund					
From Tax Supported Funds					
Transfer From Admin Fund	0	0	0	1,100,000	—
TOTAL PARK FUND	0	0	0	1,100,000	—
ALA Debt Service Fund					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	-1,366,819	-1,386,700	-1,383,516	-1,441,540	4.0%
TOTAL ALA DEBT SERVICE FUND	-1,366,819	-1,386,700	-1,383,516	-1,441,540	4.0%
TOTAL M-NCPPC	-2,506,819	-1,386,700	-1,313,516	-1,441,540	4.0%
TOTAL TAX SUPPORTED	46,852,736	38,390,141	37,744,000	43,303,483	12.8%
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Water Quality Protection Fund					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	-2,122,601	-3,017,000	-3,017,000	-3,019,200	0.1%
To Tax Supported Funds					
To General Fund: Overhead	-835,140	-1,129,140	-1,129,140	-1,206,980	6.9%
To General Fund: Pictometry Services	-52,000	0	0	0	—
To General Fund: Technology Modernization	-85,810	-67,369	-67,369	-80,564	19.6%
TOTAL TO TAX SUPPORTED FUNDS	-972,950	-1,196,509	-1,196,509	-1,287,544	7.6%
TOTAL WATER QUALITY PROTECTION FUND	-3,095,551	-4,213,509	-4,213,509	-4,306,744	2.2%
Grant Fund MCG					
From Tax Supported Funds					
From Fire: County Match	865,525	0	0	0	—
From General Fund: County Match	514,931	0	0	0	—
From Mass Transit: County Match	265,518	0	0	0	—
TOTAL FROM TAX SUPPORTED FUNDS	1,645,974	0	0	0	—
To Non-Tax Supported Funds					
To Non-Tax Supported Funds	-5,233,798	0	0	0	—
To Tax Supported Funds					
To General Fund: HB669 Debt Service	-636,870	-638,690	-638,690	-638,580	0.0%
TOTAL GRANT FUND MCG	-4,224,694	-638,690	-638,690	-638,580	0.0%
Cable Television					

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
To Tax Supported Funds					
To General Fund: MC Cable Fund	-1,244,850	-1,345,800	-1,345,800	-1,430,000	6.3%
To General Fund: MCPS Instructional TV Fund	-1,457,591	-1,477,261	-1,477,261	-1,595,624	8.0%
To General Fund: Overhead	-387,980	-538,853	-538,853	-579,475	7.5%
To General Fund: Technology Modernization	-31,540	-25,125	-25,125	-30,191	20.2%
Transfer to General Fund	-7,644,000	-7,575,000	-7,575,000	-4,753,735	-37.2%
TOTAL TO TAX SUPPORTED FUNDS	-10,765,961	-10,962,039	-10,962,039	-8,389,025	-23.5%
TOTAL CABLE TELEVISION	-10,765,961	-10,962,039	-10,962,039	-8,389,025	-23.5%
Montgomery Housing Initiative					
From Tax Supported Funds					
From General Fund	15,589,247	17,816,357	18,465,682	18,572,277	4.2%
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	-4,406,574	-7,510,400	-4,950,400	-7,196,010	-4.2%
To Tax Supported Funds					
To General Fund: Overhead	-186,970	-251,900	-251,900	-280,930	11.5%
To General Fund: Technology Modernization	-15,590	-12,605	-12,605	-14,551	15.4%
TOTAL TO TAX SUPPORTED FUNDS	-202,560	-264,505	-264,505	-295,481	11.7%
TOTAL MONTGOMERY HOUSING INITIATIVE	10,980,113	10,041,452	13,250,777	11,080,786	10.4%
Enterprise Funds					
Community Use of Public Facilities					
From Tax Supported Funds					
From General Fund: After School	25,000	25,000	25,000	25,000	—
From General Fund: Civic Center Extended Hours	100,000	0	0	0	—
From General Fund: Elections	134,300	134,300	134,300	135,000	0.5%
TOTAL FROM TAX SUPPORTED FUNDS	259,300	159,300	159,300	160,000	0.4%
To Tax Supported Funds					
To General Fund: DCM	-7,330	-7,330	-7,330	-7,330	—
To General Fund: Overhead	-312,700	-399,280	-399,280	-420,820	5.4%
To General Fund: Technology Modernization	-30,590	-22,825	-22,825	-26,469	16.0%
To Recreation: ActiveNet	0	0	0	-108,818	—
TOTAL TO TAX SUPPORTED FUNDS	-350,620	-429,435	-429,435	-563,437	31.2%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	-91,320	-270,135	-270,135	-403,437	49.3%
Bethesda Parking District					
From Non-Tax Supported Funds					
From Silver Spring PLD	0	0	0	1,500,000	—
From Tax Supported Funds					
From Mass Transit for Meters	43,325	67,225	67,225	0	—
To Tax Supported Funds					
To General Fund: Overhead	-236,560	-300,010	-300,010	-339,098	13.0%
To General Fund: Technology Modernization	-24,280	-17,630	-17,630	-20,193	14.5%
To Mass Transit: PVN	-5,085,000	-4,346,100	-4,346,100	-3,863,200	-11.1%
To MATS	-492,820	-492,820	-492,820	-492,820	—
To Urban District: Meter Revenue	-2,815,000	-2,932,000	-2,932,000	-2,823,989	-3.7%
TOTAL TO TAX SUPPORTED FUNDS	-8,653,660	-8,088,560	-8,088,560	-7,539,300	-6.8%
TOTAL BETHESDA PARKING DISTRICT	-8,610,335	-8,021,335	-8,021,335	-6,039,300	-24.7%
Montgomery Hills Parking District					
To Tax Supported Funds					
To General Fund: Technology Modernization	-480	-400	-400	-465	16.3%
To General Fund: Overhead	-4,870	-7,010	-7,010	-7,381	5.3%
To General Fund: RSC	-18,000	-5,000	-5,000	-5,000	—
TOTAL TO TAX SUPPORTED FUNDS	-23,350	-12,410	-12,410	-12,846	3.5%
TOTAL MONTGOMERY HILLS PARKING DISTRICT	-23,350	-12,410	-12,410	-12,846	3.5%
Silver Spring Parking District					
From Tax Supported Funds					

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
From General Fund: Parking Meters	28,349	32,379	32,379	0	—
To Non-Tax Supported Funds					
To Bethesda PLD	0	0	0	-1,500,000	—
To Tax Supported Funds					
To General Fund: Overhead	-254,260	-327,600	-327,600	-346,163	5.7%
To General Fund: Technology Modernization	-28,440	-20,636	-20,636	-23,984	16.2%
To Mass Transit: MATS	-249,400	-776,180	-776,180	-962,430	24.0%
To Mass Transit: PVN	-2,375,000	-2,256,250	-2,256,250	-2,256,250	—
To Urban District: Meter Revenue	-1,532,000	-2,405,000	-2,405,000	-2,440,546	1.5%
TOTAL TO TAX SUPPORTED FUNDS	-4,439,100	-5,785,666	-5,785,666	-6,029,373	4.2%
TOTAL SILVER SPRING PARKING DISTRICT	-4,410,751	-5,753,287	-5,753,287	-7,529,373	30.9%
Wheaton Parking District					
To Tax Supported Funds					
To General Fund: Overhead	-39,350	-52,520	-52,520	-55,478	5.6%
To General Fund: Technology Modernization	-3,930	-2,887	-2,887	-3,455	19.7%
To Mass Transit: PVN	-225,000	-225,000	-225,000	-225,000	—
To Urban District: Meter Revenue	-292,320	-292,320	-292,320	-292,320	—
TOTAL TO TAX SUPPORTED FUNDS	-560,600	-572,727	-572,727	-576,253	0.6%
TOTAL WHEATON PARKING DISTRICT	-560,600	-572,727	-572,727	-576,253	0.6%
Permitting Services					
From Tax Supported Funds					
From General Fund: Green Tape Position	94,110	94,110	94,110	94,110	—
From General Fund: Public Agency Permits	1,059,660	1,059,660	1,059,660	1,059,660	—
TOTAL FROM TAX SUPPORTED FUNDS	1,153,770	1,153,770	1,153,770	1,153,770	—
To Tax Supported Funds					
To General Fund: DCM	-109,020	-109,020	-109,020	-109,020	—
To General Fund: DPWT Lab Testing	-100,000	-100,000	-100,000	-100,000	—
To General Fund: Overhead	-2,589,920	-3,395,760	-3,395,760	-3,682,700	8.4%
To General Fund: Pictometry Services	-52,000	0	0	0	—
To General Fund: Technology Modernization	-211,600	-168,294	-168,294	-198,466	17.9%
TOTAL TO TAX SUPPORTED FUNDS	-3,062,540	-3,773,074	-3,773,074	-4,090,186	8.4%
TOTAL PERMITTING SERVICES	-1,908,770	-2,619,304	-2,619,304	-2,936,416	12.1%
Solid Waste Collection					
To Tax Supported Funds					
To General Fund: DCM	-5,000	-5,000	-5,000	-5,000	—
To General Fund: Overhead	-149,530	-188,280	-188,280	-188,619	0.2%
To General Fund: Technology Modernization	-14,040	-9,530	-9,530	-10,324	8.3%
TOTAL TO TAX SUPPORTED FUNDS	-168,570	-202,810	-202,810	-203,943	0.6%
TOTAL SOLID WASTE COLLECTION	-168,570	-202,810	-202,810	-203,943	0.6%
Solid Waste Disposal					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	892,410	885,196	885,196	1,132,744	28.0%
From Tax Supported Funds					
From General Fund: Tip Fee Charges	1,431,670	1,262,760	1,262,760	1,548,890	22.7%
To Tax Supported Funds					
To General Fund: DCM	-23,380	-23,380	-23,380	-23,380	—
To General Fund: EOB Rent	-203,860	-203,860	-203,860	-214,020	5.0%
To General Fund: Overhead	-1,156,190	-1,438,170	-1,438,170	-1,519,080	5.6%
To General Fund: Technology Modernization	-108,420	-78,526	-78,526	-90,849	15.7%
TOTAL TO TAX SUPPORTED FUNDS	-1,491,850	-1,743,936	-1,743,936	-1,847,329	5.9%
TOTAL SOLID WASTE DISPOSAL	832,230	404,020	404,020	834,305	106.5%
Vacuum Leaf Collection					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	-892,410	-885,196	-885,196	-1,132,744	28.0%

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
To Tax Supported Funds					
To General Fund: Overhead	-360,160	-450,710	-450,710	-473,290	5.0%
To General Fund: Technology Modernization	-59,860	-28,566	-28,566	-30,517	6.8%
TOTAL TO TAX SUPPORTED FUNDS	-420,020	-479,276	-479,276	-503,807	5.1%
TOTAL VACUUM LEAF COLLECTION	-1,312,430	-1,364,472	-1,364,472	-1,636,551	19.9%
Liquor Control					
To Tax Supported Funds					
To General Fund: Earnings Transfer	-19,400,000	-18,085,880	-18,085,880	-24,021,413	32.8%
To General Fund: Overhead	-2,512,740	-2,529,450	-2,529,450	-2,809,120	11.1%
To General Fund: Technology Modernization	-384,400	-275,964	-275,964	-960,383	248.0%
TOTAL TO TAX SUPPORTED FUNDS	-22,297,140	-20,891,294	-20,891,294	-27,790,916	33.0%
TOTAL LIQUOR CONTROL	-22,297,140	-20,891,294	-20,891,294	-27,790,916	33.0%
Employee Health Benefit Self Insurance Fund					
To Tax Supported Funds					
To: General Fund	-19,034,302	-8,682,636	-8,682,636	-10,056,754	15.8%
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	-19,034,302	-8,682,636	-8,682,636	-10,056,754	15.8%
TOTAL MONTGOMERY COUNTY GOVERNMENT	-64,691,431	-53,759,176	-50,549,851	-58,605,047	9.0%
DEBT SERVICE					
Debt Service - Non-Tax Supported					
From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	4,406,574	7,510,400	4,950,400	7,196,010	-4.2%
From Water Quality Protection: Other Debt	2,122,601	3,017,000	3,017,000	3,019,200	0.1%
TOTAL FROM NON-TAX SUPPORTED FUNDS	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
TOTAL DEBT SERVICE	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Instructional Television Fund					
From Tax Supported Funds					
From MCG General Fund	1,457,591	1,477,261	1,477,261	1,595,624	8.0%
TOTAL INSTRUCTIONAL TELEVISION FUND	1,457,591	1,477,261	1,477,261	1,595,624	8.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	1,457,591	1,477,261	1,477,261	1,595,624	8.0%
MONTGOMERY COLLEGE					
Cable Television Fund					
From Tax Supported Funds					
From MCG: County Cable Plan	1,244,850	1,345,800	1,345,800	1,430,000	6.3%
TOTAL CABLE TELEVISION FUND	1,244,850	1,345,800	1,345,800	1,430,000	6.3%
TOTAL MONTGOMERY COLLEGE	1,244,850	1,345,800	1,345,800	1,430,000	6.3%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Enterprise Funds					
Special Revenue Funds					
From Non-Tax Supported Funds					
From M-NCPPC Property Mgt Fund	115,047	0	0	0	—
From Tax Supported Funds					
Transfer From Administration Fund	1,390,000	0	0	0	—
From Component Units/Agencies					
From County GF (Ballfields)	849,000	879,484	879,484	866,800	-1.4%
TOTAL SPECIAL REVENUE FUNDS	2,354,047	879,484	879,484	866,800	-1.4%
Prop Mgmt MNCPPC					
To Non-Tax Supported Funds					
To M-NCPPC Special Revenue Fund	-115,047	0	0	0	—
TOTAL PROP MGMT MNCPPC	-115,047	0	0	0	—

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TOTAL M-NCPPC	2,239,000	879,484	879,484	866,800	-1.4%
TOTAL NON-TAX SUPPORTED	-53,220,815	-39,529,231	-38,879,906	-44,497,413	12.6%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	-6,368,079	-1,139,090	-1,135,906	-1,193,930	4.8%

SCHEDULE A-6

Contributions To/From Other Funds

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
To Tax Supported Funds					
Contribution To MC: Current Fund	-94,368,755	-98,933,727	-98,933,727	-116,733,727	18.0%
Contribution To MC: Emergency Plant Maint.	-250,000	-250,000	-250,000	-250,000	—
Contribution To MC: Grant Tax Supported Fund	-400,000	-400,000	-400,000	-400,000	—
Contribution To MCPS: Current Fund	-1,419,513,701	-1,448,250,594	-1,448,250,594	-1,476,855,309	2.0%
TOTAL TO TAX SUPPORTED FUNDS	-1,514,532,456	-1,547,834,321	-1,547,834,321	-1,594,239,036	3.0%
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	-29,500,000	-29,500,000	-29,500,000	-29,950,000	1.5%
Contribution To HOC: CIP	0	-1,250,000	-1,250,000	-1,250,000	—
Contribution To MC: CIP	-6,965,266	-13,443,000	-13,443,000	-11,471,000	-14.7%
Contribution To MCG: CIP	-16,195,781	-17,552,000	-18,441,000	-23,167,000	32.0%
Contribution To MCPS: CIP	-16,501,093	-15,908,000	-16,962,000	-3,467,000	-78.2%
Contribution To MNCPPC: Regional Parks CIP	0	-2,748,000	-2,748,000	-2,798,000	1.8%
TOTAL COUNTY CONTRIBUTION TO CIP FUND	-69,162,140	-80,401,000	-82,344,000	-72,103,000	-10.3%
TOTAL COUNTY GENERAL FUND	-1,583,694,596	-1,628,235,321	-1,630,178,321	-1,666,342,036	2.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	-1,583,694,596	-1,628,235,321	-1,630,178,321	-1,666,342,036	2.3%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,392,286,148	1,413,738,905	1,413,738,905	1,439,045,758	1.8%
County Contribution to CIP Fund					
County Contribution to CIP	16,501,093	15,908,000	16,962,000	3,467,000	-78.2%
County Contribution to Other - Pension Shift					
County Contribution to Other - Pension Shift	27,227,553	34,511,689	34,511,689	37,809,551	9.6%
TOTAL CURRENT FUND MCPS	1,436,014,794	1,464,158,594	1,465,212,594	1,480,322,309	1.1%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	1,436,014,794	1,464,158,594	1,465,212,594	1,480,322,309	1.1%
MONTGOMERY COLLEGE					
Current Fund MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	94,368,755	98,933,727	98,933,727	116,733,727	18.0%
County Contribution to CIP Fund					
County Contribution to CIP	6,965,266	13,443,000	13,443,000	11,471,000	-14.7%
TOTAL CURRENT FUND MC	101,334,021	112,376,727	112,376,727	128,204,727	14.1%
Special Funds					
Emergency Repair Fund					
County Contribution to Current/Other Fund					

SCHEDULE A-6

Contributions To/From Other Funds

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
EPMRF: County Contribution	250,000	250,000	250,000	250,000	—
TOTAL EMERGENCY REPAIR FUND	250,000	250,000	250,000	250,000	—
MC Grants Tax Supported Fund					
County Contribution to Current/Other Fund					
MC Grants Tax Supported: County Contribution	400,000	400,000	400,000	400,000	—
TOTAL MC GRANTS TAX SUPPORTED FUND	400,000	400,000	400,000	400,000	—
TOTAL MONTGOMERY COLLEGE	101,984,021	113,026,727	113,026,727	128,854,727	14.0%
TOTAL TAX SUPPORTED	-45,695,781	-51,050,000	-51,939,000	-57,165,000	12.0%
NON-TAX SUPPORTED					
TOTAL NON-TAX SUPPORTED	0	0	0	0	—
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	-45,695,781	-51,050,000	-51,939,000	-57,165,000	12.0%

Expenditure Schedules

The expenditure schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

Schedule B-1, Expenditures Detailed by Type

This schedule reports by fund type (tax or non-tax supported) for all agencies all expenditures for the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M-NCPPC. The purpose of Schedule B-1 is to display the total cost of the government functions.

Schedule B-2, Expenditures Detailed by Agency, Government Function, and Department

This schedule gives an overview of the allocation of resources by agency and by function within MCG. The purpose of Schedule B-2 is to display the cost of government and the expenditures and budgets of the departments included in those functions regardless of fund type. This schedule reflects a categorization of functions that corresponds to department appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

Schedule B-3, Expenditures Detailed by Agency, Fund Type, Government Function, and Department

This schedule presents the total expenditures for all agencies and each department of MCG according to fund type. Because this schedule is organized by fund, there is no total expenditure figure for those departments whose activities appear in more than one fund (e.g., DHHS, DHCA). Consult Schedule B-2 for the total expenditures of these departments. This schedule reflects a categorization of functions that corresponds to department and fund appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

Schedule B-4, Expenditures by Appropriation Category

This schedule summarizes MCG expenditures into the four appropriation categories presented on departmental Budget Summary pages: Personnel Costs, Operating Expenses, Debt Service (G.O. bonds and other), and Capital Outlay. The Internal Service Fund appropriations are included in the individual departments and, therefore, are not displayed.

Schedule B-5, Montgomery County Government Internal Service Funds

Internal Service Funds record the financing of goods or services provided by one department to other departments on a cost-reimbursement basis. The Internal Service Fund units charge back their costs to the users, so that the costs of these services are found in the appropriations of all departments. Because each department includes the Internal Service Funds' appropriations in its individual budget, these accounts are displayed separately to ensure that they are not double counted in the "Total Montgomery County Government" expenditures.

SCHEDULE B-1

Expenditures Detailed By Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TAX SUPPORTED					
Montgomery County Government General Fund	1,014,668,570	1,087,574,730	1,123,671,930	1,129,671,987	3.9%
Montgomery County Government Special Funds	357,447,194	373,283,549	387,893,727	386,371,569	3.5%
Debt Service Special Funds	291,783,032	309,156,470	301,346,492	338,694,190	9.6%
Montgomery County Public Schools Current Fund	2,056,273,539	2,084,338,368	2,069,838,368	2,138,069,401	2.6%
Montgomery College Current Fund	211,233,214	227,727,695	220,214,452	243,770,455	7.0%
Montgomery College Special Funds	749,973	750,000	750,000	750,000	—
M-NCPPC Special Funds	103,900,242	111,967,161	111,887,161	119,162,784	6.4%
TOTAL TAX SUPPORTED	4,036,055,764	4,194,797,973	4,215,602,130	4,356,490,386	3.9%
NON-TAX SUPPORTED					
Montgomery County Government Special Funds	151,321,372	169,411,646	171,658,369	180,095,070	6.3%
Montgomery County Government Enterprise Funds	219,036,321	227,237,167	220,262,772	241,703,317	6.4%
Debt Service Special Funds	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
Montgomery County Public Schools Special Funds	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
Montgomery County Public Schools Enterprise Funds	59,925,361	60,353,542	60,353,542	60,790,649	0.7%
Montgomery College Special Funds	10,195,258	20,426,000	12,000,055	20,036,000	-1.9%
Montgomery College Enterprise Funds	22,954,953	31,064,115	24,436,501	32,543,362	4.8%
M-NCPPC Special Funds	78,296	550,000	550,000	550,000	—
M-NCPPC Enterprise Funds	14,656,672	16,099,355	15,203,924	15,410,486	-4.3%
TOTAL NON-TAX SUPPORTED	561,234,060	616,398,367	593,161,705	639,248,028	3.7%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,597,289,824	4,811,196,340	4,808,763,835	4,995,738,414	3.8%

SCHEDULE B-2

Expenditures Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MONTGOMERY COUNTY GOVERNMENT					
General Government					
County Council	9,071,164	9,841,525	9,873,013	10,382,000	5.5%
Board of Appeals	555,638	592,558	544,346	566,596	-4.4%
Inspector General	645,654	830,100	832,965	757,046	-8.8%
Legislative Oversight	1,275,210	1,354,602	1,356,948	1,435,503	6.0%
Merit System Protection Board	127,258	174,737	162,781	158,297	-9.4%
Zoning and Administrative Hearings	515,069	611,779	534,673	587,415	-4.0%
Circuit Court	12,589,494	13,142,376	12,966,671	13,979,092	6.4%
State's Attorney	13,773,390	13,907,834	14,078,211	15,008,249	7.9%
County Executive	4,326,687	4,896,327	4,814,421	5,058,212	3.3%
Board of Elections	6,235,568	6,026,413	6,387,982	6,725,438	11.6%
Community Engagement Cluster	3,156,443	3,362,772	3,372,917	3,554,030	5.7%
County Attorney	5,823,905	5,351,793	5,410,382	5,381,236	0.6%
Ethics Commission	326,796	337,007	306,089	355,641	5.5%
Finance	9,925,620	12,299,265	12,382,755	13,412,437	9.1%
General Services	30,998,919	26,647,551	37,130,994	29,468,025	10.6%
Human Resources	7,229,711	7,656,440	7,922,542	7,778,639	1.6%
Human Rights	935,969	942,673	950,413	1,023,278	8.6%
Intergovernmental Relations	730,991	895,582	768,769	905,333	1.1%
Management and Budget	3,529,512	3,870,467	3,751,611	3,917,013	1.2%
Public Information	5,166,455	4,660,061	4,660,618	4,816,129	3.3%
Technology Services	26,247,462	28,754,504	29,611,391	30,272,068	5.3%
Urban Districts	7,329,875	8,193,841	7,924,544	8,741,302	6.7%

SCHEDULE B-2

Expenditures Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total General Government	150,516,790	154,350,207	165,745,036	164,282,979	6.4%
Public Safety					
Consumer Protection	2,122,132	2,148,716	2,171,888	2,256,236	5.0%
Correction and Rehabilitation	67,298,709	66,598,101	68,722,226	71,135,891	6.8%
Emergency Management and Homeland Security	5,769,712	1,739,019	1,650,415	2,001,549	15.1%
Fire and Rescue Service	209,940,575	218,640,416	225,818,800	225,219,536	3.0%
Police	247,961,218	260,594,650	261,840,949	274,074,539	5.2%
Sheriff	22,805,587	22,969,172	24,361,775	23,762,689	3.5%
Total Public Safety	555,897,933	572,690,074	584,566,053	598,450,440	4.5%
Transportation					
Transportation	64,318,883	47,305,571	76,474,104	50,771,424	7.3%
Parking District Services	23,831,087	25,856,395	25,002,594	28,527,492	10.3%
Transit Services	116,336,769	121,353,901	122,691,953	125,869,755	3.7%
Total Transportation	204,486,739	194,515,867	224,168,651	205,168,671	5.5%
Health and Human Services					
Health and Human Services	250,103,933	261,404,478	260,796,362	284,561,313	8.9%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	9,542,664	9,896,271	9,399,671	10,134,509	2.4%
Public Libraries	30,990,488	34,821,874	34,312,380	38,286,960	10.0%
Recreation	24,897,106	28,093,958	27,827,317	30,374,283	8.1%
Total Libraries, Culture, and Recreation	65,430,258	72,812,103	71,539,368	78,795,752	8.2%
Community Development and Housing					
Economic Development	13,332,591	11,612,369	12,546,493	13,506,211	16.3%
Economic Development Fund	6,935,216	3,396,828	10,026,508	1,850,567	-45.5%
Housing and Community Affairs	27,895,480	39,443,730	42,240,372	40,166,479	1.8%
Permitting Services	27,694,025	29,642,071	27,689,579	32,007,836	8.0%
Total Community Development and Housing	75,857,312	84,094,998	92,502,952	87,531,093	4.1%
Environment					
Environmental Protection	20,856,296	20,561,158	20,087,118	22,371,857	8.8%
Solid Waste Services	104,462,100	101,362,571	98,329,242	109,540,096	8.1%
Total Environment	125,318,396	121,923,729	118,416,360	131,911,953	8.2%
Other County Government Functions					
Cable Television	13,449,129	13,622,905	13,251,044	14,705,985	8.0%
Liquor Control	48,177,370	55,324,556	53,853,656	56,268,741	1.7%
Non-Departmental Accounts	230,555,149	301,071,528	292,967,951	290,930,883	-3.4%
Utilities	22,680,448	25,696,647	25,679,365	25,234,133	-1.8%
Total Other County Government Functions	314,862,096	395,715,636	385,752,016	387,139,742	-2.2%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,742,473,457	1,857,507,092	1,903,486,798	1,937,841,943	4.3%
DEBT SERVICE					
Debt Service	298,312,207	319,683,870	309,313,892	348,909,400	9.1%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	2,192,735,552	2,225,421,052	2,210,921,052	2,276,763,984	2.3%
MONTGOMERY COLLEGE					
Montgomery College	245,133,398	279,967,810	257,401,008	297,099,817	6.1%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
M-NCPPC	118,635,210	128,616,516	127,641,085	135,123,270	5.1%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	4,597,289,824	4,811,196,340	4,808,763,835	4,995,738,414	3.8%

SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
County Council	9,071,164	9,841,525	9,873,013	10,382,000	5.5%
Board of Appeals	555,638	592,558	544,346	566,596	-4.4%
Inspector General	645,654	830,100	832,965	757,046	-8.8%
Legislative Oversight	1,275,210	1,354,602	1,356,948	1,435,503	6.0%
Merit System Protection Board	127,258	174,737	162,781	158,297	-9.4%
Zoning and Administrative Hearings	515,069	611,779	534,673	587,415	-4.0%
Circuit Court	10,417,024	10,999,995	10,824,290	11,583,057	5.3%
State's Attorney	13,546,760	13,790,836	13,961,213	14,890,779	8.0%
County Executive	4,168,610	4,769,707	4,687,801	4,927,854	3.3%
Board of Elections	6,235,568	6,026,413	6,387,982	6,725,438	11.6%
Community Engagement Cluster	3,032,618	3,302,582	3,312,727	3,482,988	5.5%
County Attorney	5,823,905	5,351,793	5,410,382	5,381,236	0.6%
Ethics Commission	326,796	337,007	306,089	355,641	5.5%
Finance	9,925,620	12,299,265	12,382,755	13,412,437	9.1%
General Services	30,998,919	26,647,551	37,130,994	29,468,025	10.6%
Human Resources	7,229,711	7,656,440	7,922,542	7,778,639	1.6%
Human Rights	935,969	942,673	950,413	1,023,278	8.6%
Intergovernmental Relations	700,325	864,912	738,099	874,663	1.1%
Management and Budget	3,529,512	3,870,467	3,751,611	3,917,013	1.2%
Public Information	5,166,455	4,660,061	4,660,618	4,816,129	3.3%
Technology Services	26,247,462	28,754,504	29,611,391	30,272,068	5.3%
Total General Government	140,475,247	143,679,507	155,343,633	152,796,102	6.3%
Public Safety					
Consumer Protection	2,122,132	2,148,716	2,171,888	2,256,236	5.0%
Correction and Rehabilitation	67,236,565	66,598,101	68,722,226	71,135,891	6.8%
Emergency Management and Homeland Security	1,070,208	1,317,312	1,228,708	1,368,218	3.9%
Police	246,359,461	260,429,650	261,675,949	273,909,539	5.2%
Sheriff	21,660,793	21,933,890	23,326,493	22,970,689	4.7%
Total Public Safety	338,449,159	352,427,669	357,125,264	371,640,573	5.5%
Transportation					
Transportation	58,922,461	42,132,940	70,468,746	45,531,797	8.1%
Health and Human Services					
Health and Human Services	177,994,724	193,225,217	192,617,101	208,197,960	7.7%
Libraries, Culture, and Recreation					
Public Libraries	30,879,652	34,769,584	34,260,090	38,234,670	10.0%
Community Development and Housing					
Economic Development	9,533,418	8,769,515	9,703,639	10,663,357	21.6%
Housing and Community Affairs	4,341,275	4,797,178	4,755,384	5,177,756	7.9%
Total Community Development and Housing	13,874,693	13,566,693	14,459,023	15,841,113	16.8%
Environment					
Environmental Protection	1,489,826	1,568,831	1,535,599	1,850,070	17.9%
Other County Government Functions					
Non-Departmental Accounts	229,902,360	280,507,642	272,183,109	270,345,569	-3.6%
Utilities	22,680,448	25,696,647	25,679,365	25,234,133	-1.8%
Total Other County Government Functions	252,582,808	306,204,289	297,862,474	295,579,702	-3.5%
TOTAL GENERAL FUND TAX SUPPORTED	1,014,668,570	1,087,574,730	1,123,671,930	1,129,671,987	3.9%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	7,329,875	8,193,841	7,924,544	8,741,302	6.7%

SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Public Safety					
Fire and Rescue Service	205,358,226	217,018,693	224,197,077	224,302,381	3.4%
Transportation					
Transportation	0	0	0	0	—
Transit Services	112,988,615	116,665,732	118,003,784	121,172,193	3.9%
Total Transportation	112,988,615	116,665,732	118,003,784	121,172,193	3.9%
Libraries, Culture, and Recreation					
Recreation	24,835,262	28,008,455	27,741,814	30,305,126	8.2%
Community Development and Housing					
Economic Development Fund	6,935,216	3,396,828	10,026,508	1,850,567	-45.5%
TOTAL SPECIAL FUNDS TAX SUPPORTED	357,447,194	373,283,549	387,893,727	386,371,569	3.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,172,470	2,142,381	2,142,381	2,396,035	11.8%
State's Attorney	226,630	116,998	116,998	117,470	0.4%
County Executive	158,077	126,620	126,620	130,358	3.0%
Community Engagement Cluster	123,825	60,190	60,190	71,042	18.0%
General Services	0	0	0	0	—
Intergovernmental Relations	30,666	30,670	30,670	30,670	—
Technology Services	0	0	0	0	—
Total General Government	2,711,668	2,476,859	2,476,859	2,745,575	10.8%
Public Safety					
Correction and Rehabilitation	62,144	0	0	0	—
Emergency Management and Homeland Security	4,699,504	421,707	421,707	633,331	50.2%
Fire and Rescue Service	4,582,349	1,621,723	1,621,723	917,155	-43.4%
Police	1,601,757	165,000	165,000	165,000	—
Sheriff	1,144,794	1,035,282	1,035,282	792,000	-23.5%
Total Public Safety	12,090,548	3,243,712	3,243,712	2,507,486	-22.7%
Transportation					
Transportation	62,536	17,328	17,328	14,984	-13.5%
Transit Services	3,348,154	4,688,169	4,688,169	4,697,562	0.2%
Total Transportation	3,410,690	4,705,497	4,705,497	4,712,546	0.1%
Health and Human Services					
Health and Human Services	72,109,209	68,179,261	68,179,261	76,363,353	12.0%
Libraries, Culture, and Recreation					
Public Libraries	110,836	52,290	52,290	52,290	—
Recreation	61,844	85,503	85,503	69,157	-19.1%
Total Libraries, Culture, and Recreation	172,680	137,793	137,793	121,447	-11.9%
Community Development and Housing					
Economic Development	3,799,173	2,842,854	2,842,854	2,842,854	—
Housing and Community Affairs	23,554,205	34,646,552	37,484,988	34,988,723	1.0%
Total Community Development and Housing	27,353,378	37,489,406	40,327,842	37,831,577	0.9%
Environment					
Environmental Protection	19,366,470	18,992,327	18,551,519	20,521,787	8.1%
Other County Government Functions					
Cable Television	13,449,129	13,622,905	13,251,044	14,705,985	8.0%
Liquor Control	4,811	0	0	0	—
Non-Departmental Accounts	652,789	20,563,886	20,784,842	20,585,314	0.1%
Utilities	0	0	0	0	—
Total Other County Government Functions	14,106,729	34,186,791	34,035,886	35,291,299	3.2%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	151,321,372	169,411,646	171,658,369	180,095,070	6.3%

SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Transportation	5,333,886	5,155,303	5,988,030	5,224,643	1.3%
Parking District Services	23,831,087	25,856,395	25,002,594	28,527,492	10.3%
Total Transportation	29,164,973	31,011,698	30,990,624	33,752,135	8.8%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	9,542,664	9,896,271	9,399,671	10,134,509	2.4%
Community Development and Housing					
Permitting Services	27,694,025	29,642,071	27,689,579	32,007,836	8.0%
Environment					
Solid Waste Services	104,462,100	101,362,571	98,329,242	109,540,096	8.1%
Other County Government Functions					
Liquor Control	48,172,559	55,324,556	53,853,656	56,268,741	1.7%
TOTAL ENTERPRISE FUNDS NON-TAX SUPPORTED	219,036,321	227,237,167	220,262,772	241,703,317	6.4%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,742,473,457	1,857,507,092	1,903,486,798	1,937,841,943	4.3%
DEBT SERVICE					
SPECIAL FUNDS TAX SUPPORTED					
Debt Service	291,783,032	309,156,470	301,346,492	338,694,190	9.6%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	6,529,175	10,527,400	7,967,400	10,215,210	-3.0%
TOTAL DEBT SERVICE	298,312,207	319,683,870	309,313,892	348,909,400	9.1%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND TAX SUPPORTED					
Montgomery County Public Schools	2,056,273,539	2,084,338,368	2,069,838,368	2,138,069,401	2.6%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	59,925,361	60,353,542	60,353,542	60,790,649	0.7%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,192,735,552	2,225,421,052	2,210,921,052	2,276,763,984	2.3%
MONTGOMERY COLLEGE					
CURRENT FUND TAX SUPPORTED					
Montgomery College	211,233,214	227,727,695	220,214,452	243,770,455	7.0%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	749,973	750,000	750,000	750,000	—
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	10,195,258	20,426,000	12,000,055	20,036,000	-1.9%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery College	22,954,953	31,064,115	24,436,501	32,543,362	4.8%
TOTAL MONTGOMERY COLLEGE	245,133,398	279,967,810	257,401,008	297,099,817	6.1%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					

SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
SPECIAL FUNDS TAX SUPPORTED					
M-NCPPC	103,900,242	111,967,161	111,887,161	119,162,784	6.4%
SPECIAL FUNDS NON-TAX SUPPORTED					
M-NCPPC	78,296	550,000	550,000	550,000	—
ENTERPRISE FUNDS NON-TAX SUPPORTED					
M-NCPPC	14,656,672	16,099,355	15,203,924	15,410,486	-4.3%
TOTAL M-NCPPC	118,635,210	128,616,516	127,641,085	135,123,270	5.1%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	4,597,289,824	4,811,196,340	4,808,763,835	4,995,738,414	3.8%

SCHEDULE B-4

Expenditures By Appropriation Category

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	538,390,206	564,654,126	570,324,262	602,684,770	6.7%
Operating Expense	476,278,364	520,616,113	553,347,668	526,043,219	1.0%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	0	0	0	0	—
Capital Outlay	0	2,304,491	0	943,998	-59.0%
TOTAL GENERAL FUND TAX SUPPORTED	1,014,668,570	1,087,574,730	1,123,671,930	1,129,671,987	3.9%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	250,192,342	257,173,131	261,036,434	274,346,713	6.7%
Operating Expense	107,254,852	110,721,511	126,857,293	112,024,856	1.2%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	0	0	0	0	—
Capital Outlay	0	5,388,907	0	0	—
TOTAL SPECIAL FUNDS TAX SUPPORTED	357,447,194	373,283,549	387,893,727	386,371,569	3.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	65,883,505	64,362,838	64,297,005	66,142,274	2.8%
Operating Expense	85,437,867	104,981,078	107,293,634	113,831,166	8.4%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	0	67,730	67,730	65,630	-3.1%
Capital Outlay	0	0	0	56,000	—
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	151,321,372	169,411,646	171,658,369	180,095,070	6.3%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	65,779,877	67,100,342	64,133,679	72,594,085	8.2%
Operating Expense	148,231,268	144,429,007	142,426,654	152,063,587	5.3%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	5,025,176	15,173,339	13,702,439	15,082,789	-0.6%
Capital Outlay	0	534,479	0	1,962,856	267.2%
TOTAL ENTERPRISE FUNDS NON-TAX SUPPORTED	219,036,321	227,237,167	220,262,772	241,703,317	6.4%
SUMMARY					
TOTAL PERSONNEL COSTS	920,245,930	953,290,437	959,791,380	1,015,767,842	6.6%

SCHEDULE B-4

Expenditures By Appropriation Category

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TOTAL OPERATING EXPENSE	817,202,351	880,747,709	929,925,249	903,962,828	2.6%
TOTAL DEBT SERVICE G.O. BONDS	0	0	0	0	—
TOTAL DEBT SERVICE OTHER	5,025,176	15,241,069	13,770,169	15,148,419	-0.6%
TOTAL CAPITAL OUTLAY	0	8,227,877	0	2,962,854	-64.0%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,742,473,457	1,857,507,092	1,903,486,798	1,937,841,943	4.3%
PERCENT OF TOTAL BUDGET					
PERSONNEL COSTS	52.8%	51.3%	50.4%	52.4%	—
OPERATING EXPENSE	46.9%	47.4%	48.9%	46.6%	—
DEBT SERVICE G.O. BONDS	0.0%	0.0%	0.0%	0.0%	—
DEBT SERVICE OTHER	0.3%	0.8%	0.7%	0.8%	—
CAPITAL OUTLAY	0.0%	0.4%	0.0%	0.2%	—

SCHEDULE B-5

Montgomery County Government Internal Service Funds

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
INTERNAL SERVICE FUNDS					
Employee Health Benefit Self Insurance Fund	181,426,370	198,690,600	186,727,130	204,252,969	2.8%
Motor Pool Internal Service Fund	73,642,510	79,639,041	79,525,666	79,093,933	-0.7%
Printing and Mail Internal Service Fund	8,276,951	8,340,516	6,661,429	8,070,305	-3.2%
Self Insurance Internal Service Fund	49,702,621	56,843,190	53,853,642	58,869,567	3.6%
TOTAL INTERNAL SERVICE FUNDS	313,048,452	343,513,347	326,767,867	350,286,774	2.0%

Revenue Schedules

The revenue schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority. Note that the General Fund revenues contributed to capital projects (PAYGO) for several agencies are not reported on these schedules. State or Federal aid for capital projects is shown only in the CIP.

Schedule C-a, Tax Supported Revenue Summary

This schedule displays tax supported revenue by category and summarizes the calculation for adjusted governmental revenues.

Schedule C-1, Revenues Detailed by Fund

This schedule reports by tax supported and non-tax supported fund type, for all agencies, all revenues received and used to fund the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M-NCPPC.

Schedule C-2, Revenues Detailed by Agency

This schedule reports revenue by agency, including debt service on County bonds, and separates revenues by General Fund, special tax supported funds, special non-tax supported funds, and enterprise funds.

Schedule C-3, Revenues Detailed by Agency and Type

This schedule details all revenue by agency, fund type, and fund.

SCHEDULE C-a

REVENUE SUMMARY TAX SUPPORTED BUDGETS (\$ Millions)

CATEGORIES	App. FY14	Estimate FY14	% Chg. FY14-15 App/15	App. FY15	% Chg. FY15-16 FY16	Projected FY16	% Chg. FY16-17 FY17	Projected FY17	% Chg. FY17-18 FY18	Projected FY18	% Chg. FY18-19 FY19	Projected FY19	% Chg. FY19-20 FY20
TAXES	5-23-13			5-22-14									
1 Property Tax (less PDs)	1,504.9	1,506.9	2.3%	1,538.9	2.5%	1,577.2	2.8%	1,621.1	2.8%	1,666.2	3.2%	1,720.1	3.0%
2 Income Tax	1,299.2	1,365.9	3.2%	1,340.6	9.9%	1,473.5	5.4%	1,553.5	5.4%	1,636.9	4.5%	1,710.6	3.2%
3 Transfer Tax	85.7	94.2	14.2%	97.9	6.6%	104.4	6.8%	110.5	7.6%	118.8	7.5%	127.8	5.6%
4 Recordation Tax	56.6	57.2	11.0%	62.8	3.8%	65.2	7.3%	70.0	6.8%	74.7	7.9%	80.7	5.4%
5 Energy Tax	210.7	215.8	-0.7%	209.2	1.2%	211.6	1.1%	214.0	0.9%	216.1	1.2%	218.7	1.2%
6 Telephone Tax	45.1	52.6	6.0%	47.8	1.5%	48.6	1.5%	49.3	1.5%	50.1	1.5%	50.8	1.5%
7 Hotel/Motel Tax	17.8	16.9	-1.4%	17.5	3.0%	18.0	6.6%	19.2	8.3%	20.8	7.4%	22.4	7.4%
8 Admissions Tax	3.0	3.1	5.5%	3.2	3.3%	3.3	3.9%	3.4	4.3%	3.6	4.7%	3.8	5.1%
9 Total Local Taxes	3,223.0	3,312.7	2.9%	3,318.0	5.5%	3,501.9	4.0%	3,641.1	4.0%	3,787.2	3.9%	3,934.8	3.1%
INTERGOVERNMENTAL AID													
10 Highway User	3.4	3.5	4.3%	3.6	0.0%	3.6	0.0%	3.6	0.0%	3.6	0.0%	3.6	0.0%
11 Police Protection	13.7	13.7	1.6%	13.9	0.0%	13.9	0.0%	13.9	0.0%	13.9	0.0%	13.9	0.0%
12 Libraries	5.3	5.3	2.7%	5.5	0.0%	5.5	0.0%	5.5	0.0%	5.5	0.0%	5.5	0.0%
13 Health Services Case Formula	3.8	4.0	14.9%	4.4	0.0%	4.4	0.0%	4.4	0.0%	4.4	0.0%	4.4	0.0%
14 Mass Transit	34.5	34.5	14.2%	39.4	-42.1%	22.8	0.0%	22.8	0.0%	22.8	0.0%	22.8	0.0%
15 Public Schools	605.0	606.4	2.3%	618.8	0.0%	618.8	0.0%	618.8	0.0%	618.8	0.0%	618.8	0.0%
16 Community College	31.7	31.7	8.0%	34.2	0.0%	34.2	0.0%	34.2	0.0%	34.2	0.0%	34.2	0.0%
17 Other	34.6	38.6	10.7%	38.3	0.0%	38.3	0.0%	38.3	0.0%	38.3	0.0%	38.3	0.0%
18 Total Intergovernmental Aid	732.1	737.7	3.6%	758.1	-2.2%	741.5	0.0%	741.5	0.0%	741.5	0.0%	741.5	0.0%
FEES AND FINES													
19 Licenses & Permits	11.4	11.6	10.6%	12.6	1.5%	12.8	1.5%	13.0	1.5%	13.2	1.5%	13.4	1.5%
20 Charges for Services	69.3	68.8	-0.2%	69.1	1.8%	70.3	2.0%	71.7	2.1%	73.2	1.9%	74.7	1.8%
21 Fines & Forfeitures	21.9	22.0	0.5%	22.0	1.6%	22.4	1.6%	22.7	1.6%	23.1	1.6%	23.5	1.6%
22 Montgomery College Tuition	87.3	83.8	-4.1%	83.7	1.8%	85.1	2.0%	86.9	2.1%	88.7	1.9%	90.4	1.8%
23 Total Fees and Fines	189.8	186.2	-1.3%	187.4	1.7%	190.7	1.9%	194.3	2.0%	198.2	1.9%	201.9	1.8%
MISCELLANEOUS													
24 Investment Income	0.2	0.3	130.7%	0.5	153.4%	1.3	49.4%	2.0	43.6%	2.8	39.5%	4.0	29.9%
25 Other Miscellaneous	10.0	10.4	2.4%	10.3	2.2%	10.5	2.5%	10.8	2.6%	11.1	2.4%	11.3	2.3%
26 Total Miscellaneous	10.3	10.7	5.2%	10.8	9.5%	11.8	7.8%	12.8	9.0%	13.9	10.0%	15.3	9.4%
27 TOTAL REVENUES	4,155.3	4,247.3	2.9%	4,274.3	4.0%	4,445.9	3.2%	4,589.7	3.3%	4,740.9	3.2%	4,893.6	2.6%
28													
Total Tax Supported	4,155.3	4,247.3	2.9%	4,274.3	4.0%	4,445.9	3.2%	4,589.7	3.3%	4,740.9	3.2%	4,893.6	2.6%
29 Revenues	99.3	99.3	24.3%	123.4	1.9%	125.7	-19.8%	100.8	-5.8%	94.9	-4.4%	90.8	3.9%
30 Capital Projects Fund	108.2	108.2	7.8%	116.6	2.2%	119.2	2.5%	122.2	2.6%	125.4	2.4%	128.5	2.3%
31 Grants	4,362.7	4,454.7	3.5%	4,514.3	3.9%	4,690.8	2.6%	4,812.8	3.1%	4,961.2	3.1%	5,112.8	2.6%
32 MCG Adjusted Revenues													

SCHEDULE C-1

Revenues Detailed By Fund

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TAX SUPPORTED					
Montgomery County Government General Fund	2,892,526,313	2,909,962,063	3,005,430,717	2,975,185,047	2.2%
Montgomery County Government Special Funds	406,090,143	400,749,467	399,077,762	434,190,557	8.3%
Debt Service Special Funds	7,396,725	5,848,730	5,811,730	5,928,730	1.4%
Montgomery County Public Schools Current Fund	596,244,575	609,115,323	610,615,323	623,041,641	2.3%
Montgomery College Current Fund	117,765,927	120,591,742	117,101,612	119,548,710	-0.9%
Montgomery College Special Funds	444	0	400	0	—
M-NCPPC Special Funds	110,354,016	109,008,202	109,233,460	116,389,214	6.8%
TOTAL TAX SUPPORTED	4,130,378,143	4,155,275,527	4,247,271,004	4,274,283,899	2.9%
NON-TAX SUPPORTED					
Montgomery County Government Special Funds	176,544,906	174,100,697	174,872,968	189,718,374	9.0%
Montgomery County Government Enterprise Funds	277,367,782	301,333,928	315,888,632	282,895,304	-6.1%
Montgomery County Public Schools Special Funds	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
Montgomery County Public Schools Enterprise Funds	57,785,576	58,876,281	58,876,281	59,195,025	0.5%
Montgomery College Special Funds	10,196,463	20,164,000	11,936,055	19,774,000	-1.9%
Montgomery College Enterprise Funds	22,994,555	27,457,668	22,878,477	28,165,688	2.6%
M-NCPPC Special Funds	78,296	550,000	550,000	550,000	—
M-NCPPC Enterprise Funds	15,143,815	13,731,684	13,293,880	13,451,825	-2.0%
TOTAL NON-TAX SUPPORTED	636,648,045	676,943,400	679,025,435	671,654,150	-0.8%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,767,026,188	4,832,218,927	4,926,296,439	4,945,938,049	2.4%

SCHEDULE C-2

Revenues Detailed By Agency

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	2,892,526,313	2,909,962,063	3,005,430,717	2,975,185,047	2.2%
Special Funds Tax Supported	406,090,143	400,749,467	399,077,762	434,190,557	8.3%
Special Funds Non-Tax Supported	176,544,906	174,100,697	174,872,968	189,718,374	9.0%
Enterprise Funds Non-Tax Supported	277,367,782	301,333,928	315,888,632	282,895,304	-6.1%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,752,529,144	3,786,146,155	3,895,270,079	3,881,989,282	2.5%
DEBT SERVICE					
Special Funds Tax Supported	7,396,725	5,848,730	5,811,730	5,928,730	1.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	596,244,575	609,115,323	610,615,323	623,041,641	2.3%
Special Funds Non-Tax Supported	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
Enterprise Funds Non-Tax Supported	57,785,576	58,876,281	58,876,281	59,195,025	0.5%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	730,566,803	748,720,746	750,220,746	760,140,600	1.5%
MONTGOMERY COLLEGE					
Current Fund Tax Supported	117,765,927	120,591,742	117,101,612	119,548,710	-0.9%
Special Funds Tax Supported	444	0	400	0	—
Special Funds Non-Tax Supported	10,196,463	20,164,000	11,936,055	19,774,000	-1.9%
Enterprise Funds Non-Tax Supported	22,994,555	27,457,668	22,878,477	28,165,688	2.6%
TOTAL MONTGOMERY COLLEGE	150,957,389	168,213,410	151,916,544	167,488,398	-0.4%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	110,354,016	109,008,202	109,233,460	116,389,214	6.8%

SCHEDULE C-2

Revenues Detailed By Agency

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Special Funds Non-Tax Supported	78,296	550,000	550,000	550,000	—
Enterprise Funds Non-Tax Supported	15,143,815	13,731,684	13,293,880	13,451,825	-2.0%
TOTAL M-NCPPC	125,576,127	123,289,886	123,077,340	130,391,039	5.8%
OTHER					
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,767,026,188	4,832,218,927	4,926,296,439	4,945,938,049	2.4%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	3,178,502	3,043,200	3,118,400	3,212,000	5.5%
County Income Tax	1,317,533,090	1,299,191,344	1,365,884,524	1,340,644,366	3.2%
Energy Tax	223,948,716	210,727,982	215,790,000	209,181,624	-0.7%
Hotel/Motel Tax	18,910,872	17,752,800	16,857,688	17,512,115	-1.4%
Property Tax	1,036,500,610	1,091,892,294	1,093,529,472	1,088,918,814	-0.3%
Real Property Transfer Tax	84,391,394	85,730,000	94,210,000	97,880,000	14.2%
Recordation Tax	57,635,661	56,597,874	57,230,816	62,814,266	11.0%
Telephone Tax	45,696,525	45,126,000	52,640,212	47,833,000	6.0%
TOTAL TAXES	2,787,795,370	2,810,061,494	2,899,261,112	2,867,996,185	2.1%
Licenses & Permits					
Clerk of the Court Business Licenses	62,069	215,000	215,000	215,000	—
Electrical Licenses and Permits	-20	0	0	0	—
Hazardous Materials Permits	902,171	800,000	800,000	800,000	—
Health Inspection: Restaurants	1,696,121	1,580,540	1,808,680	1,808,680	14.4%
Health Inspections: Living Facilities	246,660	234,370	240,730	240,730	2.7%
Health Inspections: Swimming Pools	500,571	535,165	501,220	501,220	-6.3%
Landlord-Tenant Fees	4,801,435	4,830,000	4,830,000	4,988,040	3.3%
Marriage Licenses	318,044	353,100	353,100	353,100	—
New Home Builder's License	163,415	134,000	134,000	134,000	—
Pet Licenses	310,495	395,700	395,700	1,251,707	216.3%
Residential Parking Permits	206,636	216,580	200,000	200,000	-7.7%
Trader's License	232,751	780,000	780,000	780,000	—
Other Licenses/Permits	263,395	207,215	208,920	213,920	3.2%
TOTAL LICENSES & PERMITS	9,703,743	10,281,670	10,467,350	11,486,397	11.7%
Charges for Services					
Alternative Community Services	418,088	490,100	442,900	440,000	-10.2%
Board of Appeals Fees	205,537	306,334	306,334	306,334	—
Care of Federal/State Prisoners	2,025,075	1,710,000	1,814,071	1,639,310	-4.1%
Commission for Women Fees	2	0	0	0	—
Common Ownership Community Fees	400,763	405,500	405,500	405,500	—
Discovery Materials	25,963	55,000	55,000	30,000	-45.5%
Facility Rental Fees	23,437	23,000	23,000	23,000	—
Health and Human Services Fees	1,381,824	1,447,928	1,413,090	1,426,320	-1.5%
Home Confinement Fees	133,782	48,420	41,000	41,000	-15.3%
Library Fees	24,565	600	600	600	—
Motor Pool Charges/Fees	2,644	0	0	0	—

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Other Charges/Fees	-819	40,000	40,000	440,000	1000.0%
Parking Fees	324,342	188,000	248,000	248,000	31.9%
Recreation Fees	5,160	0	0	0	—
Sheriff Fees	952,998	1,200,000	1,200,000	1,200,000	—
Subdivision Plan Review	273,730	200,000	200,000	200,000	—
Substance Abusers Intervention Program (IPSA)	279,878	297,000	278,400	359,950	21.2%
Zoning Fees	11,717	65,000	65,000	65,000	—
Other Charges/Fees	4,063,341	2,096,230	2,012,870	1,983,030	-5.4%
Tree Canopy	0	0	0	50,000	—
TOTAL CHARGES FOR SERVICES	10,552,027	8,573,112	8,545,765	8,858,044	3.3%
Fines & Forfeitures					
Library Fines	1,140,854	1,421,220	1,421,220	1,421,220	—
Other Fines/Forfeitures	1,400	0	1,400	1,400	—
Parking Fines	1,019,903	935,241	935,241	935,241	—
Photo Red Light Citations	2,801,428	3,685,770	3,685,770	3,685,770	—
Speed Camera Citations	17,024,017	14,607,000	14,607,000	14,607,000	—
Other Fines/Forfeitures	1,173,067	976,500	976,500	970,500	-0.6%
TOTAL FINES & FORFEITURES	23,160,669	21,625,731	21,627,131	21,621,131	0.0%
Intergovernmental					
Core Health Services Funding	3,666,098	3,838,256	3,975,150	4,411,426	14.9%
EEOC Reimbursement	0	57,700	57,700	39,000	-32.4%
Emergency 911	5,110,854	5,420,000	5,420,000	5,420,000	—
Federal Financial Participation Reimbursements	11,980,404	8,562,375	11,891,695	11,891,695	38.9%
Federal Grants	971,500	0	0	0	—
Illegal Alien Inmate Reimbursement	678,019	650,000	825,000	808,500	24.4%
Indirect Costs: Grants	939,413	1,100,000	1,100,000	1,100,000	—
Master's Salary Reimbursement	289,287	306,658	168,912	168,912	-44.9%
Medicaid/Medicare Reimbursement	1,511,636	5,276,359	6,735,470	2,852,088	-45.9%
Nursing Home Reimbursement	630,422	649,000	666,850	666,850	2.8%
Other Intergovernmental	6,163	0	0	0	—
State Aid: Highway User	2,767,466	3,438,906	3,464,960	3,587,736	4.3%
State Aid: Police Protection	8,682,015	13,711,890	13,711,890	13,932,320	1.6%
State Interpreter Fee Reimbursement	289,264	314,709	314,709	314,709	—
State Jury Fee Reimbursement	440,290	404,245	415,400	404,245	—
State Reimbursement: Library Operations	2,721,572	2,720,976	2,720,976	2,667,853	-2.0%
State Reimbursement: Library Staff Retirement	1,965,520	2,618,000	2,618,000	2,813,185	7.5%
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
Other Intergovernmental	6,897,252	648,972	1,268,367	4,159,721	541.0%
TOTAL INTERGOVERNMENTAL	49,547,175	50,712,046	56,349,079	56,232,240	10.9%
Miscellaneous					
Conference Center - Net Proceeds	1,066,696	900,000	900,000	900,000	—
Conference Center - Rental Income	345,692	319,100	319,100	319,100	—
Loan Payments	74,762	306,800	306,800	306,800	—
Miscellaneous Revenues	4,900,266	1,653,740	2,028,340	1,706,020	3.2%
Property Rentals	4,296,134	4,489,070	4,489,070	4,489,070	—
Vehicle/Bike Auction Proceeds	1,017,564	1,000,000	1,000,000	1,000,000	—
TOTAL MISCELLANEOUS	11,701,114	8,668,710	9,043,310	8,720,990	0.6%
Investment Income					
Investment Income	66,215	39,300	136,970	270,060	587.2%
TOTAL COUNTY GENERAL FUND	2,892,526,313	2,909,962,063	3,005,430,717	2,975,185,047	2.2%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	465,163	450,080	466,960	480,406	6.7%
Charges for Services					
Optional Method Development	107,780	150,000	150,000	150,000	—
TOTAL BETHESDA URBAN DISTRICT	572,943	600,080	616,960	630,406	5.1%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Silver Spring Urban District					
Taxes					
Property Tax	640,833	631,314	708,460	729,771	15.6%
Charges for Services					
Optional Method Development	93,805	134,000	134,000	134,000	—
TOTAL CHARGES FOR SERVICES	93,805	134,000	134,000	134,000	—
TOTAL SILVER SPRING URBAN DISTRICT	734,638	765,314	842,460	863,771	12.9%
Wheaton Urban District					
Taxes					
Property Tax	150,687	148,519	159,771	164,449	10.7%
TOTAL WHEATON URBAN DISTRICT	150,687	148,519	159,771	164,449	10.7%
Bradley Noise Abatement					
Investment Income					
Investment Income	5	0	0	0	—
TOTAL BRADLEY NOISE ABATEMENT	5	0	0	0	—
Cabin John Noise Abatement					
Taxes					
Property Tax	1,018	0	0	0	—
Investment Income					
Investment Income	1	0	0	0	—
TOTAL CABIN JOHN NOISE ABATEMENT	1,019	0	0	0	—
Mass Transit					
Taxes					
Property Tax	79,577,448	70,071,096	70,066,417	68,920,536	-1.6%
Licenses & Permits					
Taxi Licensing Fees	565,090	531,000	531,000	531,000	—
Charges for Services					
Bus Advertising	982,104	520,000	520,000	520,000	—
Motor Pool Charges/Fees	956,035	0	0	0	—
Parking Fees	641,982	1,315,645	651,610	661,385	-49.7%
Ride On Fare Revenue	21,977,926	21,358,898	22,068,194	23,638,593	10.7%
Other Charges/Fees	1,374,786	1,068,174	878,194	878,194	-17.8%
TOTAL CHARGES FOR SERVICES	25,932,833	24,262,717	24,117,998	25,698,172	5.9%
Fines & Forfeitures					
Parking Fines	376,534	300,000	395,000	405,000	35.0%
Other Fines/Forfeitures	15,345	0	0	0	—
TOTAL FINES & FORFEITURES	391,879	300,000	395,000	405,000	35.0%
Intergovernmental					
State Aid: Call N' Ride	508,909	379,110	379,110	379,110	—
State Aid: Damascus Fixed Route	589,437	309,950	309,950	309,950	—
State Aid: Ride On	27,302,214	33,785,768	33,785,768	38,674,612	14.5%
TOTAL INTERGOVERNMENTAL	28,400,560	34,474,828	34,474,828	39,363,672	14.2%
Miscellaneous					
Miscellaneous Revenues	19,745	0	0	0	—
Investment Income					
Investment Income	734	0	920	1,790	—
TOTAL MASS TRANSIT	134,888,289	129,639,641	129,586,163	134,920,170	4.1%
Fire					
Taxes					
Property Tax	222,883,937	208,544,928	208,531,003	234,329,822	12.4%
Licenses & Permits					
Fire Code Enforcement Permits	459,239	600,000	600,000	600,000	—
Occupancy Permits	10,110	0	0	0	—

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Other Licenses and Permits	50	0	0	0	—
TOTAL LICENSES & PERMITS	469,399	600,000	600,000	600,000	—
Charges for Services					
Automation Enhancement Fee	93,746	120,000	120,000	120,000	—
EMS Reimbursement-Ambulance Fee	3,431,187	17,619,696	17,619,696	15,600,000	-11.5%
Facility Rental Fees	-9,600	0	0	0	—
Health and Human Services Fees	30,345	0	0	0	—
Motor Pool Charges/Fees	4	0	0	0	—
Other Charges/Fees	524,259	700,000	700,000	700,000	—
TOTAL CHARGES FOR SERVICES	4,069,941	18,439,696	18,439,696	16,420,000	-11.0%
Intergovernmental					
Emergency 911	0	1,306,000	0	0	—
State Fire/Rescue 508 Funds	1,303,272	0	0	0	—
TOTAL INTERGOVERNMENTAL	1,303,272	1,306,000	0	0	—
Miscellaneous					
Miscellaneous Revenues	69,320	10,000	10,000	10,000	—
Investment Income					
Investment Income	11,307	0	14,140	27,440	—
TOTAL FIRE	228,807,176	228,900,624	227,594,839	251,387,262	9.8%
Recreation					
Taxes					
Property Tax	30,477,219	29,016,049	29,092,219	34,559,943	19.1%
Charges for Services					
Facility Rental Fees	697,737	690,700	736,200	757,600	9.7%
Recreation Fees	9,227,659	10,995,210	10,385,400	10,604,411	-3.6%
TOTAL CHARGES FOR SERVICES	9,925,396	11,685,910	11,121,600	11,362,011	-2.8%
Miscellaneous					
Miscellaneous Revenues	47,766	-105,360	-105,360	-105,360	—
Miscellaneous Revenues - Parks ActiveNet	0	0	0	169,065	—
TOTAL MISCELLANEOUS	47,766	-105,360	-105,360	63,705	-160.5%
Investment Income					
Investment Income	2,324	0	2,910	5,650	—
TOTAL RECREATION	40,452,705	40,596,599	40,111,369	45,991,309	13.3%
Economic Development Fund					
Miscellaneous					
Loan Payments	139,716	94,970	94,970	94,970	—
Miscellaneous Revenues	282,522	0	0	0	—
TOTAL MISCELLANEOUS	422,238	94,970	94,970	94,970	—
Investment Income					
Investment Income	31,922	0	35,550	68,980	—
TOTAL ECONOMIC DEVELOPMENT FUND	454,160	94,970	130,520	163,950	72.6%
Revenue Stabilization Fund					
Investment Income					
Investment Income	28,521	3,720	35,680	69,240	1761.3%
TOTAL REVENUE STABILIZATION FUND	28,521	3,720	35,680	69,240	1761.3%
TOTAL SPECIAL FUNDS	406,090,143	400,749,467	399,077,762	434,190,557	8.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,298,616,456	3,310,711,530	3,404,508,479	3,409,375,604	3.0%
DEBT SERVICE					
Debt Service					
Intergovernmental					
Federal Grants	6,111,775	5,778,730	5,811,730	5,928,730	2.6%
TOTAL INTERGOVERNMENTAL	6,111,775	5,778,730	5,811,730	5,928,730	2.6%
Miscellaneous					

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Miscellaneous Revenues	1,284,836	0	0	0	—
Investment Income					
Investment Income	114	70,000	0	0	—
TOTAL DEBT SERVICE	7,396,725	5,848,730	5,811,730	5,928,730	1.4%
TOTAL DEBT SERVICE	7,396,725	5,848,730	5,811,730	5,928,730	1.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	4,184,544	3,725,708	3,975,708	3,875,708	4.0%
Intergovernmental					
Basic State Aid	302,187,876	305,782,989	305,782,989	310,456,913	1.5%
Federal Revenues	504,490	400,000	200,000	400,000	—
Foster Care/Miscellaneous	281,377	400,000	400,000	400,000	—
GCEI - Geographic Cost of Education Index	32,796,296	33,636,554	33,636,554	34,394,095	2.3%
Students With Disabilities	49,873,129	48,568,815	50,018,815	51,202,771	5.4%
Thornton Legislation	170,316,007	179,615,574	179,615,574	184,221,187	2.6%
Transportation	36,100,856	36,985,683	36,985,683	38,090,967	3.0%
TOTAL INTERGOVERNMENTAL	592,060,031	605,389,615	606,639,615	619,165,933	2.3%
TOTAL CURRENT FUND MCPS	596,244,575	609,115,323	610,615,323	623,041,641	2.3%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	596,244,575	609,115,323	610,615,323	623,041,641	2.3%
MONTGOMERY COLLEGE					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	1,473,159	1,697,759	1,668,717	1,438,157	-15.3%
Tuition and Fees: Current Fund	84,222,987	85,555,492	82,094,404	82,221,884	-3.9%
TOTAL CHARGES FOR SERVICES	85,696,146	87,253,251	83,763,121	83,660,041	-4.1%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	400,000	325,000	325,000	325,000	—
State Aid	30,268,786	31,688,491	31,688,491	34,238,669	8.0%
TOTAL INTERGOVERNMENTAL	30,668,786	32,013,491	32,013,491	34,563,669	8.0%
Miscellaneous					
Current Fund: Other Revenue	1,287,860	1,135,000	1,135,000	1,135,000	—
Current Fund: Performing Arts Center	53,155	135,000	135,000	135,000	—
TOTAL MISCELLANEOUS	1,341,015	1,270,000	1,270,000	1,270,000	—
Investment Income					
Current Fund: Interest	59,980	55,000	55,000	55,000	—
TOTAL CURRENT FUND MC	117,765,927	120,591,742	117,101,612	119,548,710	-0.9%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	444	0	400	0	—
TOTAL EMERGENCY REPAIR FUND	444	0	400	0	—
MC Grants Tax Supported Fund					
TOTAL MC GRANTS TAX SUPPORTED FUND	0	0	0	0	—
TOTAL SPECIAL FUNDS	444	0	400	0	—
TOTAL MONTGOMERY COLLEGE	117,766,371	120,591,742	117,102,012	119,548,710	-0.9%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds					
Administration Fund					
Taxes					
Property Tax	25,853,216	25,965,553	26,031,084	25,395,989	-2.2%
Charges for Services					

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
User Fees	390,430	235,000	236,000	240,580	2.4%
Intergovernmental					
Intergovernmental	435,988	400,400	400,400	400,400	—
Investment Income					
Investment Income	15,963	54,000	21,000	20,500	-62.0%
TOTAL ADMINISTRATION FUND	26,695,597	26,654,953	26,688,484	26,057,469	-2.2%
Park Fund					
Taxes					
Property Tax	77,724,077	76,468,661	76,661,178	83,657,376	9.4%
Charges for Services					
Facility User Fees	1,955,682	2,048,939	2,048,939	2,356,200	15.0%
Intergovernmental					
Intergovernmental	2,146,460	2,037,862	2,037,862	2,468,155	21.1%
Miscellaneous					
Miscellaneous	220,289	106,500	106,500	122,000	14.6%
Investment Income					
Investment Income	-68,776	5,000	5,000	5,000	—
TOTAL INVESTMENT INCOME	-68,776	5,000	5,000	5,000	—
TOTAL PARK FUND	81,977,732	80,666,962	80,859,479	88,608,731	9.8%
ALA Debt Service Fund					
Taxes					
Property Tax	1,680,687	1,686,287	1,685,497	1,723,014	2.2%
TOTAL ALA DEBT SERVICE FUND	1,680,687	1,686,287	1,685,497	1,723,014	2.2%
TOTAL SPECIAL FUNDS	110,354,016	109,008,202	109,233,460	116,389,214	6.8%
TOTAL M-NCPPC	110,354,016	109,008,202	109,233,460	116,389,214	6.8%
TOTAL TAX SUPPORTED	4,130,378,143	4,155,275,527	4,247,271,004	4,274,283,899	2.9%
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Water Quality Protection Fund					
Taxes					
Bag Tax	2,389,644	1,832,000	1,832,000	2,150,000	17.4%
Charges for Services					
Water Quality Protection Fee	22,855,040	22,882,420	24,101,094	28,273,690	23.6%
Other Charges/Fees	53,918	0	0	200,000	—
TOTAL CHARGES FOR SERVICES	22,908,958	22,882,420	24,101,094	28,473,690	24.4%
Investment Income					
Investment Income	3,516	0	4,400	8,540	—
TOTAL WATER QUALITY PROTECTION FUND	25,302,118	24,714,420	25,937,494	30,632,230	23.9%
Grant Fund MCG					
Charges for Services					
Other Charges/Fees	0	150,535	150,535	299,038	98.7%
Other Charges/Fees	127,899	0	0	0	—
TOTAL CHARGES FOR SERVICES	127,899	150,535	150,535	299,038	98.7%
Intergovernmental					
Federal Grants	40,750,935	27,442,144	27,442,144	28,192,095	2.7%
HB669 Social Services State Reimbursement	33,793,535	33,187,682	33,187,682	34,356,477	3.5%
Medicaid/Medicare Reimbursement	614,085	0	0	0	—
State Grants	26,011,298	45,670,437	45,670,437	52,646,713	15.3%
Other Intergovernmental	4,396,921	140,000	140,000	130,000	-7.1%
TOTAL INTERGOVERNMENTAL	105,566,774	106,440,263	106,440,263	115,325,285	8.3%
Miscellaneous					

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Loan Payments	1,144,936	1,000,000	1,000,000	1,000,000	—
Miscellaneous Revenues	593,867	0	0	0	—
TOTAL MISCELLANEOUS	1,738,803	1,000,000	1,000,000	1,000,000	—
Investment Income					
Investment Income	276,290	0	0	0	—
TOTAL GRANT FUND MCG	107,709,766	107,590,798	107,590,798	116,624,323	8.4%
Cable Television					
Charges for Services					
Franchise Fees	15,995,736	17,096,369	16,628,866	17,002,130	-0.6%
Gaithersburg PEG Contribution	187,426	189,162	177,614	174,950	-7.5%
I-Net Operating Revenue	1,965,770	0	1,761,616	1,800,372	—
PEG Capital Revenue	6,409,873	5,854,929	5,983,169	6,276,638	7.2%
PEG Operating Revenue	1,100,268	4,332,490	2,239,456	2,288,724	-47.2%
Tower Application Fees	58,580	100,000	100,000	120,000	20.0%
Other Charges/Fees	686,871	0	0	0	—
TOTAL CHARGES FOR SERVICES	26,404,524	27,572,950	26,890,721	27,662,814	0.3%
Investment Income					
Investment Income	0	10,000	0	0	—
TOTAL CABLE TELEVISION	26,404,524	27,582,950	26,890,721	27,662,814	0.3%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	1,018,309	800,000	800,000	800,000	—
Recordation Tax	9,300,873	8,269,793	8,070,966	8,858,371	7.1%
TOTAL TAXES	10,319,182	9,069,793	8,870,966	9,658,371	6.5%
Miscellaneous					
Loan Payments	623,091	2,500,000	2,500,000	2,500,000	—
Miscellaneous Revenues	727,942	75,006	75,006	75,006	—
MPDU Revenues	1,814,418	1,500,000	1,500,000	1,500,000	—
Other Financing Sources	56,855	67,730	67,730	65,630	-3.1%
TOTAL MISCELLANEOUS	3,222,306	4,142,736	4,142,736	4,140,636	-0.1%
Investment Income					
Investment Income	3,066,615	1,000,000	1,000,000	1,000,000	—
TOTAL MONTGOMERY HOUSING INITIATIVE	16,608,103	14,212,529	14,013,702	14,799,007	4.1%
Restricted Donations					
Intergovernmental					
Other Intergovernmental	10,577	0	0	0	—
Miscellaneous					
Miscellaneous Revenues	507,796	0	440,253	0	—
Investment Income					
Investment Income	2,022	0	0	0	—
TOTAL RESTRICTED DONATIONS	520,395	0	440,253	0	—
TOTAL SPECIAL FUNDS	176,544,906	174,100,697	174,872,968	189,718,374	9.0%
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	10,387,987	10,004,550	10,004,550	10,368,000	3.6%
TOTAL CHARGES FOR SERVICES	10,387,987	10,004,550	10,004,550	10,368,000	3.6%
Investment Income					
Investment Income	918	50	1,150	2,230	4360.0%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	10,388,905	10,004,600	10,005,700	10,370,230	3.7%
Bethesda Parking District					
Taxes					
Property Tax	2,568,464	2,478,318	2,568,146	2,629,783	6.1%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Licenses & Permits					
Residential Parking Permits	-57	0	0	0	—
TOTAL LICENSES & PERMITS	-57	0	0	0	—
Charges for Services					
Parking Fees	12,355,800	12,998,730	12,998,730	13,673,730	5.2%
Smart Meters	0	316,000	116,000	316,000	—
TOTAL CHARGES FOR SERVICES	12,355,800	13,314,730	13,114,730	13,989,730	5.1%
Fines & Forfeitures					
Parking Fines	5,162,831	4,829,000	4,829,000	4,829,000	—
Miscellaneous					
Miscellaneous Revenues	-582,864	33,455,620	33,455,620	284,120	-99.2%
Property Rentals	687,890	40,000	40,000	40,000	—
TOTAL MISCELLANEOUS	105,026	33,495,620	33,495,620	324,120	-99.0%
Investment Income					
Investment Income	9,358	55,300	11,710	22,720	-58.9%
TOTAL BETHESDA PARKING DISTRICT	20,201,422	54,172,968	54,019,206	21,795,353	-59.8%
Montgomery Hills Parking District					
Taxes					
Property Tax	81,917	78,955	80,381	82,762	4.8%
Charges for Services					
Parking Fees	27,376	52,000	52,000	52,000	—
Fines & Forfeitures					
Parking Fines	26,136	25,000	25,000	25,000	—
Miscellaneous					
Miscellaneous Revenues	-2,963	0	0	0	—
TOTAL MONTGOMERY HILLS PARKING DISTRICT	132,466	155,955	157,381	159,762	2.4%
Silver Spring Parking District					
Taxes					
Property Tax	6,935,865	6,641,556	7,589,621	7,808,396	17.6%
Licenses & Permits					
Residential Parking Permits	-87	0	0	0	—
TOTAL LICENSES & PERMITS	-87	0	0	0	—
Charges for Services					
Parking Fees	10,167,443	10,550,000	10,550,000	10,550,000	—
Fines & Forfeitures					
Parking Fines	3,049,057	2,256,250	2,256,250	2,256,250	—
Miscellaneous					
Miscellaneous Revenues	-454,435	0	0	0	—
Investment Income					
Investment Income	5,583	58,100	6,980	13,540	-76.7%
TOTAL SILVER SPRING PARKING DISTRICT	19,703,426	19,505,906	20,402,851	20,628,186	5.8%
Wheaton Parking District					
Taxes					
Property Tax	477,628	413,542	467,763	480,795	16.3%
Charges for Services					
Parking Fees	996,197	925,200	925,200	925,200	—
Fines & Forfeitures					
Parking Fines	595,370	546,000	546,000	546,000	—
Miscellaneous					
Miscellaneous Revenues	-97,088	0	0	0	—
Investment Income					
Investment Income	196	0	250	490	—
TOTAL WHEATON PARKING DISTRICT	1,972,303	1,884,742	1,939,213	1,952,485	3.6%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Permitting Services					
Licenses & Permits					
Building Permits	19,875,558	14,486,935	22,980,338	21,001,416	45.0%
Electrical Permits and Licenses	4,213,498	2,753,431	4,084,571	3,400,000	23.5%
Fire Code Enforcement Permits	1,723,074	1,544,704	1,433,936	1,544,934	0.0%
Grading/Storm Drains/Paving/Driveway Permits	6,248,681	4,784,370	5,836,218	6,000,000	25.4%
Mechanical Construction Permit	1,655,587	759,187	1,423,596	1,200,000	58.1%
Occupancy Permits	755,328	561,318	841,058	700,000	24.7%
Sediment Control Permits	3,196,740	2,569,000	2,979,510	2,569,000	—
Sign Permits	166,517	196,510	161,651	196,510	—
Special Exception Fee	221,409	232,010	232,010	232,010	—
Stormwater Mgmt and Water Quality Plan Fee	252,517	467,345	292,478	270,000	-42.2%
Well and Septic	235,474	293,870	188,213	200,000	-31.9%
Other Licenses/Permits	1,077,743	639,030	1,622,537	1,146,180	79.4%
TOTAL LICENSES & PERMITS	39,622,126	29,287,710	42,076,116	38,460,050	31.3%
Charges for Services					
Automation Enhancement Fee	3,991,592	2,936,433	2,574,615	1,633,791	-44.4%
Other Charges/Fees	60,306	72,100	78,165	92,784	28.7%
TOTAL CHARGES FOR SERVICES	4,051,898	3,008,533	2,652,780	1,726,575	-42.6%
Fines & Forfeitures					
Other Fines/Forfeitures	65,310	0	82,719	0	—
Miscellaneous					
Miscellaneous Revenues	15,737	0	0	0	—
Investment Income					
Investment Income	9,889	4,520	16,414	24,000	431.0%
TOTAL PERMITTING SERVICES	43,764,960	32,300,763	44,828,029	40,210,625	24.5%
Solid Waste Collection					
Licenses & Permits					
Licensing Fee	-1,022	0	0	0	—
Charges for Services					
Systems Benefit Charge	6,019,615	6,039,660	6,029,525	6,052,200	0.2%
Other Charges/Fees	13,107	0	0	0	—
TOTAL CHARGES FOR SERVICES	6,032,722	6,039,660	6,029,525	6,052,200	0.2%
Miscellaneous					
Miscellaneous Revenues	30,239	0	5,000	0	—
Investment Income					
Investment Income	503	0	630	1,220	—
TOTAL SOLID WASTE COLLECTION	6,062,442	6,039,660	6,035,155	6,053,420	0.2%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	18,875	7,500	0	15,000	100.0%
Charges for Services					
Sale of Recycled Materials	3,475,773	4,676,147	4,676,147	4,445,436	-4.9%
Solid Waste Disposal Fees/Operating Revenues	19,421,829	25,693,030	26,411,060	27,509,320	7.1%
Systems Benefit Charge	68,009,647	58,204,150	58,872,590	59,061,380	1.5%
Other Charges/Fees	293,695	0	0	0	—
TOTAL CHARGES FOR SERVICES	91,200,944	88,573,327	89,959,797	91,016,136	2.8%
Fines & Forfeitures					
Other Fines/Forfeitures	22,464	0	0	22,000	—
Miscellaneous					
Miscellaneous Revenues	317,071	6,103,913	4,830,643	5,013,514	-17.9%
Property Rentals	14,838	0	0	0	—
TOTAL MISCELLANEOUS	331,909	6,103,913	4,830,643	5,013,514	-17.9%
Investment Income					
Investment Income	24,239	0	72,280	140,260	—

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TOTAL SOLID WASTE DISPOSAL	91,598,431	94,684,740	94,862,720	96,206,910	1.6%
Vacuum Leaf Collection					
Charges for Services					
Leaf Vacuum Collection Fees	6,565,973	6,526,619	6,526,619	6,526,335	0.0%
Systems Benefit Charge	-11	0	0	0	—
Other Charges/Fees	14,826	0	0	0	—
TOTAL CHARGES FOR SERVICES	6,580,788	6,526,619	6,526,619	6,526,335	0.0%
Investment Income					
Investment Income	889	4,000	1,110	2,150	-46.3%
TOTAL VACUUM LEAF COLLECTION	6,581,677	6,530,619	6,527,729	6,528,485	0.0%
Liquor Control					
Taxes					
Bag Tax	7,334	0	0	0	—
Licenses & Permits					
Liquor Licenses	1,659,217	1,419,000	1,570,197	1,570,197	10.7%
Other Licenses/Permits	66,980	156,000	156,000	156,000	—
TOTAL LICENSES & PERMITS	1,726,197	1,575,000	1,726,197	1,726,197	9.6%
Charges for Services					
Other Charges/Fees	17,165	8,740	8,740	8,740	—
Fines & Forfeitures					
Other Fines/Forfeitures	232,499	220,560	220,560	220,560	—
Miscellaneous					
Liquor Sales	75,154,801	74,249,675	75,154,801	77,033,671	3.7%
Miscellaneous Revenues	-176,524	0	0	0	—
TOTAL MISCELLANEOUS	74,978,277	74,249,675	75,154,801	77,033,671	3.7%
Investment Income					
Investment Income	278	0	350	680	—
TOTAL LIQUOR CONTROL	76,961,750	76,053,975	77,110,648	78,989,848	3.9%
TOTAL ENTERPRISE FUNDS	277,367,782	301,333,928	315,888,632	282,895,304	-6.1%
TOTAL MONTGOMERY COUNTY GOVERNMENT	453,912,688	475,434,625	490,761,600	472,613,678	-0.6%
DEBT SERVICE					
Debt Service - Non-Tax Supported					
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	0	0	0	0	—
TOTAL DEBT SERVICE	0	0	0	0	—
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	72,775,609	72,280,788	72,280,788	69,455,580	-3.9%
Private Grants	901,113	8,448,354	8,448,354	8,448,354	—
State Grants	2,859,930	0	0	0	—
TOTAL INTERGOVERNMENTAL	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
TOTAL GRANT FUND MCPS	76,536,652	80,729,142	80,729,142	77,903,934	-3.5%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	20,479,164	18,821,419	18,821,419	18,829,956	0.0%
Intergovernmental					
Child Care Food Service	0	1,334,335	1,334,335	1,334,335	—
Federal Food	29,210,879	28,797,309	28,797,309	28,821,508	0.1%
State Food	1,097,324	2,236,607	2,236,607	2,236,607	—
TOTAL INTERGOVERNMENTAL	30,308,203	32,368,251	32,368,251	32,392,450	0.1%
TOTAL FOOD SERVICE FUND	50,787,367	51,189,670	51,189,670	51,222,406	0.1%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,026,997	2,920,399	2,920,399	3,166,047	8.4%
TOTAL REAL ESTATE FUND	3,026,997	2,920,399	2,920,399	3,166,047	8.4%
Field Trip Fund					
Charges for Services					
Field Trip Fees	1,735,962	1,917,672	1,917,672	1,895,960	-1.1%
TOTAL FIELD TRIP FUND	1,735,962	1,917,672	1,917,672	1,895,960	-1.1%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	2,235,250	2,848,540	2,848,540	2,910,612	2.2%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	2,235,250	2,848,540	2,848,540	2,910,612	2.2%
Instructional Television Fund					
TOTAL INSTRUCTIONAL TELEVISION FUND	0	0	0	0	—
TOTAL ENTERPRISE FUNDS	57,785,576	58,876,281	58,876,281	59,195,025	0.5%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	134,322,228	139,605,423	139,605,423	137,098,959	-1.8%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
TOTAL GRANT FUND MC	10,195,258	20,163,000	11,935,055	19,773,000	-1.9%
Endowment Fund					
Miscellaneous					
Interest	1,205	1,000	1,000	1,000	—
TOTAL ENDOWMENT FUND	1,205	1,000	1,000	1,000	—
TOTAL SPECIAL FUNDS	10,196,463	20,164,000	11,936,055	19,774,000	-1.9%
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	6,737,764	9,450,000	6,840,000	9,650,000	2.1%
Intergovernmental					
State Aid	5,729,766	6,147,053	6,147,053	6,541,288	6.4%
Miscellaneous					
Other Revenues: Interest	37,450	30,000	30,000	30,000	—
Other Revenues: Miscellaneous	28,521	380,000	20,000	380,000	—
TOTAL MISCELLANEOUS	65,971	410,000	50,000	410,000	—
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	12,533,501	16,007,053	13,037,053	16,601,288	3.7%
Auxiliary Fund					
Charges for Services					
Sales	3,184,800	3,703,900	2,875,320	3,612,400	-2.5%
Miscellaneous					
Auxiliary Fund: Interest Income	5,853	10,000	10,000	12,000	20.0%
Other Revenues: Miscellaneous	932,053	1,321,715	862,596	1,849,000	39.9%
Other Revenues: Performing Arts Center	349,811	350,000	387,108	0	—
TOTAL MISCELLANEOUS	1,287,717	1,681,715	1,259,704	1,861,000	10.7%
TOTAL AUXILIARY FUND	4,472,517	5,385,615	4,135,024	5,473,400	1.6%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	398	0	400	0	—
TOTAL CABLE TELEVISION FUND	398	0	400	0	—

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	3,213,930	3,300,000	3,100,000	3,075,000	-6.8%
Investment Income					
Interest Income	17,049	15,000	18,000	20,000	33.3%
TOTAL MAJOR FACILITIES RESERVE FUND	3,230,979	3,315,000	3,118,000	3,095,000	-6.6%
Transportation Fund					
Charges for Services					
Student Fees	2,481,513	2,500,000	2,370,000	2,975,000	19.0%
Miscellaneous					
Miscellaneous Other	275,647	250,000	218,000	21,000	-91.6%
TOTAL TRANSPORTATION FUND	2,757,160	2,750,000	2,588,000	2,996,000	8.9%
TOTAL ENTERPRISE FUNDS	22,994,555	27,457,668	22,878,477	28,165,688	2.6%
TOTAL MONTGOMERY COLLEGE	33,191,018	47,621,668	34,814,532	47,939,688	0.7%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	78,296	400,000	400,000	400,000	—
TOTAL INTERGOVERNMENTAL	78,296	550,000	550,000	550,000	—
TOTAL GRANT FUND MNCPPC	78,296	550,000	550,000	550,000	—
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	3,970,589	2,719,476	2,675,800	2,634,700	-3.1%
Intergovernmental					
Intergovernmental	303,431	55,000	55,000	55,000	—
Miscellaneous					
Miscellaneous	92,492	0	0	0	—
Investment Income					
Investment Income	7,811	20,800	20,500	8,300	-60.1%
TOTAL SPECIAL REVENUE FUNDS	4,374,323	2,795,276	2,751,300	2,698,000	-3.5%
Enterprise Fund					
Charges for Services					
Fees and Charges	6,284,292	6,323,008	6,007,855	6,055,910	-4.2%
Merchandise Sales	640,199	722,100	622,800	627,350	-13.1%
Rentals	2,896,220	2,963,500	2,987,925	3,036,245	2.5%
TOTAL CHARGES FOR SERVICES	9,820,711	10,008,608	9,618,580	9,719,505	-2.9%
Intergovernmental					
Intergovernmental	11,883	0	0	0	—
Miscellaneous					
Non-Operating Revenues/Interest	7,983	22,200	22,200	8,000	-64.0%
TOTAL MISCELLANEOUS	7,983	22,200	22,200	8,000	-64.0%
TOTAL ENTERPRISE FUND	9,840,577	10,030,808	9,640,780	9,727,505	-3.0%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	927,095	900,000	900,000	1,024,500	13.8%
Investment Income					
Investment Income	1,820	5,600	1,800	1,820	-67.5%
TOTAL PROP MGMT MNCPPC	928,915	905,600	901,800	1,026,320	13.3%
TOTAL ENTERPRISE FUNDS	15,143,815	13,731,684	13,293,880	13,451,825	-2.0%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TOTAL M-NCPPC	15,222,111	14,281,684	13,843,880	14,001,825	-2.0%
TOTAL NON-TAX SUPPORTED	636,648,045	676,943,400	679,025,435	671,654,150	-0.8%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,767,026,188	4,832,218,927	4,926,296,439	4,945,938,049	2.4%

Workforce Schedules

The workforce schedules include data for the following County agencies: MCG, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

Schedule D-1, Workforce Detailed by Type

This schedule reports by fund type, for all agencies, all positions and workyears¹ attributed to the operating budgets of MCG, MCPS, Montgomery College, and M-NCPPC.

Schedule D-2, Workforce Detailed by Agency, Government Function, and Department

This schedule gives an overview of the allocation of staff by agency for all County agencies and by function within MCG. One workyear is the time that one full-time employee will regularly work during an entire fiscal year. Part-time employees are represented by fractions of a workyear. This schedule takes the functions displayed in Schedule D-1 and shows the positions and workyears of the departments by function. This table is useful for tracking the workyear history by government function.

Schedule D-3, Workforce Detailed by Agency, Fund Type, Government Function, and Department

This schedule presents the total positions and workyears for all agencies and each department of MCG according to function and fund type. Because this schedule is organized by fund type, there are no total position and workyear figures for those agencies whose activities are funded from multiple revenue sources (e.g., DHHS, DHCA). Consult Schedule D-2 for the total personnel of these departments.

¹ The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.

SCHEDULE D-1

Workforce Detailed By Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	4,944	5,102	5,102	5,258	3.1%
Part-Time Positions	746	754	754	756	0.3%
FTEs	5,064.79	5,247.63	5,247.63	5,423.93	3.4%
Montgomery County Government Special Funds					
Full-Time Positions	2,173	2,182	2,182	2,250	3.1%
Part-Time Positions	5	5	5	5	—
FTEs	2,481.55	2,509.26	2,509.26	2,565.73	2.3%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	582.95	20,032.00	20,032.00	20,391.94	1.8%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	1,715.10	1,715.10	1,785.10	4.1%
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	61.00	0.00	0.00	0.00	—
M-NCPPC Special Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	33.55	809.38	809.38	836.45	3.3%
Total Full-Time Positions	7,117	7,284	7,284	7,508	3.1%
Total Part-Time Positions	751	759	759	761	0.3%
Total FTEs	8,223.84	30,313.37	30,313.37	31,003.15	2.3%
NON-TAX SUPPORTED					
Montgomery County Government Special Funds					
Full-Time Positions	699	667	667	673	0.9%
Part-Time Positions	56	51	51	43	-15.7%
FTEs	665.55	655.28	655.28	649.32	-0.9%
Montgomery County Government Enterprise Funds					
Full-Time Positions	595	606	606	613	1.2%
Part-Time Positions	57	65	65	158	143.1%
FTEs	734.14	747.69	747.69	753.79	0.8%
Montgomery County Government Internal Service Funds					
Full-Time Positions	241	240	240	241	0.4%
Part-Time Positions	1	1	1	1	—
FTEs	281.52	285.42	285.42	286.07	0.2%
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	7.00	590.30	590.30	564.90	-4.3%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	20,251.80	619.55	619.55	623.05	0.6%
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1,796.10	147.00	147.00	155.50	5.8%
M-NCPPC Special Funds					
Full-Time Positions	0	0	0	0	—

SCHEDULE D-1

Workforce Detailed By Type

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time Positions	0	0	0	0	—
FTEs	118.90	0.00	0.00	0.00	—
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	799.00	149.17	149.17	142.15	-4.7%
Total Full-Time Positions	1,535	1,513	1,513	1,527	0.9%
Total Part-Time Positions	114	117	117	202	72.6%
Total FTEs	24,654.01	3,194.41	3,194.41	3,174.78	-0.6%
SUMMARY					
Total Full-Time Positions	8,652	8,797	8,797	9,035	2.7%
Total Part-Time Positions	865	876	876	963	9.9%
Total FTEs	32,877.85	33,507.78	33,507.78	34,177.93	2.0%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MONTGOMERY COUNTY GOVERNMENT					
General Government					
County Council					
Full-Time Positions	69	79	79	81	2.5%
Part-Time Positions	13	6	6	6	—
FTEs	75.18	77.05	77.05	79.05	2.6%
Board of Appeals					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
Inspector General					
Full-Time Positions	4	5	5	4	-20.0%
Part-Time Positions	1	0	0	0	—
FTEs	4.80	5.00	5.00	5.00	—
Legislative Oversight					
Full-Time Positions	8	11	11	11	—
Part-Time Positions	3	0	0	0	—
FTEs	10.30	11.00	11.00	11.00	—
Merit System Protection Board					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	2	2	2	2	—
FTEs	1.00	1.00	1.00	1.00	—
Zoning and Administrative Hearings					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	1	1	1	1	—
FTEs	3.75	3.75	3.75	3.75	—
Circuit Court					
Full-Time Positions	111	112	112	112	—
Part-Time Positions	9	9	9	4	-55.6%
FTEs	116.50	117.50	117.50	114.01	-3.0%
State's Attorney					
Full-Time Positions	114	116	116	118	1.7%
Part-Time Positions	9	12	12	13	8.3%
FTEs	128.50	132.10	132.10	135.60	2.6%
County Executive					
Full-Time Positions	29	29	29	31	6.9%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time Positions	5	5	5	5	—
FTEs	28.20	30.60	30.60	31.60	3.3%
Board of Elections					
Full-Time Positions	28	28	28	28	—
Part-Time Positions	0	0	0	0	—
FTEs	31.35	31.35	31.35	50.98	62.6%
Community Engagement Cluster					
Full-Time Positions	18	18	18	18	—
Part-Time Positions	1	2	2	2	—
FTEs	21.80	22.30	22.30	22.30	0.0%
County Attorney					
Full-Time Positions	71	73	73	72	-1.4%
Part-Time Positions	3	3	3	5	66.7%
FTEs	42.40	43.00	43.00	43.25	0.6%
Ethics Commission					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
Finance					
Full-Time Positions	116	123	123	126	2.4%
Part-Time Positions	2	1	1	0	—
FTEs	113.68	124.68	124.68	125.68	0.8%
General Services					
Full-Time Positions	246	249	249	252	1.2%
Part-Time Positions	7	4	4	4	—
FTEs	183.58	183.08	183.08	190.75	4.2%
Fleet Management Services					
Full-Time Positions	201	201	201	201	—
Part-Time Positions	0	0	0	0	—
FTEs	205.10	205.30	205.30	204.10	-0.6%
Human Resources					
Full-Time Positions	68	68	68	70	2.9%
Part-Time Positions	6	6	6	6	—
FTEs	60.45	66.50	66.50	66.45	-0.1%
Human Rights					
Full-Time Positions	9	8	8	8	—
Part-Time Positions	0	0	0	0	—
FTEs	8.00	8.00	8.00	8.60	7.5%
Intergovernmental Relations					
Full-Time Positions	4	4	4	4	—
Part-Time Positions	1	1	1	1	—
FTEs	5.10	5.10	5.10	5.10	—
Management and Budget					
Full-Time Positions	32	33	33	34	3.0%
Part-Time Positions	0	0	0	0	—
FTEs	27.50	28.00	28.00	29.00	3.6%
Public Information					
Full-Time Positions	60	60	60	60	—
Part-Time Positions	0	0	0	0	—
FTEs	42.70	42.30	42.30	42.70	0.9%
Technology Services					
Full-Time Positions	128	128	128	135	5.5%
Part-Time Positions	2	2	2	2	—
FTEs	104.45	109.53	109.53	110.03	0.5%
Urban Districts					
Full-Time Positions	31	31	31	60	93.5%
Part-Time Positions	1	1	1	1	—
FTEs	55.32	55.02	55.02	58.30	6.0%
Total Full-Time Positions	1,356	1,385	1,385	1,434	3.5%
Total Part-Time Positions	66	55	55	52	-5.5%
Total FTEs	1,276.16	1,308.66	1,308.66	1,344.75	2.8%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Public Safety					
Consumer Protection					
Full-Time Positions	17	17	17	17	—
Part-Time Positions	0	1	1	1	—
FTEs	16.00	16.60	16.60	16.60	—
Correction and Rehabilitation					
Full-Time Positions	515	516	516	526	1.9%
Part-Time Positions	2	2	2	2	—
FTEs	511.80	517.80	517.80	526.30	1.6%
Emergency Management and Homeland Security					
Full-Time Positions	11	11	11	12	9.1%
Part-Time Positions	1	1	1	1	—
FTEs	10.60	12.48	12.48	14.30	14.6%
Fire and Rescue Service					
Full-Time Positions	1,254	1,279	1,279	1,283	0.3%
Part-Time Positions	3	3	3	3	—
FTEs	1,253.80	1,281.56	1,281.56	1,286.56	0.4%
Police					
Full-Time Positions	1,664	1,704	1,704	1,784	4.7%
Part-Time Positions	198	198	198	186	-6.1%
FTEs	1,743.95	1,767.35	1,767.35	1,842.75	4.3%
Sheriff					
Full-Time Positions	176	178	178	181	1.7%
Part-Time Positions	5	7	7	4	-42.9%
FTEs	177.50	185.48	185.48	183.30	-1.2%
Total Full-Time Positions	3,637	3,705	3,705	3,803	2.6%
Total Part-Time Positions	209	212	212	197	-7.1%
Total FTEs	3,713.65	3,781.27	3,781.27	3,869.81	2.3%
Transportation					
Transportation					
Full-Time Positions	441	443	443	449	1.4%
Part-Time Positions	8	8	8	8	—
FTEs	257.69	273.14	273.14	275.00	0.7%
Parking District Services					
Full-Time Positions	52	52	52	52	—
Part-Time Positions	0	0	0	0	—
FTEs	48.79	48.59	48.59	49.89	2.7%
Transit Services					
Full-Time Positions	804	806	806	825	2.4%
Part-Time Positions	0	0	0	0	—
FTEs	814.41	816.06	816.06	835.62	2.4%
Total Full-Time Positions	1,297	1,301	1,301	1,326	1.9%
Total Part-Time Positions	8	8	8	8	—
Total FTEs	1,120.89	1,137.79	1,137.79	1,160.51	2.0%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,321	1,326	1,326	1,352	2.0%
Part-Time Positions	332	331	331	329	-0.6%
FTEs	1,558.60	1,568.76	1,568.76	1,588.87	1.3%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	26	26	26	26	—
Part-Time Positions	1	1	1	1	—
FTEs	26.80	26.74	26.74	26.74	—
Public Libraries					
Full-Time Positions	172	190	190	210	10.5%
Part-Time Positions	181	196	196	210	7.1%
FTEs	313.96	349.94	349.94	384.56	9.9%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Recreation					
Full-Time Positions	101	104	104	109	4.8%
Part-Time Positions	1	1	1	1	—
FTEs	375.19	397.63	397.63	413.51	4.0%
Total Full-Time Positions	299	320	320	345	7.8%
Total Part-Time Positions	183	198	198	212	7.1%
Total FTEs	715.95	774.31	774.31	824.81	6.5%
Community Development and Housing					
Economic Development					
Full-Time Positions	34	37	37	39	5.4%
Part-Time Positions	4	4	4	2	-50.0%
FTEs	29.05	31.30	31.30	33.40	6.7%
Economic Development Fund					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
Housing and Community Affairs					
Full-Time Positions	79	83	83	82	-1.2%
Part-Time Positions	5	2	2	3	50.0%
FTEs	65.50	73.40	73.40	77.30	5.3%
Permitting Services					
Full-Time Positions	192	195	195	201	3.1%
Part-Time Positions	1	1	1	1	—
FTEs	197.60	200.50	200.50	206.50	3.0%
Total Full-Time Positions	305	315	315	322	2.2%
Total Part-Time Positions	10	7	7	6	-14.3%
Total FTEs	293.15	306.20	306.20	318.20	3.9%
Environment					
Environmental Protection					
Full-Time Positions	82	82	82	87	6.1%
Part-Time Positions	2	2	2	3	50.0%
FTEs	90.59	92.88	92.88	97.48	5.0%
Solid Waste Services					
Full-Time Positions	79	79	79	79	—
Part-Time Positions	0	0	0	1	—
FTEs	103.39	102.21	102.21	103.01	0.8%
Total Full-Time Positions	161	161	161	166	3.1%
Total Part-Time Positions	2	2	2	4	100.0%
Total FTEs	193.98	195.09	195.09	200.49	2.8%
Other County Government Functions					
Cable Television					
Full-Time Positions	16	16	16	16	—
Part-Time Positions	0	0	0	0	—
FTEs	29.50	30.50	30.50	30.50	—
Liquor Control					
Full-Time Positions	246	254	254	255	0.4%
Part-Time Positions	55	63	63	155	146.0%
FTEs	324.02	338.82	338.82	336.82	-0.6%
Non-Departmental Accounts					
Full-Time Positions	14	14	14	16	14.3%
Part-Time Positions	0	0	0	0	—
FTEs	1.65	3.88	3.88	4.08	5.2%
Utilities					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Total Full-Time Positions	276	284	284	287	1.1%
Total Part-Time Positions	55	63	63	155	146.0%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total FTEs	355.17	373.20	373.20	371.40	-0.5%
Total Full-Time Positions	8,652	8,797	8,797	9,035	2.7%
Total Part-Time Positions	865	876	876	963	9.9%
Total FTEs	9,227.55	9,445.28	9,445.28	9,678.84	2.5%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	20,841.75	21,241.85	21,241.85	21,579.89	1.6%
MONTGOMERY COLLEGE					
Montgomery College					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1,857.10	1,862.10	1,862.10	1,940.60	4.2%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
M-NCPPC					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	951.45	958.55	958.55	978.60	2.1%
SUMMARY					
Total Full-Time Positions	8,652	8,797	8,797	9,035	2.7%
Total Part-Time Positions	865	876	876	963	9.9%
Total FTEs	32,877.85	33,507.78	33,507.78	34,177.93	2.0%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
County Council					
Full-Time Positions	69	79	79	81	2.5%
Part-Time Positions	13	6	6	6	—
FTEs	75.18	77.05	77.05	79.05	2.6%
Board of Appeals					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
Inspector General					
Full-Time Positions	4	5	5	4	-20.0%
Part-Time Positions	1	0	0	0	—
FTEs	4.80	5.00	5.00	5.00	—
Legislative Oversight					
Full-Time Positions	8	11	11	11	—
Part-Time Positions	3	0	0	0	—
FTEs	10.30	11.00	11.00	11.00	—
Merit System Protection Board					
Full-Time Positions	0	0	0	0	—

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time Positions	2	2	2	2	—
FTEs	1.00	1.00	1.00	1.00	—
Zoning and Administrative Hearings					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	1	1	1	1	—
FTEs	3.75	3.75	3.75	3.75	—
Circuit Court					
Full-Time Positions	89	90	90	89	-1.1%
Part-Time Positions	5	5	5	3	-40.0%
FTEs	90.10	91.05	91.05	90.78	-0.3%
State's Attorney					
Full-Time Positions	111	114	114	116	1.8%
Part-Time Positions	8	11	11	12	9.1%
FTEs	126.06	130.60	130.60	134.38	2.9%
County Executive					
Full-Time Positions	1	28	28	30	7.1%
Part-Time Positions	0	5	5	5	—
FTEs	1.00	29.60	29.60	30.60	3.4%
Board of Elections					
Full-Time Positions	28	28	28	28	—
Part-Time Positions	0	0	0	0	—
FTEs	31.35	31.35	31.35	50.98	62.6%
Community Engagement Cluster					
Full-Time Positions	17	17	17	17	—
Part-Time Positions	1	2	2	2	—
FTEs	21.03	21.53	21.53	21.55	0.1%
County Attorney					
Full-Time Positions	71	73	73	72	-1.4%
Part-Time Positions	3	3	3	5	66.7%
FTEs	42.40	43.00	43.00	43.25	0.6%
Ethics Commission					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
Finance					
Full-Time Positions	106	113	113	116	2.7%
Part-Time Positions	2	1	1	0	—
FTEs	84.31	94.31	94.31	95.31	1.1%
General Services					
Full-Time Positions	216	220	220	222	0.9%
Part-Time Positions	6	3	3	3	—
FTEs	152.68	153.58	153.58	160.00	4.2%
Human Resources					
Full-Time Positions	68	68	68	70	2.9%
Part-Time Positions	6	6	6	6	—
FTEs	44.30	46.25	46.25	45.60	-1.4%
Human Rights					
Full-Time Positions	9	8	8	8	—
Part-Time Positions	0	0	0	0	—
FTEs	8.00	8.00	8.00	8.60	7.5%
Intergovernmental Relations					
Full-Time Positions	4	4	4	4	—
Part-Time Positions	1	1	1	1	—
FTEs	5.10	5.10	5.10	5.10	—
Management and Budget					
Full-Time Positions	32	33	33	34	3.0%
Part-Time Positions	0	0	0	0	—
FTEs	27.50	28.00	28.00	29.00	3.6%
Public Information					
Full-Time Positions	60	60	60	60	—
Part-Time Positions	0	0	0	0	—

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
FTEs	42.70	42.30	42.30	42.70	0.9%
Technology Services					
Full-Time Positions	128	128	128	135	5.5%
Part-Time Positions	2	2	2	2	—
FTEs	104.45	109.53	109.53	110.03	0.5%
Total Full-Time Positions	1,030	1,088	1,088	1,106	1.7%
Total Part-Time Positions	54	48	48	48	—
Total FTEs	882.51	938.50	938.50	974.18	3.8%
Public Safety					
Consumer Protection					
Full-Time Positions	17	17	17	17	—
Part-Time Positions	0	1	1	1	—
FTEs	16.00	16.60	16.60	16.60	—
Correction and Rehabilitation					
Full-Time Positions	515	516	516	526	1.9%
Part-Time Positions	2	2	2	2	—
FTEs	511.80	517.80	517.80	526.30	1.6%
Emergency Management and Homeland Security					
Full-Time Positions	8	8	8	8	—
Part-Time Positions	1	1	1	1	—
FTEs	7.60	7.60	7.60	8.60	13.2%
Police					
Full-Time Positions	1,661	1,702	1,702	1,783	4.8%
Part-Time Positions	198	198	198	186	-6.1%
FTEs	1,740.95	1,765.35	1,765.35	1,841.75	4.3%
Sheriff					
Full-Time Positions	170	172	172	173	0.6%
Part-Time Positions	5	5	5	4	-20.0%
FTEs	173.14	175.87	175.87	178.13	1.3%
Total Full-Time Positions	2,371	2,415	2,415	2,507	3.8%
Total Part-Time Positions	206	207	207	194	-6.3%
Total FTEs	2,449.49	2,483.22	2,483.22	2,571.38	3.6%
Transportation					
Transportation					
Full-Time Positions	441	443	443	449	1.4%
Part-Time Positions	8	8	8	8	—
FTEs	223.65	242.06	242.06	243.98	0.8%
Health and Human Services					
Health and Human Services					
Full-Time Positions	763	792	792	808	2.0%
Part-Time Positions	288	288	288	289	0.3%
FTEs	1,117.09	1,150.14	1,150.14	1,161.66	1.0%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	172	190	190	210	10.5%
Part-Time Positions	180	196	196	210	7.1%
FTEs	312.96	348.94	348.94	383.56	9.9%
Community Development and Housing					
Economic Development					
Full-Time Positions	34	37	37	39	5.4%
Part-Time Positions	4	4	4	2	-50.0%
FTEs	29.05	31.30	31.30	33.40	6.7%
Housing and Community Affairs					
Full-Time Positions	79	83	83	82	-1.2%
Part-Time Positions	5	2	2	3	50.0%
FTEs	36.90	38.10	38.10	38.60	1.3%
Total Full-Time Positions	113	120	120	121	0.8%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total Part-Time Positions	9	6	6	5	-16.7%
Total FTEs	65.95	69.40	69.40	72.00	3.7%
Environment					
Environmental Protection					
Full-Time Positions	40	40	40	41	2.5%
Part-Time Positions	1	1	1	2	100.0%
FTEs	11.49	11.49	11.49	13.09	13.9%
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	14	14	14	16	14.3%
Part-Time Positions	0	0	0	0	—
FTEs	1.65	3.88	3.88	4.08	5.2%
Utilities					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Total Full-Time Positions	14	14	14	16	14.3%
Total Part-Time Positions	0	0	0	0	—
Total FTEs	1.65	3.88	3.88	4.08	5.2%
Total Full-Time Positions	4,944	5,102	5,102	5,258	3.1%
Total Part-Time Positions	746	754	754	756	0.3%
Total FTEs	5,064.79	5,247.63	5,247.63	5,423.93	3.4%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	31	31	31	60	93.5%
Part-Time Positions	1	1	1	1	—
FTEs	55.32	55.02	55.02	58.30	6.0%
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,252	1,256	1,256	1,271	1.2%
Part-Time Positions	3	3	3	3	—
FTEs	1,252.29	1,258.56	1,258.56	1,275.37	1.3%
Transportation					
Transportation					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Transit Services					
Full-Time Positions	789	791	791	810	2.4%
Part-Time Positions	0	0	0	0	—
FTEs	799.25	800.95	800.95	820.69	2.5%
Total Full-Time Positions	789	791	791	810	2.4%
Total Part-Time Positions	0	0	0	0	—
Total FTEs	799.25	800.95	800.95	820.69	2.5%
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	101	104	104	109	4.8%
Part-Time Positions	1	1	1	1	—
FTEs	373.69	393.73	393.73	410.37	4.2%
Community Development and Housing					
Economic Development Fund					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Total Full-Time Positions	2,173	2,182	2,182	2,250	3.1%
Total Part-Time Positions	5	5	5	5	—
Total FTEs	2,481.55	2,509.26	2,509.26	2,565.73	2.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court					
Full-Time Positions	22	22	22	23	4.5%
Part-Time Positions	4	4	4	1	-75.0%
FTEs	26.40	26.45	26.45	23.23	-12.2%
State's Attorney					
Full-Time Positions	3	2	2	2	—
Part-Time Positions	1	1	1	1	—
FTEs	2.44	1.50	1.50	1.22	-18.7%
County Executive					
Full-Time Positions	28	1	1	1	—
Part-Time Positions	5	0	0	0	—
FTEs	27.20	1.00	1.00	1.00	—
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	—
Part-Time Positions	0	0	0	0	—
FTEs	0.77	0.77	0.77	0.75	-2.6%
County Attorney					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
General Services					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Human Rights					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Intergovernmental Relations					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Technology Services					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Urban Districts					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Total Full-Time Positions	54	26	26	27	3.8%
Total Part-Time Positions	10	5	5	2	-60.0%
Total FTEs	56.81	29.72	29.72	26.20	-11.8%
Public Safety					
Correction and Rehabilitation					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Emergency Management and Homeland Security					
Full-Time Positions	3	3	3	4	33.3%
Part-Time Positions	0	0	0	0	—
FTEs	3.00	4.88	4.88	5.70	16.8%
Fire and Rescue Service					
Full-Time Positions	2	23	23	12	-47.8%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time Positions	0	0	0	0	—
FTEs	1.51	23.00	23.00	11.19	-51.3%
Police					
Full-Time Positions	3	2	2	1	-50.0%
Part-Time Positions	0	0	0	0	—
FTEs	3.00	2.00	2.00	1.00	-50.0%
Sheriff					
Full-Time Positions	6	6	6	8	33.3%
Part-Time Positions	0	2	2	0	—
FTEs	4.36	9.61	9.61	5.17	-46.2%
Total Full-Time Positions	14	34	34	25	-26.5%
Total Part-Time Positions	0	2	2	0	—
Total FTEs	11.87	39.49	39.49	23.06	-41.6%
Transportation					
Transportation					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.50	0.25	0.25	0.19	-24.0%
Transit Services					
Full-Time Positions	15	15	15	15	—
Part-Time Positions	0	0	0	0	—
FTEs	15.16	15.11	15.11	14.93	-1.2%
Total Full-Time Positions	15	15	15	15	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	15.66	15.36	15.36	15.12	-1.6%
Health and Human Services					
Health and Human Services					
Full-Time Positions	558	534	534	544	1.9%
Part-Time Positions	44	43	43	40	-7.0%
FTEs	441.51	418.62	418.62	427.21	2.1%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	1	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
Recreation					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1.50	3.90	3.90	3.14	-19.5%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	1	0	0	0	—
Total FTEs	2.50	4.90	4.90	4.14	-15.5%
Community Development and Housing					
Economic Development					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Housing and Community Affairs					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	28.60	35.30	35.30	38.70	9.6%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	28.60	35.30	35.30	38.70	9.6%
Environment					
Environmental Protection					
Full-Time Positions	42	42	42	46	9.5%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time Positions	1	1	1	1	—
FTEs	79.10	81.39	81.39	84.39	3.7%
Other County Government Functions					
Cable Television					
Full-Time Positions	16	16	16	16	—
Part-Time Positions	0	0	0	0	—
FTEs	29.50	30.50	30.50	30.50	—
Liquor Control					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Non-Departmental Accounts					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Utilities					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Total Full-Time Positions	16	16	16	16	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	29.50	30.50	30.50	30.50	—
Total Full-Time Positions	699	667	667	673	0.9%
Total Part-Time Positions	56	51	51	43	-15.7%
Total FTEs	665.55	655.28	655.28	649.32	-0.9%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Transportation					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	33.54	30.83	30.83	30.83	—
Parking District Services					
Full-Time Positions	52	52	52	52	—
Part-Time Positions	0	0	0	0	—
FTEs	48.79	48.59	48.59	49.89	2.7%
Total Full-Time Positions	52	52	52	52	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	82.33	79.42	79.42	80.72	1.6%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	26	26	26	26	—
Part-Time Positions	1	1	1	1	—
FTEs	26.80	26.74	26.74	26.74	—
Community Development and Housing					
Permitting Services					
Full-Time Positions	192	195	195	201	3.1%
Part-Time Positions	1	1	1	1	—
FTEs	197.60	200.50	200.50	206.50	3.0%
Environment					
Solid Waste Services					
Full-Time Positions	79	79	79	79	—
Part-Time Positions	0	0	0	1	—
FTEs	103.39	102.21	102.21	103.01	0.8%
Other County Government Functions					
Liquor Control					
Full-Time Positions	246	254	254	255	0.4%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time Positions	55	63	63	155	146.0%
FTEs	324.02	338.82	338.82	336.82	-0.6%
Total Full-Time Positions	595	606	606	613	1.2%
Total Part-Time Positions	57	65	65	158	143.1%
Total FTEs	734.14	747.69	747.69	753.79	0.8%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	10	10	10	10	—
Part-Time Positions	0	0	0	0	—
FTEs	29.37	30.37	30.37	30.37	—
General Services					
Full-Time Positions	30	29	29	30	3.4%
Part-Time Positions	1	1	1	1	—
FTEs	30.90	29.50	29.50	30.75	4.2%
Fleet Management Services					
Full-Time Positions	201	201	201	201	—
Part-Time Positions	0	0	0	0	—
FTEs	205.10	205.30	205.30	204.10	-0.6%
Human Resources					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	16.15	20.25	20.25	20.85	3.0%
Total Full-Time Positions	241	240	240	241	0.4%
Total Part-Time Positions	1	1	1	1	—
Total FTEs	281.52	285.42	285.42	286.07	0.2%
Total Full-Time Positions	8,652	8,797	8,797	9,035	2.7%
Total Part-Time Positions	865	876	876	963	9.9%
Total FTEs	9,227.55	9,445.28	9,445.28	9,678.84	2.5%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	582.95	20,032.00	20,032.00	20,391.94	1.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	7.00	590.30	590.30	564.90	-4.3%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	20,251.80	619.55	619.55	623.05	0.6%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	20,841.75	21,241.85	21,241.85	21,579.89	1.6%
MONTGOMERY COLLEGE					
CURRENT FUND TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	—

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Approved FY15	% Chg Bud/App
Part-Time Positions	0	0	0	0	—
FTEs	0.00	1,715.10	1,715.10	1,785.10	4.1%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	61.00	0.00	0.00	0.00	—
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1,796.10	147.00	147.00	155.50	5.8%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	1,857.10	1,862.10	1,862.10	1,940.60	4.2%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
M-NCPPC					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	33.55	809.38	809.38	836.45	3.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
M-NCPPC					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	118.90	0.00	0.00	0.00	—
ENTERPRISE FUNDS NON-TAX SUPPORTED					
M-NCPPC					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	799.00	149.17	149.17	142.15	-4.7%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	951.45	958.55	958.55	978.60	2.1%
SUMMARY					
Total Full-Time Positions	8,652	8,797	8,797	9,035	2.7%
Total Part-Time Positions	865	876	876	963	9.9%
Total FTEs	32,877.85	33,507.78	33,507.78	34,177.93	2.0%

Property Tax Schedules

Schedule E, Taxes and User Charges

This schedule displays taxes and user charges per household in the County.

Schedule E-1, Assessable Property Tax Bases

This schedule shows the value of property subject to the various property taxes levied in the County.

Special Districts have boundaries defined in law, and the taxes collected within them are dedicated to specific purposes. With three exceptions, the Special Districts apply to areas smaller than the entire County. The exceptions are the Mass Transit tax, Fire tax, and the Advance Land Acquisition Fund tax administered by M-NCPPC, under the direction of the County Council. These three taxes are levied Countywide, just like the general County property tax and the State property tax.

Property taxes are collected by the County for the 23 municipalities and special taxing areas in the County. Municipal property taxes are levied by the municipalities, not the County, and are not included in this schedule.

Property owners pay taxes for several different Special Districts in addition to Countywide taxes. Schedule F-5 contains tax rates for the different Special Districts and Countywide taxes. Schedule E-1 shows the growth in the property bases in recent years. Increases in total property taxes paid by individual property owners result from changes in both property assessment and tax rates. Also shown are projections by the County Finance Department of the different tax bases.

Since FY01, the assessment of real property changed from 40 percent to 100 percent of full cash value as a result of the enactment of SB626, Chapter 80 of the Laws of 2000 “Truth in Taxation – Real Property Tax Assessments” by the Maryland Legislature.

Schedule E-2, Property Tax Rates

This schedule shows the current and historical tax rates applied to the tax bases described in Schedule E-1.

SCHEDULE E

FY14 and FY15 Taxes & User Charges per Household In Montgomery County					
	FY14	FY15	\$ CHG	% CHG	
Property	\$ 4,051	\$ 4,077	\$ 26	0.6%	
Income	\$ 3,672	\$ 3,551	\$ (120)	-3.3%	
Other	\$ 1,137	\$ 1,115	\$ (22)	-1.9%	
Total Taxes	\$ 8,860	\$ 8,743	\$ (117)	-1.3%	
Water & Sewer	\$ 940	\$ 994	\$ 54	5.7%	
Solid Waste/Leaf Collection	\$ 303	\$ 303	\$ -	0.0%	
Water Quality Protection Charge	\$ 88	\$ 88	\$ -	0.0%	
Total Charges	\$ 1,331	\$ 1,385	\$ 54	4.0%	
Total Taxes & Charges	\$ 10,191	\$ 10,128	\$ (63)	-0.6%	
Note (1): Tax per household is computed as total estimated revenue divided by number of households.					
Note (2): Property taxes for FY14 and FY15 at adopted rates effective July 1, 2013 and July 1, 2014, respectively and incorporate an income-tax offset credit of \$692 in FY14 and \$692 in FY15 for an owner-occupied home.					
Note (3): Other taxes include transfer, recordation, fuel/energy, telephone, and admissions.					
Note (4): Tax & User Charges are <u>not</u> adjusted for inflation.					
Note (5): Water & Sewer bill included an 5.5% water and sewer rate increase and no change in the Account Maintenance Fee. The amount assumes 210 gallons average daily consumption. Source: Fiscal Year 2015 Proposed Budget, Washington Suburban Sanitary Commission, page 14 & 16.					
Note(6): Water Quality Protection Charge is specified per equivalent residential unit and maintains the FY14 rate of \$88.40.					
Source: Montgomery County Department of Finance and Office of Management and Budget					JUNE 2014

SCHEDULE E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY										
ASSESSABLE BASE (in billion \$)	ACTUAL FY13	BUDGET FY14	PROJ. FY14	BUDGET FY15	PROJ. FY16	PROJ. FY17	PROJ. FY18	PROJ. FY19	PROJ. FY20	
COUNTYWIDE										
Countywide: Real	158.273	159.628	159.960	165.668	171.721	180.393	190.963	201.929	213.746	
Countywide: Personal	3.604	3.677	3.538	3.469	3.352	3.259	3.174	3.095	3.013	
SPECIAL DISTRICTS										
Mass Transit: Real	158.273	159.628	159.960	165.668	171.721	180.393	190.963	201.929	213.746	
Mass Transit: Personal	3.604	3.677	3.538	3.469	3.352	3.259	3.174	3.095	3.013	
Fire: Real	158.273	159.628	159.960	165.668	171.721	180.393	190.963	201.929	213.746	
Fire: Personal	3.604	3.677	3.538	3.469	3.352	3.259	3.174	3.095	3.013	
Recreation: Real	138.445	139.314	139.921	144.913	150.208	157.794	167.040	176.632	186.968	
Recreation: Personal	2.959	2.995	2.905	2.848	2.751	2.675	2.606	2.540	2.473	
Storm Drainage: Real	133.748	134.734	135.174	139.997	145.112	152.441	161.373	170.640	180.626	
Storm Drainage: Personal	2.834	2.849	2.782	2.727	2.635	2.562	2.495	2.433	2.368	
M-NCPPC - Regional: Real	137.632	138.511	139.099	144.062	149.326	156.867	166.059	175.594	185.870	
M-NCPPC - Regional: Personal	2.946	2.981	2.892	2.835	2.739	2.664	2.594	2.529	2.462	
M-NCPPC - Metropolitan: Real	137.632	138.511	139.099	144.062	149.326	156.867	166.059	175.594	185.870	
M-NCPPC - Metropolitan: Personal	2.946	2.981	2.892	2.835	2.739	2.664	2.594	2.529	2.462	
M-NCPPC - Land Acquisition: Real	158.273	159.628	159.960	165.668	171.721	180.393	190.963	201.929	213.746	
M-NCPPC - Land Acquisition: Personal	3.604	3.677	3.538	3.469	3.352	3.259	3.174	3.095	3.013	
URBAN DISTRICTS										
Bethesda: Real	3.409	3.300	3.445	3.568	3.698	3.885	4.113	4.349	4.603	
Bethesda: Personal	0.202	0.200	0.199	0.195	0.188	0.183	0.178	0.174	0.169	
Silver Spring: Real	2.653	2.376	2.682	2.777	2.879	3.024	3.201	3.385	3.583	
Silver Spring: Personal	0.125	0.115	0.123	0.121	0.117	0.113	0.110	0.108	0.105	
Wheaton: Real	0.470	0.432	0.475	0.492	0.510	0.536	0.568	0.600	0.635	
Wheaton: Personal	0.026	0.028	0.026	0.025	0.024	0.024	0.023	0.022	0.022	

SCHEDULE E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

ASSESSABLE BASE (in billion \$)	ACTUAL FY13	BUDGET FY14	PROJ. FY14	BUDGET FY15	PROJ. FY16	PROJ. FY17	PROJ. FY18	PROJ. FY19	PROJ. FY20
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.043	0.042	0.043	0.045	0.046	0.049	0.051	0.054	0.057
Bradley: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cabin John: Real	0.010	0.010	0.010	0.011	0.011	0.012	0.012	0.013	0.014
Cabin John: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
PARKING DISTRICTS									
Bethesda - Commercial: Real	1.506	1.431	1.522	1.577	1.634	1.717	1.817	1.922	2.034
Bethesda - Commercial: Personal	0.171	0.177	0.168	0.164	0.159	0.154	0.150	0.146	0.143
Bethesda - Unimproved: Real	0.246	0.236	0.248	0.257	0.267	0.280	0.297	0.314	0.332
Bethesda - Unimproved: Personal	0.018	0.019	0.017	0.017	0.017	0.016	0.016	0.015	0.015
Montgomery Hills - Commercial: Real	0.027	0.026	0.028	0.029	0.030	0.031	0.033	0.035	0.037
Montgomery Hills - Commercial: Personal	0.002	0.003	0.002	0.002	0.002	0.002	0.002	0.002	0.002
Montgomery Hills - Unimproved: Real	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001
Montgomery Hills - Unimproved: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Silver Spring - Commercial: Real	1.935	1.687	1.956	2.025	2.099	2.205	2.335	2.469	2.613
Silver Spring - Commercial: Personal	0.122	0.111	0.120	0.118	0.114	0.111	0.108	0.105	0.102
Silver Spring - Unimproved: Real	0.309	0.289	0.312	0.323	0.335	0.352	0.373	0.394	0.417
Silver Spring - Unimproved: Personal	0.001	0.003	0.001	0.001	0.001	0.001	0.001	0.001	0.001
Wheaton - Commercial: Real	0.170	0.149	0.172	0.178	0.185	0.194	0.205	0.217	0.230
Wheaton - Commercial: Personal	0.008	0.008	0.008	0.008	0.008	0.008	0.007	0.007	0.007
Wheaton - Unimproved: Real	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001
Wheaton - Unimproved: Personal	0.003	0.003	0.003	0.003	0.003	0.002	0.002	0.002	0.002

SCHEDULE E-2

PROPERTY TAX RATES				
(dollars per \$100 assessed value)	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	APPR. FY15
COUNTYWIDE				
General Fund: Real	0.713	0.724	0.759	0.732
General Fund: Personal	1.783	1.810	1.898	1.830
State of Maryland: Real	0.112	0.112	0.112	0.112
State of Maryland: Personal	n/a	n/a	n/a	n/a
Countywide: Real	0.828	0.836	0.871	0.844
Countywide: Personal	1.790	1.810	1.898	1.830
SPECIAL DISTRICTS				
Mass Transit: Real **	0.038	0.048	0.042	0.040
Mass Transit: Personal **	0.095	0.120	0.105	0.100
Fire: Real **	0.121	0.134	0.125	0.136
Fire: Personal **	0.303	0.335	0.313	0.340
Recreation: Real	0.018	0.021	0.020	0.023
Recreation: Personal	0.045	0.053	0.050	0.058
Storm Drainage: Real	0.003	0.003	0.003	0.003
Storm Drainage: Personal	0.008	0.008	0.008	0.008
URBAN DISTRICTS				
Bethesda: Real	0.012	0.012	0.012	0.012
Bethesda: Personal	0.030	0.030	0.030	0.030
Silver Spring: Real	0.024	0.024	0.024	0.024
Silver Spring: Personal	0.060	0.060	0.060	0.060
Wheaton: Real	0.030	0.030	0.030	0.030
Wheaton: Personal	0.075	0.075	0.075	0.075
NOISE ABATEMENT DISTRICTS				
Bradley: Real	0.077	0.000	0.000	0.000
Bradley: Personal	0.193	0.000	0.000	0.000
Cabin John: Real	0.080	0.010	0.000	0.000
Cabin John: Personal	0.200	0.025	0.000	0.000
** On Countywide basis				

SCHEDULE E-2

PROPERTY TAX RATES				
(dollars per \$100 assessed value)	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	APPR. FY15
M-NCPPC				
Regional (Administration)				
Mandatory: Real	0.012	0.012	0.012	0.012
Mandatory: Personal	0.030	0.030	0.030	0.030
Discretionary: Real	0.005	0.006	0.006	0.005
Discretionary: Personal	0.013	0.015	0.015	0.013
Metro (Parks)				
Mandatory: Real	0.036	0.036	0.036	0.036
Mandatory: Personal	0.090	0.090	0.090	0.090
Maintenance: Real	0.008	0.008	0.008	0.008
Maintenance: Personal	0.020	0.020	0.020	0.020
Discretionary: Real	0.004	0.010	0.009	0.012
Discretionary: Personal	0.010	0.025	0.023	0.030
Advanced Land Acquisition: Real **	0.001	0.001	0.001	0.001
Advanced Land Acquisition: Personal **	0.003	0.003	0.003	0.003
Total M-NCPPC	0.232	0.256	0.253	0.260
PARKING DISTRICTS				
Bethesda - Commercial: Real	0.104	0.124	0.124	0.124
Bethesda - Commercial: Personal	0.260	0.310	0.310	0.310
Bethesda - Unimproved: Real	0.052	0.062	0.062	0.062
Bethesda - Unimproved: Personal	0.130	0.155	0.155	0.155
Montgomery Hills - Commercial: Real	0.240	0.240	0.240	0.240
Montgomery Hills - Commercial: Personal	0.600	0.600	0.600	0.600
Montgomery Hills - Unimproved: Real	0.120	0.120	0.120	0.120
Montgomery Hills - Unimproved: Personal	0.300	0.300	0.300	0.300
Silver Spring - Commercial: Real	0.317	0.317	0.317	0.317
Silver Spring - Commercial: Personal	0.793	0.793	0.793	0.793
Silver Spring - Unimproved: Real	0.158	0.158	0.158	0.158
Silver Spring - Unimproved: Personal	0.395	0.395	0.395	0.395
Wheaton - Commercial: Real	0.240	0.240	0.240	0.240
Wheaton - Commercial: Personal	0.600	0.600	0.600	0.600
Wheaton - Unimproved: Real	0.120	0.120	0.120	0.120
Wheaton - Unimproved: Personal	0.300	0.300	0.300	0.300
** On Countywide basis				

History Schedules

Schedule F-1, Ten-Year History of Expenditures in Current and Deflated Dollars

This schedule shows the growth in expenditures for four major agencies: MCG, MCPS, Montgomery College, and M-NCPPC, in both current dollars and deflated to Fiscal Year 06. The purpose is to give a sense of the size of increases in real spending, with inflation removed.

Schedule F-2, Ten-Year History of Revenue by Major Category

This schedule reports the revenues received by MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. The great majority of the revenues are collected by Montgomery County government, but the educational institutions do receive significant State aid plus revenues from tuition, food service, and other charges.

The columns showing the percent of total revenues represented by the major categories give a sense of the relative importance of different types of revenues and show changes over time.

Schedule F-3, Ten-Year History of County Government Workyears by Function

This schedule has two tables that display workforce history in different ways. The first displays MCG workyears¹ by function. The second table takes the workforce data in the first table and divides it by the estimated population for each year to show the annual change in the number of workers per 1,000 population. The purpose is to show how the size of the MCG workforce, by governmental function, is tracking the growth in population. The data in this table excludes workyears provided by contract.

Schedule F-4, Ten-Year History of County Agencies Workyears by Fund

This schedule is similar to F-3 but displays MCG workyears by fund over the ten years.

Schedule F-5, Ten-Year History of Property Tax Rates for Typical Property Owner

This schedule shows the tax rates per 100 dollars of assessed valuation paid by the typical property owner.

Schedule F-6, Historical Analysis of Property Tax Rates

This schedule shows the total average weighted property tax rate (i.e., the rate resulting from taking all rates approved by the County Council, all other municipal district tax rates, and the State of Maryland tax rate, and weighing them by their respective assessable bases related to the Countywide base).

¹ The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.

SCHEDULE F-1

TEN-YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS WITH FISCAL YEAR 06 AS BASE												
(In Millions)												
	ACTUAL FY06	ACTUAL FY07	ACTUAL FY08	ACTUAL FY09	ACTUAL FY10	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	APPROVED FY14	APPROVED FY15
COUNTY GOVERNMENT												
General Fund	773.0	855.4	925.2	923.2	910.9	848.5	891.9	1,014.7	1,087.6	1,129.7		
Expenditures in FY06 \$	773.0	827.5	857.7	837.9	817.1	744.0	760.3	850.3	890.7	906.8		
Special Funds: Tax Supported	293.5	324.1	340.0	339.9	335.5	326.3	335.3	357.4	373.3	386.4		
Expenditures in FY06 \$	293.5	313.5	315.2	308.5	301.0	286.2	285.8	299.5	305.7	310.1		
Grant Fund: Non-Tax Supported	85.6	78.5	76.0	118.9	120.5	112.7	114.7	103.5	108.2	117.2		
Expenditures in FY06 \$	85.6	76.0	70.5	107.9	108.1	98.8	97.8	86.7	88.6	94.1		
Special Funds: Non-Tax Supported	220.7	234.0	244.3	237.0	253.3	244.5	250.9	266.9	288.5	304.6		
Expenditures in FY06 \$	220.7	226.3	226.5	215.1	227.3	214.4	213.9	223.6	236.3	244.5		
TOTAL COUNTY GOVERNMENT												
Expenditures in FY06 \$	1,372.8	1,492.0	1,585.6	1,619.0	1,620.3	1,532.0	1,592.9	1,742.5	1,857.5	1,937.8		
	1,372.8	1,443.3	1,469.9	1,469.3	1,453.5	1,343.4	1,357.8	1,460.2	1,521.3	1,555.5		
M. C. PUBLIC SCHOOLS (b)												
Expenditures in FY06 \$	1,728.7	1,859.7	1,986.9	2,053.1	2,104.6	2,099.1	2,103.4	2,192.7	2,225.4	2,276.8		
	1,728.7	1,799.1	1,842.0	1,863.3	1,888.0	1,840.7	1,793.0	1,837.5	1,822.7	1,827.6		
MONTGOMERY COLLEGE (b)												
Expenditures in FY06 \$	181.5	201.4	218.6	233.1	247.0	243.1	245.6	245.1	280.0	297.1		
	181.5	194.8	202.6	211.5	221.6	213.2	209.4	205.4	229.3	238.5		
M-NCPPC (b)												
Expenditures in FY06 \$	105.1	107.1	117.5	123.8	123.7	109.9	111.7	118.6	128.6	135.1		
	105.1	103.6	108.9	112.3	110.9	96.4	95.2	99.4	105.3	108.5		
DEBT SERVICE (a)												
Expenditures in FY06 \$	213.0	219.4	236.0	224.5	237.4	258.2	276.5	298.3	319.7	348.9		
	213.0	212.3	218.8	203.8	213.0	226.5	235.7	250.0	261.8	280.1		
TOTAL ALL AGENCIES												
Expenditures in FY06 \$	3,601.1	3,879.5	4,144.4	4,253.5	4,333.0	4,242.4	4,330.1	4,597.3	4,811.2	4,995.7		
	3,601.1	3,753.1	3,842.2	3,860.3	3,887.0	3,720.1	3,691.1	3,852.6	3,940.4	4,010.2		
CPI - FISCAL YEAR 06 = 100												
	100.0	103.4	107.9	110.2	111.5	114.0	117.3	119.3	122.1	124.6		
Fiscal Year Percent Change												
	0.0%	3.4%	4.4%	2.2%	1.2%	2.3%	2.9%	1.7%	2.3%	2.0%		

(a) Includes add-back of State closed school revenues
(b) Includes tax supported and non-tax supported funds

SCHEDULE F-2

TEN-YEAR HISTORY OF REVENUE BY MAJOR CATEGORY AND AS A PERCENT OF TOTAL REVENUE																		
(In Millions)																		
FISCAL YEAR	PROPERTY TAX		INCOME TAX		TRANSFER TAX		OTHER TAXES		LICENSES & PERMITS		CHARGES FOR SERVICES		INTERGOV. AID		FINES & MISC REVENUE		TOTAL REVENUE**	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
FY15 Approved	1,549.9	31.3	1,340.6	27.1	169.6	3.4	280.7	5.7	52.8	1.1	406.7	8.2	1,010.7	20.4	135.0	2.7	4,945.9	
FY14 Estimate	1,517.6	30.8	1,365.9	27.7	159.5	3.2	291.0	5.9	55.4	1.1	395.5	8.0	976.0	19.8	165.4	3.4	4,926.3	
FY14 Approved	1,514.5	31.3	1,299.2	26.9	150.6	3.1	279.3	5.8	42.3	0.9	402.3	8.3	978.6	20.3	165.5	3.4	4,832.2	
FY13 Actual	1,486.0	31.2	1,317.5	27.6	151.3	3.2	295.1	6.2	52.1	1.1	389.0	8.2	939.4	19.7	136.5	2.9	4,767.0	
FY12 Actual	1,447.9	31.3	1,255.1	27.2	127.3	2.8	295.3	6.4	50.0	1.1	371.5	8.0	911.2	19.7	163.0	3.5	4,621.3	
FY11 Actual	1,430.2	33.1	1,039.2	24.1	129.5	3.0	305.2	7.1	41.3	1.0	352.9	8.2	879.0	20.4	141.8	3.3	4,319.2	
FY10 Actual	1,447.4	34.6	1,042.1	24.9	125.1	3.0	205.6	4.9	38.1	0.9	328.2	7.8	861.2	20.6	140.9	3.4	4,188.5	
FY09 Actual	1,374.9	32.4	1,291.7	30.5	109.8	2.6	179.2	4.2	33.1	0.8	313.2	7.4	782.5	18.5	153.6	3.6	4,238.1	
FY08 Actual	1,224.0	29.8	1,291.3	31.5	135.0	3.3	168.7	4.1	37.6	0.9	298.1	7.3	774.8	18.9	173.2	4.2	4,102.8	
FY07 Actual	1,180.7	29.5	1,265.4	31.7	179.6	4.5	168.1	4.2	34.5	0.9	289.4	7.2	719.1	18.0	160.1	4.0	3,996.8	
FY06 Actual	1,115.1	30.0	1,044.6	28.1	241.7	6.5	164.8	4.4	32.7	0.9	287.1	7.7	688.5	18.5	139.9	3.8	3,714.4	
* Totals do not include uses of prior year reserves or transfers																		

SCHEDULE F-3

TEN-YEAR HISTORY OF COUNTY GOVERNMENT FTEs BY FUNCTION										
FUNCTION	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
General Government	675.70	710.70	707.00	1,079.20	1,041.90	948.50	944.60	985.48	1,012.51	1,046.59
Public Safety	3,462.30	3,689.60	3,841.30	3,822.10	3,741.20	3,482.30	3,546.90	3,520.15	3,579.19	3,669.91
Transportation	1,482.10	1,528.70	1,638.40	1,235.50	1,251.60	1,151.60	1,136.40	1,120.89	1,137.79	1,160.51
Health & Human Services	1,475.90	1,506.00	1,604.50	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87
Libraries, Culture & Recreation	844.90	887.70	903.90	903.00	833.10	675.20	666.20	715.95	774.31	824.81
Community Development & Housing	322.50	334.50	342.20	336.80	305.60	263.50	262.20	293.15	306.20	318.20
Environment	44.70	48.80	50.50	209.70	156.80	151.20	187.10	193.98	195.09	200.49
Non-Departmental Accounts	3.20	2.90	2.60	2.60	3.10	2.60	1.60	1.65	3.88	4.08
Liquor Control	321.20	329.80	340.60	343.80	337.30	312.90	323.00	324.02	338.82	336.82
Subtotal	8,632.50	9,038.70	9,431.00	9,541.70	9,247.70	8,473.60	8,553.70	8,713.87	8,916.55	9,150.28
Plus Council & Judicial Offices *	456.00	473.50	482.80	491.40	501.70	486.90	481.80	513.68	528.73	528.56
TOTAL COUNTY GOVERNMENT	9,088.50	9,512.20	9,913.80	10,033.10	9,749.40	8,960.50	9,035.50	9,227.55	9,445.28	9,678.84
GOVERNMENT FTEs PER 1000 POPULATION										
General Government	0.72	0.75	0.74	1.13	1.08	0.98	0.97	0.99	1.01	1.03
Public Safety	3.70	3.92	4.03	3.99	3.88	3.58	3.62	3.53	3.55	3.60
Transportation	1.58	1.62	1.72	1.29	1.30	1.19	1.16	1.12	1.13	1.14
Health & Human Services	1.58	1.60	1.68	1.68	1.64	1.53	1.52	1.56	1.56	1.56
Libraries, Culture & Recreation	0.90	0.94	0.95	0.94	0.86	0.70	0.68	0.72	0.77	0.81
Community Development & Housing	0.34	0.36	0.36	0.35	0.32	0.27	0.27	0.29	0.30	0.31
Environment	0.05	0.05	0.05	0.22	0.16	0.16	0.19	0.19	0.19	0.20
Non-Departmental Accounts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Liquor Control	0.34	0.35	0.36	0.36	0.35	0.32	0.33	0.32	0.34	0.33
Total County-Less Elective Offices	9.23	9.60	9.89	9.97	9.59	8.72	8.74	8.73	8.85	8.97
Plus Council & Judicial Offices *	0.49	0.50	0.51	0.51	0.52	0.50	0.49	0.51	0.52	0.52
TOTAL COUNTY GOVERNMENT	9.72	10.10	10.40	10.48	10.11	9.22	9.23	9.24	9.38	9.49
Population	935,168	941,491	953,685	957,200	964,100	971,400	978,700	998,540	1,007,311	1,020,000
* Includes officials and staff of offices headed by elected officials. Effective FY13, Workyears have been converted to Full-Time Equivalents (FTEs) and will no longer measure lapse and overtime. Historical Workyears and Populations reflect the Original Approved Budget.										

* Includes officials and staff of offices headed by elected officials.
Effective FY13, Workyears have been converted to Full-Time Equivalents (FTEs) and will no longer measure lapse and overtime.
Historical Workyears and Populations reflect the Original Approved Budget.

SCHEDULE F-4

TEN-YEAR HISTORY OF COUNTY AGENCIES FTEs BY FUND

	FY06 WORKYEARS	FY07 WORKYEARS	FY08 WORKYEARS	FY09 WORKYEARS	FY10 WORKYEARS	FY11 WORKYEARS	FY12 WORKYEARS	FY13 FTEs	FY14 FTEs	FY15 FTEs
GENERAL FUND										
General Fund	854.30	896.60	894.00	1,032.60	996.00	911.70	890.30	939.32	968.22	1,000.38
Public Safety	2,475.80	2,631.20	2,689.90	2,652.40	2,584.70	2,431.00	2,484.00	2,459.85	2,499.71	2,583.25
Transportation	442.70	447.50	450.00	314.00	295.70	252.90	207.80	224.15	242.31	244.17
Health & Human Services	1,475.90	1,506.00	1,604.50	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87
Libraries, Culture & Recreation	403.20	419.90	427.60	426.40	386.90	290.90	288.00	313.96	349.94	384.56
Community Development & Housing	123.10	110.30	117.40	107.60	96.00	77.50	70.30	79.75	90.00	96.00
Environment	34.70	34.90	34.90	33.90	19.30	13.30	12.10	11.49	11.49	13.09
Non-Departmental Accounts	3.20	2.90	2.60	2.60	3.10	2.60	1.60	1.65	3.88	4.08
TOTAL GENERAL FUND **	5,812.90	6,049.30	6,220.90	6,178.50	5,958.80	5,465.70	5,439.80	5,588.77	5,734.31	5,914.40
SPECIAL FUNDS										
Urban Districts	56.60	57.10	57.60	58.10	58.10	50.20	52.00	55.32	55.02	58.30
Mass Transit	651.60	679.60	762.20	871.40	854.70	802.60	830.30	814.41	816.06	835.62
Fire Tax District	1,155.20	1,235.60	1,334.70	1,353.00	1,351.20	1,235.00	1,243.00	1,253.80	1,281.56	1,286.56
Recreation	415.70	441.70	450.20	449.70	421.70	362.20	352.50	375.19	397.63	413.51
Economic Development Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Cable Television	13.30	14.30	14.50	16.90	19.20	25.50	26.50	29.50	30.50	30.50
Montgomery Housing Initiative	7.10	7.70	9.90	11.50	11.50	12.00	13.10	14.80	14.70	14.70
Water Quality Protection	10.00	13.90	15.60	17.10	32.80	38.20	72.10	79.10	81.39	84.39
Community Use of Public Facilities	26.00	26.10	26.10	26.90	24.50	22.10	25.70	26.80	26.74	26.74
Parking Districts	43.10	45.30	47.70	50.10	50.90	45.80	48.00	48.79	48.59	49.89
Permitting Services	191.30	215.50	213.90	216.70	197.10	173.00	177.80	197.60	200.50	206.50
Solid Waste Services	151.70	156.10	157.50	158.70	104.70	99.70	102.90	103.39	102.21	103.01
Vacuum Leaf Collection	0.00	0.00	0.00	0.00	50.30	50.30	50.30	33.54	30.83	30.83
Liquor Control	321.20	329.80	340.60	343.80	337.30	312.90	323.00	324.02	338.82	336.82
TOTAL SPECIAL FUNDS	3,043.80	3,223.70	3,431.50	3,574.90	3,515.00	3,230.50	3,318.20	3,357.26	3,425.55	3,478.37
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	9.60	9.60	11.00	12.20	11.80	11.50	12.70	16.15	20.25	20.85
Motor Pool	163.60	170.20	191.00	205.50	202.00	194.30	205.60	205.10	205.30	204.10
Printing & Mail	29.40	30.00	30.00	31.00	31.40	29.30	29.80	30.90	29.50	30.75
Self Insurance	29.20	29.40	29.40	31.00	30.40	29.20	29.40	29.37	30.37	30.37
TOTAL INTERNAL SERVICE FUNDS	231.80	239.20	261.40	279.70	275.60	264.30	277.50	281.52	285.42	286.07
TOTAL COUNTY GOVERNMENT	9,088.50	9,512.20	9,913.80	10,033.10	9,749.40	8,960.50	9,035.50	9,227.55	9,445.28	9,678.84
MONT. COUNTY PUBLIC SCHOOLS	20,132.30	20,709.90	20,844.50	20,769.50	20,949.40	20,743.70	20,609.70	20,841.75	21,241.85	21,579.89
MONTGOMERY COLLEGE	1,636.40	1,720.60	1,791.60	1,866.80	1,855.80	1,918.80	1,857.10	1,857.10	1,862.10	1,940.60
M-NCPPC	1,102.40	1,008.80	1,036.90	1,046.20	1,049.10	1,046.80	966.70	951.45	958.55	978.60
GRAND TOTAL	31,959.60	32,949.50	33,586.80	33,715.60	33,603.70	32,669.80	32,469.00	32,877.85	33,507.78	34,177.93

**Includes grant FTEs related to General Fund functions.
Prior to FY10 the Leaf Vacuum Fund was included in Solid Waste Services.
Effective FY13, Workyears have been converted to Full-Time Equivalents (FTEs) and will no longer measure lapse and overtime. Historical Workyears reflect the Original Approved Budget.

SCHEDULE F-5

TEN-YEAR HISTORY OF PROPERTY TAX RATES FOR TYPICAL PROPERTY OWNER

Tax Rate Per \$100 Assessed Value

FISCAL YEAR	COUNTY	MASS TRANSIT	FIRE	REC- REATION	STORM DRAINAGE	M-NCPPC	TOTAL COUNTY	STATE	TOTAL TAX RATE
FY15 - Real	0.732	0.040	0.136	0.023	0.003	0.074	1.008	0.112	1.120
FY15 - Personal	1.830	0.100	0.340	0.058	0.008	0.185	2.520	n/a	2.520
FY14 - Real	0.759	0.042	0.125	0.020	0.003	0.072	1.021	0.112	1.133
FY14 - Personal	1.898	0.105	0.313	0.050	0.008	0.181	2.554	n/a	2.554
FY13 - Real	0.724	0.048	0.134	0.021	0.003	0.073	1.003	0.112	1.115
FY13 - Personal	1.810	0.120	0.335	0.053	0.008	0.183	2.508	n/a	2.508
FY12 - Real	0.713	0.038	0.121	0.018	0.003	0.066	0.959	0.112	1.071
FY12 - Personal	1.783	0.095	0.303	0.045	0.008	0.166	2.400	n/a	2.400
FY11 - Real	0.699	0.037	0.097	0.018	0.003	0.061	0.915	0.112	1.027
FY11 - Personal	1.747	0.092	0.242	0.045	0.007	0.153	2.286	n/a	2.286
FY10 - Real	0.683	0.037	0.105	0.019	0.003	0.069	0.916	0.112	1.028
FY10 - Personal	1.707	0.092	0.262	0.047	0.007	0.173	2.288	n/a	2.288
FY09 - Real	0.661	0.040	0.116	0.022	0.003	0.073	0.915	0.112	1.027
FY09 - Personal	1.652	0.100	0.290	0.055	0.007	0.182	2.286	n/a	2.286
FY08 - Real	0.627	0.058	0.126	0.024	0.003	0.078	0.916	0.112	1.028
FY08 - Personal	1.567	0.145	0.315	0.060	0.007	0.195	2.289	n/a	2.289
FY07 - Real	0.624	0.053	0.134	0.024	0.003	0.078	0.916	0.112	1.028
FY07 - Personal	1.560	0.133	0.335	0.060	0.008	0.196	2.292	n/a	2.292
FY06 - Real	0.679	0.042	0.134	0.025	0.003	0.084	0.967	0.132	1.099
FY06 - Personal	1.698	0.105	0.335	0.063	0.008	0.211	2.420	n/a	2.420

SCHEDULE F-6

HISTORICAL ANALYSIS OF WEIGHTED REAL PROPERTY TAX RATES MONTGOMERY COUNTY Average Weighted Rate Per \$100 of Assessed Value				
Fiscal Year	Total	Maryland	Municipalities	Montgomery County
2015	\$1.152	\$0.112	\$0.044	\$0.996
2014	\$1.167	\$0.112	\$0.045	\$1.010
2013	\$1.148	\$0.112	\$0.045	\$0.991
2012	\$1.101	\$0.112	\$0.043	\$0.946
2011	\$1.060	\$0.112	\$0.044	\$0.904
2010	\$1.057	\$0.112	\$0.041	\$0.904
2009	\$1.055	\$0.112	\$0.040	\$0.903
2008	\$1.057	\$0.112	\$0.042	\$0.903
2007	\$1.058	\$0.112	\$0.043	\$0.903
2006	\$1.130	\$0.132	\$0.045	\$0.953
2005	\$1.173	\$0.132	\$0.046	\$0.995
Notes: "Montgomery County" is the weighted average of proposed rates for the tax-supported property revenues and do not include parking lot districts. "Municipalities" are the weighted average of approximately 23 municipal districts and are based on estimated taxable assessments for FY 15. FY2014 weighted rate revised based on updated assessment estimates for FY14				

MONTGOMERY COUNTY DEPARTMENT OF FINANCE

JUNE 2014

Resolution No.:	<u>17-1111</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2015 Operating Budget of the Montgomery County Government

Background

1. As required by Section 303 of the County Charter, the County Executive sent to the County Council the FY 2015 Operating Budget for the Montgomery County Government.
2. As required by Section 304 of the Charter, the Council held public hearings on the Operating Budget on April 8, 9, and 10, 2014.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2015 Operating Budget for the Montgomery County Government and appropriates the funds as shown on the attachment to this resolution in the following sections.

Section A: The General Fund Operating Budget contains the tax-supported, non-grant-funded appropriations for departmental and non-departmental General Fund accounts.

Section B: The Special Revenue Funds Tax-Supported Budget contains the non-grant appropriations associated with all tax-supported Special Funds.

Section C: The Debt Service Budget includes all tax-supported debt service on General Obligation Bonds for the General Fund and tax-supported Special Funds and all tax-supported expenditures for long term leases, short term leases, and other tax-supported and non-tax supported debt.

Section D: The Grant Fund Operating Budget contains the grant-funded appropriations for all tax-supported General Fund accounts and tax-supported Special Fund accounts of County Government. Any appropriation for and spending on any project funded by non-County funds is contingent on notice of receipt of the non-County funds.

Section E: The Special Revenue Funds Self-Supporting Funds Budget contains both grant and non-grant-funded appropriations for self-supporting (non-tax-supported) funds.

Section F: The Enterprise Funds Budget contains both grant and non-grant-funded appropriations for enterprise funds and the debt service appropriation for enterprise funds, and notes the total appropriations for the County's Risk Management Liability and Property Coverage Self-Insurance Fund and Employees Health Benefits Self-Insurance Fund.

2. This resolution re-appropriates or appropriates revenue received from non-County sources for programs funded in whole or in part from those non-County funds:
 - (a) together with matching County funds, if any; and
 - (b) to the extent that the program period approved by the non-County source requires more than one fiscal year to complete the grant program, under the terms of receipt of the non-County revenues.
3. This resolution re-appropriates the fund balances of the following funds:
 - Central Duplicating Fund
 - Economic Development Fund
 - Housing Initiative Fund
 - Motor Pool (DGS) Internal Service Fund
 - Rehabilitation Loan Fund
 - Restricted Donation Special Revenue Fund
4. This resolution re-appropriates the June 30, 2014 fund balance for the Drug Enforcement Forfeiture Fund permitting it to be spent in FY 2015. As required in Section 35-13B of the County Code, the Chief of Police must provide reports to the Executive and the Council on December 15, 2014 and March 15, 2015 regarding the unreserved fund balance, expenditures, and the approved budget for the Drug Enforcement Forfeiture Fund.
5. This resolution re-appropriates encumbered appropriations, permitting them to be spent in FY 2015. Any unencumbered appropriation lapses at the end of FY 2014, except as re-appropriated elsewhere in this resolution.
6. Section G of this resolution lists the entities designated to receive non-competitive contract awards under Section 11B-14(a)(4) of the County Code, which states: "A

contract may be awarded without competition if the Chief Administrative Officer makes a written determination that the contract award serves a public purpose and a proposed contractor has been identified in a grant or appropriation resolution approved by the Council.” Appropriations for these awards are included in the departmental and non-departmental appropriations in Sections A through F. The Chief Administrative Officer has determined that the entities listed in Section G serve a public purpose and contract awards are in the public interest. The amounts listed in Section G are estimates only and may vary due to changed circumstances. The Council in Resolution 14-490 adopted the process to designate entities under this provision.

7. This resolution appropriates \$9,426,421 to the Department of Health and Human Services to provide a supplement to organizations providing direct services to clients of residential, community supported living arrangements, day habilitation, or supportive employment provided through the Developmental Disabilities Administration. In order to receive this supplement, an organization must demonstrate to the Department that at least 75% of the funding is being used to increase the pay of direct service workers in recognition of the higher cost of living in Montgomery County compared to other parts of Maryland. Each organization must document to DHHS that the funds are being used for this purpose. Section G of this resolution includes entities eligible to receive this non-competitive payment.
8. If an error in the name of an entity or the stated purpose for a non-competitive contract identified in Section G does not alter the substance of the Chief Administrative Officer’s determination and Council’s approval of the award, the Director of the Department of General Services may proceed with the non-competitive contract without an amendment to Section G. The Director of the Department of General Services must notify the Council within 7 days after making each determination.
9. In the following agency budgets, the Council appropriates payments to the Risk Management Liability and Property Coverage Self-Insurance Fund. The Director of Finance must transfer the following amounts from the respective appropriations for County Government, the Montgomery County Public Schools, and Montgomery College to the Risk Management Liability and Property Coverage Self-Insurance Fund on or immediately after July 1, 2014. The Director of Finance must notify the Maryland-National Capital Park and Planning Commission that its contribution to the Fund is due on or immediately after July 1, 2014.

\$19,547,940	County General Fund Risk Management Non-Departmental Account
9,240,674	County Special, Enterprise, and Internal Service Funds Contributions
16,525,778	Fire and Rescue System – Fire Tax District Funds
18,668,897	Montgomery County Public Schools
1,488,554	Montgomery College
1,010,050	Maryland- National Park and Planning Commission

In addition to contributions from County Government and County and Bi-county agencies, the following contributions and revenues are expected to be realized in FY 2015.

\$1,324,485	Housing Opportunities Commission
211,033	Revenue Authority
388,867	City of Gaithersburg
22,680	City of Rockville Housing Authority
28,729	Bethesda Urban Partnership
32,080	Other Municipal Income
1,065,810	Other Income (includes investment income and recovered losses)

These contributions and the fund balance are available to support a FY 2015 Risk Management Liability and Property Coverage Self-Insurance Fund appropriation of \$58,869,567.

10. This resolution appropriates \$20,000,000 for the Future Federal, State, or Other Grant Non-Departmental Account in the County Government Grant Fund to fund specific programs or activities designated in a grant, donation, contribution, reimbursement, or other non-County funding source received in FY 2015. When the County receives funds for a program from a non-County source, the County Executive may transfer appropriation from this Account to the appropriate fund for a department or office to support the program. The following conditions apply to the use of this transfer authority:
- (a) The program must not require any new FY 2015 tax-supported appropriation or future tax-supported County funds.
 - (b) Subject to the balance in the account, any amount can be transferred in FY 2015 for any program which meets at least one of the following four conditions: (1) the amount is \$200,000 or less; (2) the program was funded in FY 2014; (3) the program was included in the FY 2015 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2015; (5) the amount is funded by an insurance reimbursement that has been received.
 - (c) The Executive must notify the Council within 30 days after each transfer.

The Department of Finance may transfer appropriation to the Restricted Donation Special Revenue Fund on a quarterly basis. The Council must approve a transfer for any individual donation which exceeds \$200,000 unless the donation meets one of the conditions in subparagraph (b) of this paragraph.

The Executive must approve each transfer under this paragraph and must notify the Council within 30 days after each transfer. The Office of Management and Budget must maintain a record to ensure that the total appropriation is not exceeded.

The Executive may also transfer an appropriation from a specific department or office grant appropriation in the County Government Grant Fund to the Future Federal, State, or Other Grant Non-Departmental Account when a specific grant is less than the amount

appropriated. The amount of the transfer must equal the difference between the amount appropriated and the grant award.

11. The Executive may transfer County matching funds within a department or office from the appropriate fund to an account for the same department or office in the Grant Fund when the grantor requires a County match.
12. When the County Government receives more non-County funds than were budgeted for a program which also receives some County funds:
 - (a) Council approval is not required to substitute the non-County funds for County funds. In this case, there is no change in the appropriation.
 - (b) Council approval is required to increase the appropriation. The Council may decide to substitute non-County funds for County funds instead of increasing the appropriation.
13. When the County Government receives official notice that government aid or grant funds will be less than was budgeted for a program:
 - (a) Council approval is required to substitute County tax-supported funds for non-County funds. In this case, there is no change in appropriation.
 - (b) The Executive must report to the Council any recommendation to reduce expenditures in an affected program to offset any loss of non-County funds. A reduction of 10% or less from the amount estimated in the FY 2015 approved budget for any grant or specific source of government aid may be reported through the report required in paragraph 10(c) of this resolution.
14. For FY 2015, funds for Federal Emergency Management Agency (FEMA) reimbursements of Urban Search and Rescue Team activities may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 10. In order to use this method of appropriation, the Fire Chief must forward a copy of each FEMA authorization letter to the Council President within 5 working days after the County receives the FEMA authorization.
15. For FY 2015, reimbursement payments from the Federal government for providing security through the Police Department on an overtime basis may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 10. In order to use this method of appropriation, the Executive must forward to the Council President a copy of a contract, memorandum, or letter from a Federal agency authorizing the County to provide such security. The Department must specify the amount of reimbursement funding, and the contract, letter, or memorandum must be forwarded within 5 working days after the County receives the authorization.
16. For FY 2015, reimbursement payments from Federal, state, or local governments for emergency response or assistance by Montgomery County departments or offices may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 10. In order to use this method of

appropriation, the Executive must forward to the Council President a copy of the contract, memorandum, or letter from the Federal, state, or local agency authorizing the County to provide the requested assistance. The Executive must specify the amount of reimbursement funding and must forward the contract, letter, or memorandum within 5 working days after the County receives the authorization.

17. In Resolution No. 17-1066, adopted April 29, 2014, the Council expressed its intent to appropriate the funds necessary to implement the second year of the collective bargaining agreement with the Fraternal Order of Police, Lodge 35 for July 1, 2014 through June 30, 2015. This resolution appropriates full funding for the following contract provisions for FY 2015.

- (a) 2.1% general wage adjustment for all bargaining unit members on the first full pay period after July 1, 2014.
- (b) 3.5% service increments for all eligible members.
- (c) 1.75% service increment for each eligible member whose service increment was deferred during FY 2011, FY 2012, or FY 2013, payable on the first pay period beginning after February 1, 2015.
- (d) 3.5% longevity increments for bargaining unit members with 20 years of service.
- (e) Tuition assistance capped at \$135,000.

This resolution appropriates funds in FY 2015 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 28. This Resolution appropriates funds in FY 2015 for retirement benefits as required by law.

18. In Resolution No. 17-1067, adopted April 29, 2014, the Council expressed its intent to appropriate the funds necessary to implement the second year of the collective bargaining agreement with Local 1664, Montgomery County Career Fire Fighters Association of the International Association of Fire Fighters, AFL-CIO for July 1, 2014 through June 30, 2015. This resolution appropriates full funding for the following contract provisions in FY 2015.

- (a) 2.75% general wage adjustment for all bargaining unit members on the first full pay period after July 1, 2014.
- (b) 3.5% longevity increment for bargaining unit members with either 20 or 28 years of service.
- (c) 3.5% service increments for all eligible bargaining unit members.
- (d) 3.5% FY 2012 service increments for eligible members payable on the pay period beginning June 14, 2015.
- (e) Increase special duty differentials by \$200 and response team certifications by \$93.
- (f) Tuition assistance for bargaining unit members within the \$150,000 appropriated for members of the IAFF, non-represented employees, and volunteer firefighters.

This resolution appropriates funds in FY 2015 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 28. This resolution appropriates funds in FY 2015 for retirement benefits as required by law.

19. In Resolution No. 17-1068, adopted April 29, 2014, the Council expressed its intent to appropriate the funds necessary to implement the second year of the collective bargaining agreement with Local 1994, Municipal and County Government Employees Organization of the United Food and Commercial Workers, AFL-CIO (MCGEO) for the period July 1, 2014 through June 30, 2015. This resolution appropriates full funding for the following contract provisions in FY 2015.
- (a) 3.25% general wage adjustment payable on the first full pay period after September 1, 2014.
 - (b) 3.5% service increments for all eligible bargaining unit members.
 - (c) 3% longevity increments for eligible bargaining unit members with 20 years of service.
 - (d) 0.5% lump sum payment for each eligible bargaining unit member who is at the top of grade on July 1, 2014 and who is not eligible for a longevity increase in FY 2015.
 - (e) Mandatory classification studies for certain bargaining unit positions within the \$200,000 appropriated for this purpose.
 - (f) EVT Certification incentive up to \$2,000 per year.
 - (g) Increase wages for seasonal workers by \$0.50 per hour.
 - (h) Tuition Assistance up to \$150,000.

This resolution appropriates funds in FY 2015 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 28. This resolution appropriates funds in FY 2015 for retirement benefits as required by law.

20. Effective the first full pay period after September 1, 2014 the Council approves a 3.25% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedules for County Government non-represented employees. This resolution appropriates funds in FY 2015 for this purpose.
21. Effective the first full pay period after September 1, 2014 the Council approves a 3.25% general wage adjustment and a 6.75% adjustment to the minimum and maximum of each grade in the Salary Schedule for non-represented employees in the Management Leadership Service (MLS). This resolution appropriates funds in FY 2015 for this purpose.
22. Effective the first full pay period after July 1, 2014 the Council approves a 2.1% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Police Management. This resolution appropriates funds in FY 2015 for this purpose.
23. Effective the first full pay period after September 1, 2014 the Council approves a 3.25% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Sheriff Management. This resolution appropriates funds in FY 2015 for this purpose.

24. Effective the first full pay period after September 1, 2014 the Council approves a 3.25% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Correctional Management. This resolution appropriates funds in FY 2015 for this purpose.
25. Effective the first full pay period after July 1, 2014 the Council approves a 2.75% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Fire and Rescue Management. This resolution appropriates funds in FY 2015 for this purpose.
26. Effective the first full pay period after July 1, 2014 the Council approves a \$0.50 adjustment to the hourly wage of each grade of the County Government Seasonal Salary Schedule. This resolution appropriates funds for a \$0.50 adjustment to the hourly wage in FY 2015 for this purpose.
27. In Resolution No. 17-1069, adopted April 29, 2014, the Council expressed its intent to appropriate the funds necessary to implement the first year of the Memorandum of Agreement between the Montgomery County Government and the Montgomery County Volunteer Fire and Rescue Association for the period from July 1, 2014, until June 30, 2015.
 - (a) Uniforms and Equipment (turnout boots, jackets, and gear bags) for active volunteers at \$93,100.
 - (b) Option 1 nominal fee of \$300 and an Option 2 nominal fee of \$500 for active volunteers for a total of \$456,544.
 - (c) Training at \$15,000.
 - (d) 75 printed contracts at \$300
 - (e) Volunteer Basic Orientation Course at \$18,000
 - (f) Association funding at \$235,000.
28. This resolution appropriates funds for employee group insurance benefits for the fiscal year that begins on July 1, 2014. This appropriation is subject to the following conditions:

The following cost-sharing provisions must apply to each eligible County employee and each eligible employee of a participating agency whose active employees are paid through the County's payroll system. These provisions do not apply to any eligible employee of a participating agency that does not use the County's payroll system for active employees. These provisions do not apply to any eligible retired employee.

Group Insurance Premiums
(medical, prescription drug, dental, vision, life insurance, long-term disability insurance)

The County must pay 80% of the cost of the premiums, and each employee must pay 20% of the cost of the premiums, for a Health Maintenance Organization (HMO) medical plan, including any prescription drug plan that is bundled with an HMO medical plan.

The County must pay 75% of the cost of the premiums, and each employee must pay 25% of the cost of the premiums, for each benefit plan listed below:

- Point-of-Service (POS) medical plan;
- Stand-alone prescription drug plan (Standard Option plan);
- Dental;
- Vision;
- Basic Life insurance;
- Dependent Life insurance \$2,000/\$1,000/\$100 tier; and
- Long-term disability insurance.

Each employee enrolled in the High Option prescription drug plan must also pay the difference between:

- the County contribution toward the cost of the premium for the Standard Option prescription drug plan; and
- the cost of the premium for the High Option prescription drug plan.

Optional Life insurance and Optional Dependent life insurance (\$4,000/\$2,000/\$100 tier and \$10,000/\$5,000/\$100 tier) remain at 100% paid by each employee.

Prescription Drug Benefits

Each employee enrolled in a stand-alone prescription drug plan must receive generic prescription drugs, if available. If an employee chooses to receive a brand name drug that has a generic equivalent, the employee must pay the generic drug co-payment plus the difference between the cost of the brand-name drug and the generic drug. This generic drug requirement may be waived only if the employee's doctor certifies in a separate document that it is medically necessary to use a brand-name drug instead of its generic equivalent. The letter of medical necessity must contain details of the medical reason and must be attached to the prescription. If the waiver is approved by the Pharmacy Benefit Manager (PBM), the employee must be charged the brand-name drug co-payment.

The County's stand-alone prescription drug plans may also allow each employee to buy up to a 90-day supply of a maintenance medication at any retail pharmacy agreed on by the County and the PBM in addition to using the PBM's mail service pharmacy. An employee must pay a fee if a maintenance prescription is filled at a retail pharmacy other than a pharmacy agreed on by the County and the PBM. This fee is the difference between the mail order cost and the retail prescription cost. This fee is in addition to the corresponding co-payment.

The County's prescription drug plan must limit coverage for each participant to a maximum of 6 doses each month for any drug specifically approved by the Food and

Drug Administration for the treatment of erectile dysfunction. Medications currently approved for this purpose include sildenafil (Viagra), vardenafil (Levitra), and tadalafil (Cialis).

These changes to the prescription drug benefit must apply to each participant in the County's prescription drug plan, including each eligible retired employee, survivor, dependent, and employee of a participating agency. Each Medicare-eligible retiree or survivor must be moved to a Medicare Part D Employer Group Waiver Plan (EGWP) plus Wrap prescription drug plan as of January 2015 as described in Paragraph 29.

Basic Life Insurance Benefit

For each full or part time employee eligible for life insurance coverage, the County must provide term life insurance coverage equal to the employee's earnings (as defined in the Group Insurance Certificate) rounded up to the nearest thousand dollars. The County will offer each eligible employee the opportunity to buy additional Optional Life Insurance at full cost during Open Enrollment.

For each full or part time employee eligible for life insurance coverage, the County must provide an accidental death and dismemberment (AD&D) benefit. The AD&D benefit includes:

- AD&D insurance of 8 times earnings, up to \$600,000, for a loss of life that is a direct result of an accidental injury sustained in the performance of County employment. A lower amount may be payable for certain dismemberments resulting from accidental bodily injury.
- AD&D insurance of 4 times earnings, up to \$300,000, for a loss of life that is not a direct result of an accidental injury sustained in the performance of County employment. A lower amount may be payable for certain dismemberments resulting from accidental bodily injury.

Modifications – Council approval

Any material change in any part of this paragraph or its application to any employee or group of employees, including any premium holiday or other waiver of premiums for County-provided health or life insurance, is subject to Council approval.

29. This resolution appropriates funds for a prescription drug benefit for Medicare-eligible retirees with the following condition. Each Medicare-eligible retiree or survivor must be moved to a Medicare Part D Employer Group Waiver Plan (EGWP) plus Wrap prescription drug plan for 2015.
30. This resolution appropriates \$38,577,480 to pre-fund retiree health insurance benefits for the tax-supported funds. These funds must not be spent for any other purpose and must

be deposited into the Trust created under County Code Section 33-159 for the payment of retiree health insurance benefits.

31. This resolution appropriates \$85,507,000 to the Consolidated Retiree Health Benefits Trust (MCPS) Non-Departmental Account and \$1,974,000 to the Consolidated Retiree Health Benefits Trust (Montgomery College) Non-Departmental Account. These funds must be deposited into the Trust created under County Code Section 33-159. These funds must only be used for the payment of retiree health insurance benefits.
32. For FY 2015, this resolution appropriates \$2,407,014 to the Compensation and Employee Benefits Adjustment Non-Departmental Account for the following purposes. The County Executive may transfer the entire amount appropriated in this NDA to County departments or offices as needed.

MLS Pay for Performance Tax Supported	\$1,089,855
MLS Pay for Performance Non-Tax Supported	585,314
Unemployment Insurance	513,520
Non-qualified Retirement	20,200
Deferred Compensation Management	123,125
Collective Bargaining Actuarial Services	75,000
TOTAL	\$2,407,014

33. The Council requests that the participating agencies continue the work of the Interagency Technology Policy and Coordination Committee (ITPCC) as described in Resolution 12-1758, adopted on July 26, 1994.
34. The Council requests that the participating agencies continue the work of the Interagency Procurement Coordinating Committee, the Interagency Public Information Working Group, the Interagency Committee on Energy and Utilities Management, and the Interagency Training Team, in efforts to share information, provide assistance, and cooperate on efficiencies and planning.
35. The Interagency Technology Fund (ITF) will have a balance of \$125,000 at the beginning of FY 2015. The Council may make contributions to the ITF to support additional investments in technology as described in Council Resolution No. 16-475. This resolution appropriates \$97,000 to the Department of Technology Services to administer an ITPCC-approved project for a unified Google web search. Total FY 2015 funding for ITF projects is \$222,000.
36. This resolution appropriates \$349,000 to the Department of Technology Services for a one-time payment to the City of Takoma Park for PEG support. The Director of Finance must not spend these funds until the County receives \$769,000 from the City of Takoma Park to support County FiberNet operations.
37. For FY 2015, the FiberNet chargeback requirement of the County Government is estimated to be \$3,937,700.

38. For FY 2015, this resolution appropriates \$56,268,741 to the Department of Liquor Control. During FY 2015, the Director of Finance must transfer to the General Fund all Liquor Control Fund "Income before Capital Contributions and Transfers" as defined in the Comprehensive Annual Financial Report. The County Council has estimated that this transfer will amount to at least \$24,021,413.
39. For FY 2015 this resolution appropriates funds for the Montgomery County Fire and Rescue Service, which includes funds for the local fire and rescue departments and the Fire and Emergency Services Commission. This designation reflects the intent of Charter Section 306.
40. County tax funds appropriated for use by local fire and rescue departments must not be spent or encumbered, directly or indirectly, for legal fees or expenses related to pursuing any claim against County Government or any County agency, except as expressly agreed to by the Executive with prior advice and review by the Council as part of a settlement of a civil action to which the County is a party. The Fire Chief must adopt a policy to implement this paragraph and assure compliance by local fire and rescue departments through the annual financial audit process.
41. The Fire Chief must submit a report to the Council not later than January 1, 2015 that includes for the period June 1 through November 30, 2014, and a second report not later than June 30, 2015 that includes for the period December 1, 2014 through May 30, 2015, the following data collected in collaboration with area hospitals.
 - (a) The number of 911 calls for emergency medical services during the reporting period and a comparison to the number in this reporting period for the prior year;
 - (b) The number and type of emergency medical services provided during the reporting period;
 - (c) The mortality rates for County hospital for STEMI incidents, and a comparison to the rates in this reporting period for the prior year;
 - (d) The number of patients arriving in hospital emergency rooms complaining of heart attack or stroke symptoms who did not arrive by ambulance and a comparison to the number in this reporting period for the prior year.
 - (e) The number of invoices issued to collect revenue under this program and the average amount charged.
 - (f) The number of EMS transports of out-of-County residents;
 - (g) The number of hardship waivers requested and the number granted; and
 - (h) The number and type of calls received by the Patient Advocate.
42. As required by County Code §21-23A(h)(3)(A), the County Fire and Rescue Service (MCFRS) must use the following procedure to allocate for the benefit of local fire and rescue departments (LFRD's) 15% of the net Emergency Medical Services Transport (EMST) Insurance Reimbursement Program revenue (after deducting costs of implementing the Reimbursement Program) appropriated in this resolution for the purposes authorized in §21-23A(h)(3)(A):
 - (a) Each LFRD may apply for funds under an application process conducted by the Montgomery County Volunteer Fire and Rescue Association (MCVFRA).

MCVFRA must forward the results of that process to the Fire Chief by a date set by the Fire Chief. In any disagreement between the MCVFRA and the Fire Chief about LFRD allocations and projects, both the MCVFRA President and the Fire Chief must take reasonable steps to resolve their disagreements before funds are distributed. The Fire Chief must approve the final allocation for each LFRD and project.

(b) By October 15, 2014, MCFRS must distribute to LFRD's 15% of the actual amount of revenue received in the restricted EMST Reimbursement account attributable to FY 2013 (after deducting EMST Reimbursement Program implementation costs), as calculated by the Department of Finance.

(c) By April 15, 2015, MCFRS must distribute 15% of the actual amount of revenue received in the restricted EMST Reimbursement account attributable to FY 2015 from July 1, 2014 to December 31, 2014 (after deducting EMST Reimbursement Program implementation costs), as calculated by the Department of Finance after a mid-year reconciliation of the funds in the account.

(d) Any funds distributed under this procedure must be spent or encumbered by each LFRD to which funds are assigned no later than one calendar year after the last date funds are distributed (respectively, October 15, 2015 or April 15, 2016). Any funds that an LFRD does not encumber or spend by these dates automatically revert to MCFRS on October 15, 2015 or April 15, 2016 respectively. The Fire Chief must reallocate any funds reverted under this provision, consistent with this provision, §21-23A, and other applicable State and County laws, regulations, policies, and guidelines.

The Fire Chief must report to the Council no later than October 15, 2014 and April 15, 2015: the total amount of funds in the restricted account; the total amount to be distributed to the LFRD's; each project and LFRD allocation; and the amounts distributed to and spent or encumbered by each LFRD to date, by project and fiscal year.

Any EMST Reimbursement Revenue attributable to FY 2015 that is not spent or encumbered by MCFRS by June 30, 2015, must remain in the restricted account and must not be spent unless re-appropriated for a use allowed under County Code §21-23A.

43. During FY 2015, the Director of Finance must transfer the following amounts from the General Fund to these Non-Tax Supported Funds:

Amount	Fund
\$ 1,548,890	Solid Waste Disposal Fund
18,572,277	Montgomery Housing Initiative
1,153,770	Permitting Services Fund: Public Agency Permits and Green Tape Position
1,595,624	MCPS Instructional Television Fund
1,430,000	Montgomery College: Cable TV Fund

160,000	Community Use of Public Facilities Elections and After School
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44. For FY 2015 this resolution appropriates \$4,442,700 to the County Arts and Humanities Council Non-Departmental Account, which must be allocated as follows:

Purpose	Amount
Operating Support Grants	\$2,876,763
Small/Mid-Size Organizations, Creative Projects, Arts Education, and Individual Artist/Scholar Grants	616,557
Advancement Grants	250,050
Administration	409,330
Arts and Humanities Matching Fund	200,000
Grants to Support Wheaton Arts and Entertainment District	90,000
Total Arts and Humanities Council NDA	\$4,442,700

Of the funds appropriated for the administration of the Arts and Humanities Council, \$25,000 must be used only to provide health insurance benefits for one or more of the Council's full-time employees. The Arts and Humanities Council's Board of Directors must determine how these benefits are provided. If the County Attorney finds that these employees' participation is consistent with Federal and County law, these funds may be used to buy health insurance for these employees through the County Government's Group Health Insurance program. These funds must not pay more than 80% of the cost of the premium of the health insurance coverage selected by the Arts and Humanities Council's Board of Directors.

45. As required by County Code Section 2-151(f), the Council recommends projected budgets for the Office of Inspector General of \$757,046 in FY 2015, \$757,046 in FY 2016, and \$757,046 in FY 2017.
46. This resolution appropriates \$18,572,277 from the General Fund as a contribution to the Montgomery Housing Initiative Fund (HIF). The FY 2015 appropriation, combined with the re-appropriation of the FY 2014 fund balance, loan repayments, investment income, and revolving resources available in the capital improvements program, is estimated to provide more than \$43.6 million to acquire, rehabilitate, and preserve affordable housing, and implement the County's Housing First Plan. Resolution 15-110, *Dedicated Funding for Affordable Housing*, states that the County Executive will recommend and the Council will approve an allocation from the General Fund to the HIF an amount equivalent of 2.5% of actual General Fund property taxes from 2 years prior to the upcoming fiscal year. Resolution 16-143, *Source of Funding for Annual Appropriation to the HIF*, states that the source of funding for the amount equivalent to 2.5% of the actual property tax from 2 years prior must be from the General Fund and may not include MPDU resale recaptures, condominium transfer tax revenues, and end-of-year fund balance. Because of the fiscal downturn, the Executive did not recommend and the Council did not appropriate in FY 2015 an amount from the General Fund that is the equivalent of 2.5% of actual FY 2013 property taxes.

47. The Department of Housing and Community Affairs must allocate \$596,340 from the Housing Initiative Fund for "Building Neighborhoods to Call Home" services, consisting of:
- (a) \$146,340 to CASA de Maryland, Inc. to operate the Pine Ridge Community Center.
 - (b) \$200,000 to Rebuilding Together for operating support to enable the organization to assist low-income homeowners with home repairs (including accessibility modifications) and referrals to community resources.
 - (c) \$250,000 to CASA de Maryland, Inc. for a tenant counseling program.
48. The Department of Housing and Community Affairs may allocate \$1,000,000 from the Housing Initiative Fund for the Closing Cost Assistance Program.
49. The Director of Finance must maintain a record of all payment-in-lieu-of-taxes (PILOT) agreements currently in effect under the Tax-Property Article of the Maryland Code. The record must estimate (in current year dollars) the amount of property taxes abated for each agreement for each of the next 10 fiscal years. As authorized by County Code Section 52-18M, the Director of Finance may sign payment-in-lieu-of-taxes agreements for affordable housing that abate annual property tax revenues, up to the following annual limits, for all properties not owned or operated by the Housing Opportunities Commission:

Cumulative Maximum for Non-HOC PILOT Tax Abatements

FY 15	\$11,231,278
FY 16	\$11,792,842
FY 17	\$12,382,484
FY 18	\$13,001,608
FY 19	\$13,651,688
FY 20	\$14,334,270
FY 21	\$15,050,990
FY 22	\$15,803,540
FY 23	\$16,577,910
FY 24	\$17,406,900

The Director of Finance must not sign any payment-in-lieu-of-taxes agreement that would increase the total amount of abated property tax revenues above any of the listed annual limits without prior approval of the Council by resolution.

50. As required by Charter Section 209 and as a condition of spending any funds appropriated in this resolution, the Office of Management and Budget must provide to the Council the second and third quarterly budget analysis of department and office expenditures and revenues no later than 45 days after the end of the second and third fiscal quarters.
51. As a condition of spending any funds appropriated in this resolution and not disapproved or reduced under Charter Section 306, the Executive must transmit to the Council any recommended budget savings plan or similar action. As used in this paragraph, "similar

action” includes any recommendation to spend less than 90% of the funds appropriated for any non-competitive contract award listed in Section G of this resolution. Any budget savings plan or similar action is subject to review and approval by the Council. This paragraph does not apply to any hiring freeze which applies to all or substantially all departments and offices of County Government.

52. The County Executive must inform the Council within 30 days if the Executive has made any change in the fund balance policy for any non-tax supported fund in County Government or any addition or elimination of any non-tax supported fund in County Government.
53. As a condition of spending any funds appropriated in this resolution, each non-competitive contract awarded as a Community Grant that was recommended by the County Executive or a Council Grant must require each recipient to submit a brief report by January 30, 2015 and July 31, 2015 to the contracting department describing the results achieved with the funds awarded. The Office of Management and Budget must submit all reports to the Council by February 13, 2015, and August 31, 2015, respectively.
54. As a condition of spending any funds appropriated in this resolution, the Chief Administrative Officer must require any contractor that provides health and human services or recreation programs to enter and update appropriate information in the Info Montgomery system.
55. This resolution appropriates \$5,884,990 to the Snow Removal and Storm Cleanup Non-Departmental Account. The County Executive may transfer the entire amount in this NDA to the Department of General Services and Department of Transportation as needed. These funds must only be spent on costs incurred by either Department for snow removal and storm clean-up. Before funds are transferred from this NDA to the Department of Transportation, the Department must spend the \$3,214,065 appropriated to the Department for snow removal and storm clean-up.
56. This resolution appropriates \$20,981,310 to the Leases Non-Departmental Account to lease privately owned real estate to accommodate County Government programs.
57. The Department of Environmental Protection may use Water Quality Protection Funds allocated for residential and non-residential Low Impact Development projects for a rebate program. This rebate program is intended to increase the range of incentives to encourage broader participation among residents and businesses in this component of the County's Water Quality Protection program.
58. In FY 2015, when the County Government decides that it will apply for a grant or respond to a granting agency on how it would spend a formula-awarded grant, the Chief Administrative Officer or his designee must notify the Council Administrator in writing of the name and purpose of the grant, the amount being requested or the formula-driven award amount, the name of the agency the application is directed to, the term of the grant,

and the name of the department or departments that seek to receive the grant award. This requirement applies when any of the following conditions are met:

- the application is for a new grant of more than \$200,000 or formula-driven award of more than \$200,000 for a new program;
- the grant or award would require the appropriation of new tax-supported funds in FY 2015 or any future fiscal year; or
- the grant application or proposal to spend formula-driven funds will create a new position in County Government.

Upon request, the Chief Administrative Officer or his designee must send a copy of the grant application or a description of the proposed use of a formula-driven award to the Council Administrator within 3 working days after submitting it to the funding agency.

59. In FY 2015, when the County Government decides that it will execute a new lease or lease-purchase agreement that will annually exceed \$500,000 in FY 2015 or any future fiscal year, or increase the cost of an existing lease or lease-purchase agreement annually by more than \$500,000, the Chief Administrative Officer or his designee must notify the Council Administrator in writing, at least 14 days before executing the new or modified lease, of the location of the property that will be leased, the County programs that will occupy the leased space, and the cost of the lease in FY 2015 and future fiscal years. For any new lease, the cost should include the estimated cost for build-out and maintenance and utilities if this cost would be paid directly by the County and not the property owner. For any continuing lease, increases in costs for taxes and utilities are not subject to this provision.
60. This resolution appropriates funds by personnel cost and operating expense. Included in the operating expense appropriations for Environmental Protection, Liquor Control, Solid Waste Services and the Department of Technology Services are appropriations that may be spent to purchase items that would previously have been appropriated as capital outlay. If, as a part of the second or third quarterly budget analysis of department or office expenditures and revenues, the Office of Management and Budget projects that less than 90% of these funds will be spent on capital outlay it must inform the Council of the projected amount of expenditures as a part of the transmittal of the quarterly analysis as required in paragraph 50 of this resolution.

Environmental Protection	\$ 56,000
Liquor Control	105,650
Solid Waste Services	1,857,206
Technology Services	120,300

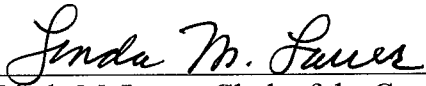
61. For FY 2015, this resolution authorizes the use of cumulative net revenues in excess of expenditures from Landlord-Tenant Affairs and Common Ownership Communities fees for general operating purposes. The Director of Finance must include all available net revenues from these funds in the General Fund unassigned fund balance.

62. This resolution appropriates \$1,023,278 to the Office of Human Rights. The Office of Human Rights must continue to process cases alleging a violation of relevant State and Federal anti-discrimination laws in addition to cases alleging a violation of the County Human Rights Law.
63. As a condition of spending funds appropriated in this resolution, the Office of Human Resources, and each Department and Office of County Government, must provide accurate and timely information to the County Ethics Commission regarding the status of employees in the respective Department or Office that the Commission needs to administer the County Ethics Law and particularly the law's financial disclosure provisions.
64. This resolution appropriates \$3,554,030 to the Community Engagement Cluster. This appropriation includes funding for the Office of Community Partnerships, the Office of the Commission for Women, the Regional Services Centers, and the Gilchrist Center.
65. This resolution appropriates funds in Sections A-F in the Personnel Cost category for the County Government contribution to employee retirement accounts and funds. These funds must be spent as provided in County Code Chapter 33 as amended by Expedited Bill 11-11, *Personnel – Retirement Plans – Contributions*.
66. The Council appropriates \$2,828,555 from the Water Quality Protection Fund, which consists of \$360,400 to the Maryland-National Capital Park and Planning Commission's Montgomery County Planning Department and \$2,468,155 to the Department of Parks for expenses incurred to perform the following activities:
 - (a) Maintenance and Management of Streams, Lakes, Ponds, Non-tidal Wetlands, and Stormwater Management Facilities;
 - (b) Compliance with NPDES Permit for Industrial Sites;
 - (c) Compliance with NPDES Municipal Permit for Small, Separate, Storm Sewer Systems;
 - (d) Special Protection area reviews and enforcement (not covered by fees);
 - (e) Developing and monitoring stream buffers;
 - (f) Forest conservation enforcement in and abutting stream buffers;
 - (g) Environmental sections on comprehensive master plans related to water quality; and,
 - (h) Review of stormwater management concepts.
67. This resolution appropriates a mandatory contribution, but does not appropriate any discretionary contribution, from the General Fund to the Revenue Stabilization Fund as provided for in County Code Sections 20-68 and 20-69. Notwithstanding any provision of County Code Chapter 20, Article XII, the mandatory annual contribution to the Revenue Stabilization Fund in FY 2014 must be 0.5% of the Adjusted Governmental Revenues (AGR) as defined in County Code Section 20-65.

68. This resolution appropriates \$204,252,969 as the FY 2015 Employee Health Benefit Self Insurance Fund Appropriation. The Director of Finance must transfer \$10,056,754 from the Employee Health Benefit Self Insurance Fund to the General Fund during FY 2015.
69. This resolution appropriates \$25,234,133 to the Utilities Non-Departmental Account (NDA) for the cost of electricity, natural gas, and other energy-related use and operating costs. When the County executes an Energy Services Agreement for capital renovations to energy related equipment to produce long-term utility savings in County facilities, the County Executive may transfer up to \$5 million from this Account to the Debt Service Fund to pay principal and interest related to the energy-related equipment. The following conditions apply to the use of this transfer authority:
- (a) The program must not require any new FY 2015 tax-supported appropriation or future tax-supported funds.
 - (b) The annual savings provided under the Energy Services Agreement are guaranteed by the Energy Services Company that the County contracts with and the savings and any additional revenue that result from the Energy Services Agreement are equal to or greater than the debt service costs related to the capital renovations over the life of the project financing.
 - (c) The Executive must notify the Council in writing within 30 days after each transfer.
70. This resolution appropriates \$1,381,347 for inflation adjustments for tax-supported contractors with the Department of Health and Human Services (DHHS) and to eligible contractors with the Department of Housing and Community Affairs that are providing Special Needs Housing programs. Any inflation adjustment awarded under this paragraph must not exceed 3% of the total contract price. Any contract funded by a non-County grant is not eligible for an inflation adjustment under this paragraph. Each contractor must meet the following eligibility criteria.
- (a) Non-profit service provider, or
 - (b) Contract that provides meals on wheels, court appointed special advocates, direct mental health services to seniors, and homeless outreach.
 - (c) The increase is to the General Fund value of the contract (Grant Fund value not included).
 - (d) The contract must not be in its first year or have an automatic inflation adjustment built into the contract.
 - (e) This increase does not apply to contracts for Montgomery Cares (except administration) or Care for Kids (except for the services associated with the Latino Health Initiative) as their budgets have been adjusted for expected FY 2015 levels of service.
 - (f) This increase does not apply to contracts that are a specific match to a grant.
 - (g) This increase does not apply to contracts covered by the DD Supplement as it has been adjusted for FY 2015.
 - (h) This increase does not apply to contracts covered by the Residential Treatment Provider Supplement. This resolution appropriates \$30,513 to increase the Residential Treatment Provider Supplement.

71. The Department of Economic Development may, after reporting to the Council, allocate to other Economic Development Fund Programs up to a total of \$250,000 previously appropriated to the Economic Development Fund for the Green Investor Incentive Program.
72. This resolution appropriates \$540,000 to the Department of Economic Development to contract with the Montgomery Business Development Corporation (MBDC). The Department must not spend \$40,000 of this appropriation for new or expanded marketing and attraction efforts until the Council receives a report detailing MBDC's FY 2015 third and fourth quarter action plan for marketing and attraction. This report must be received no later than January 31, 2015. The report must include a summary of marketing activities and expenditures by quarter for FY 2014 and for the first two quarters of FY 2015 to provide the Council with a baseline for marketing activity.
73. This resolution appropriates \$192,500 to the Department of Economic Development to support "Rx for Employability" and other career pathway program in health and wellness fields. The Department of Economic Development must submit a report to the Council by July 14, 2014 detailing the Department's plans to coordinate efforts with its partners to implement career pathways programs in the health and wellness fields. These funds must not be spent until 20 days after the Council receives this report.
74. This resolution appropriates \$32,007,836 to the Department of Permitting Services. The Council's approved Fiscal Plan for the Department of Permitting Services Enterprise Fund estimates that in FY 2015 the County will receive \$38,460,050 in revenues from licenses and permits and total revenues of \$40,210,625. The Executive must designate in FY 2014 excess reserves above the 20% fund balance, estimated to be \$23,796,523 in cumulative year end reserves for proportional expenses for the Department's new headquarters in Wheaton that is expected to be available in FY 2019. After expenses and the designated reserve for the Wheaton headquarters, the Council estimates the FY 2014 year end fund balance will be \$12,871,525.
75. The Silver Spring Parking Lot District must transfer \$1,500,000 in parking fee revenues to the Bethesda Parking Lot District to cover a shortfall in operating funds. The Bethesda Parking Lot District must transfer \$1,500,000 to the Silver Spring Parking Lot District in FY 2016 as repayment.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

Resolution No.: 17-1111**FY15 OPERATING BUDGET FOR MONTGOMERY COUNTY GOVERNMENT**

The Council approves and appropriates the following amounts.

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION A: GENERAL FUND (Tax Supported)			
GENERAL GOVERNMENT			
COUNTY COUNCIL APPROPRIATION	9,534,805	847,195	10,382,000
BOARD OF APPEALS APPROPRIATION	509,489	57,107	566,596
OFFICE OF INSPECTOR GENERAL APPROPRIATION	688,744	68,302	757,046
OFFICE OF LEGISLATIVE OVERSIGHT APPROPRIATION	1,409,301	26,202	1,435,503
MERIT SYSTEM PROTECTION BOARD APPROPRIATION	142,789	15,508	158,297
OFFICE OF ZONING AND ADMINISTRATIVE HEARINGS APPROPRIATION	511,001	76,414	587,415
CIRCUIT COURT APPROPRIATION	8,901,234	2,681,823	11,583,057
OFFICE OF THE STATE'S ATTORNEY APPROPRIATION	14,212,691	678,088	14,890,779
OFFICE OF THE COUNTY EXECUTIVE APPROPRIATION	4,320,728	607,126	4,927,854
MONTGOMERY COUNTY BOARD OF ELECTIONS APPROPRIATION	3,484,481	3,240,957	6,725,438
COMMUNITY ENGAGEMENT CLUSTER APPROPRIATION	2,696,078	786,910	3,482,988
OFFICE OF THE COUNTY ATTORNEY APPROPRIATION	4,907,091	474,145	5,381,236
ETHICS COMMISSION APPROPRIATION	329,084	26,557	355,641
DEPARTMENT OF FINANCE APPROPRIATION	10,970,775	2,441,662	13,412,437
DEPARTMENT OF GENERAL SERVICES APPROPRIATION	15,165,868	14,302,157	29,468,025
OFFICE OF HUMAN RESOURCES APPROPRIATION	5,023,029	2,755,610	7,778,639
OFFICE OF HUMAN RIGHTS APPROPRIATION	950,376	72,902	1,023,278
OFFICE OF INTERGOVERNMENTAL RELATIONS APPROPRIATION	788,054	86,609	874,663
OFFICE OF MANAGEMENT AND BUDGET APPROPRIATION	3,790,334	126,679	3,917,013
OFFICE OF PUBLIC INFORMATION APPROPRIATION	3,868,420	947,709	4,816,129
DEPARTMENT OF TECHNOLOGY SERVICES APPROPRIATION	15,807,789	14,464,279	30,272,068
OFFICE OF CONSUMER PROTECTION APPROPRIATION	2,114,324	141,912	2,256,236

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
DEPARTMENT OF CORRECTION AND REHABILITATION APPROPRIATION	63,988,697	7,147,194	71,135,891
OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY APPROPRIATION	1,108,418	259,800	1,368,218
DEPARTMENT OF POLICE APPROPRIATION	230,333,220	43,576,319	273,909,539
OFFICE OF THE SHERIFF APPROPRIATION	20,653,452	2,317,237	22,970,689
DEPARTMENT OF TRANSPORTATION APPROPRIATION	19,935,081	25,596,716	45,531,797
DEPARTMENT OF HEALTH AND HUMAN SERVICES APPROPRIATION	113,396,049	94,801,911	208,197,960
DEPARTMENT OF PUBLIC LIBRARIES APPROPRIATION	31,313,215	6,921,455	38,234,670
DEPARTMENT OF ECONOMIC DEVELOPMENT APPROPRIATION	4,385,342	6,278,015	10,663,357
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS APPROPRIATION	4,239,930	937,826	5,177,756
DEPARTMENT OF ENVIRONMENTAL PROTECTION APPROPRIATION	1,559,790	290,280	1,850,070
SUBTOTAL DEPARTMENTAL ACCOUNTS	601,039,679	233,052,606	834,092,285

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
NON-DEPARTMENTAL ACCOUNTS			
ARTS AND HUMANITIES COUNCIL APPROPRIATION	0	4,442,700	4,442,700
BOARDS, COMMITTEES AND COMMISSIONS APPROPRIATION	0	22,950	22,950
CHARTER REVIEW COMMISSION APPROPRIATION	0	150	150
COMPENSATION AND EMPLOYEE BENEFITS ADJUSTMENT APPROPRIATION	1,192,245	629,455	1,821,700
CONFERENCE AND VISITORS BUREAU APPROPRIATION	0	1,225,848	1,225,848
CONFERENCE CENTER APPROPRIATION	113,277	449,690	562,967
CONSOLIDATED RETIREE HEALTH BENEFITS TRUST (MCPS) APPROPRIATION	0	85,507,000	85,507,000
CONSOLIDATED RETIREE HEALTH BENEFITS TRUST (MONTGOMERY COLLEGE) APPROPRIATION	0	1,974,000	1,974,000
COUNCIL OF GOVERNMENTS APPROPRIATION	0	816,409	816,409
COUNTY ASSOCIATIONS APPROPRIATION	0	74,728	74,728
DEVICE CLIENT MANAGEMENT APPROPRIATION	0	5,661,200	5,661,200
GRANTS TO MUNICIPALITIES IN LIEU OF SHARES TAX APPROPRIATION	0	28,020	28,020
GROUP INSURANCE-RETIREE APPROPRIATION	0	32,462,450	32,462,450
HISTORICAL ACTIVITIES APPROPRIATION	0	77,250	77,250
HOMEOWNERS' ASSOCIATION ROAD MAINTENANCE REIMBURSE. APPROPRIATION	0	53,110	53,110
HOUSING OPPORTUNITIES COMMISSION APPROPRIATION	0	6,376,480	6,376,480
INAUGURATION & TRANSITION APPROPRIATION	0	5,000	5,000
INDEPENDENT AUDIT APPROPRIATION	0	420,820	420,820
INTERAGENCY TECHNOLOGY POLICY AND COORDINATION COMMITTEE APPROPRIATION	0	5,850	5,850
LEASES APPROPRIATION	100,000	20,881,310	20,981,310
LEGISLATIVE BRANCH COMMUNICATIONS OUTREACH APPROPRIATION	178,813	309,187	488,000
MONTGOMERY COALITION FOR ADULT ENGLISH LITERACY (MCAEL) APPROPRIATION	0	1,257,058	1,257,058
MOTOR POOL FUND CONTRIBUTION APPROPRIATION	0	823,698	823,698

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
MUNICIPAL TAX DUPLICATION APPROPRIATION	0	8,048,578	8,048,578
PRISONER MEDICAL SERVICES APPROPRIATION	0	50,000	50,000
PUBLIC TECHNOLOGY, INC. APPROPRIATION	0	20,000	20,000
RETIREE HEALTH BENEFITS TRUST APPROPRIATION	0	38,577,480	38,577,480
RISK MANAGEMENT (GENERAL FUND PORTION) APPROPRIATION	0	19,547,940	19,547,940
ROCKVILLE PARKING DISTRICT APPROPRIATION	0	376,600	376,600
SNOW REMOVAL AND STORM CLEANUP APPROPRIATION	0	5,884,990	5,884,990
STATE POSITIONS SUPPLEMENT APPROPRIATION	60,756	0	60,756
STATE PROPERTY TAX SERVICES APPROPRIATION	0	3,464,610	3,464,610
STATE RETIREMENT CONTRIBUTION APPROPRIATION	0	1,251,603	1,251,603
TAKOMA PARK LIBRARY ANNUAL PAYMENT APPROPRIATION	0	132,819	132,819
TAKOMA PARK POLICE REBATE APPROPRIATION	0	951,540	951,540
WORKING FAMILIES INCOME SUPPLEMENT APPROPRIATION	0	18,342,200	18,342,200
Community Grants NDA:			
COMMUNITY GRANTS: COUNTY COUNCIL APPROPRIATION	0	2,933,038	2,933,038
COMMUNITY GRANTS: COUNTY EXECUTIVE APPROPRIATION	0	5,614,717	5,614,717
Community Grants NDA Total	0	8,547,755	8,547,755
SUBTOTAL NON-DEPARTMENTAL ACCOUNTS	1,645,091	268,700,478	270,345,569
UTILITIES APPROPRIATION	0	25,234,133	25,234,133
TOTAL NON-DEPARTMENTAL ACCOUNTS	1,645,091	293,934,611	295,579,702
TOTAL COUNTY GOVERNMENT GENERAL FUND TAX SUPPORTED APPROPRIATION	602,684,770	526,987,217	1,129,671,987

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION B: SPECIAL FUNDS: TAX SUPPORTED (Tax Supported)			
URBAN DISTRICT FUNDS:			
BETHESDA URBAN DISTRICT APPROPRIATION	131,760	3,586,621	3,718,381
SILVER SPRING URBAN DISTRICT APPROPRIATION	2,217,059	991,920	3,208,979
WHEATON URBAN DISTRICT APPROPRIATION	1,237,841	576,101	1,813,942
TOTAL URBAN DISTRICT FUNDS APPROPRIATION	3,586,660	5,154,642	8,741,302
DEPARTMENT OF TRANSPORTATION:			
MASS TRANSIT FUND:			
WSTC OPERATING CONTRIBUTION APPROPRIATION	0	142,207	142,207
DIVISION OF TRANSIT SERVICES APPROPRIATION	66,950,293	54,079,693	121,029,986
TOTAL MASS TRANSIT FUND APPROPRIATION	66,950,293	54,221,900	121,172,193
FIRE AND RESCUE SYSTEM:			
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE	184,354,732	39,947,649	224,302,381
TOTAL FIRE AND RESCUE SYSTEM APPROPRIATION	184,354,732	39,947,649	224,302,381
DEPARTMENT OF RECREATION APPROPRIATION	19,329,052	10,976,074	30,305,126
DEPARTMENT OF FINANCE:			
ECONOMIC DEVELOPMENT FUND APPROPRIATION	125,976	1,724,591	1,850,567
TOTAL SPECIAL FUNDS: TAX SUPPORTED	274,346,713	112,024,856	386,371,569
TOTAL TAX SUPPORTED: GENERAL AND SPECIAL FUNDS	877,031,483	639,012,073	1,516,043,556

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION C: DEBT SERVICE			
GENERAL OBLIGATION BONDS (Tax Supported)			
GENERAL FUND: GENERAL OBLIGATION BONDS APPROPRIATIONS			
GENERAL COUNTY	0	47,398,490	47,398,490
ROADS & STORM DRAINS	0	68,437,830	68,437,830
PUBLIC HOUSING	0	65,640	65,640
PARKS	0	9,906,220	9,906,220
PUBLIC SCHOOLS	0	133,221,530	133,221,530
MONTGOMERY COLLEGE	0	17,841,820	17,841,820
BOND ANTICIPATION NOTES/COMMERCIAL PAPER	0	1,000,000	1,000,000
BOND ANTICIPATION NOTES/LIQUIDITY & REMARKETING	0	3,000,000	3,000,000
COST OF ISSUANCE	0	1,000,000	1,000,000
TOTAL GENERAL FUND: GENERAL OBLIGATION BONDS APPROPRIATION	0	281,871,530	281,871,530
SPECIAL FUNDS: GENERAL OBLIGATION BONDS APPROPRIATIONS			
MASS TRANSIT DEBT SERVICE APPROPRIATION	0	11,046,940	11,046,940
FIRE AND RESCUE DEBT SERVICE APPROPRIATION	0	8,438,020	8,438,020
RECREATION DEBT SERVICE APPROPRIATION	0	9,758,720	9,758,720
TOTAL SPECIAL FUNDS: GENERAL OBLIGATION BONDS APPROPRIATION	0	29,243,680	29,243,680
TOTAL TAX SUPPORTED DEBT SERVICE: GENERAL OBLIGATION BONDS APPROPRIATION	0	311,115,210	311,115,210

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
LONG & SHORT TERM LEASES AND OTHER DEBT (Tax Supported)			
GENERAL FUND APPROPRIATIONS			
REVENUE AUTHORITY - CONFERENCE CENTER	0	981,140	981,140
REVENUE AUTHORITY - HHS PICCARD DRIVE	0	638,580	638,580
TECHNOLOGY MODERNIZATION PROJECT	0	6,780,200	6,780,200
LIBRARIES PHONE SYSTEM MODERNIZATION	0	98,000	98,000
PUBLIC SAFETY SYSTEM MODERNIZATION	0	5,223,600	5,223,600
SILVER SPRING MUSIC VENUE	0	295,610	295,610
SITE II ACQUISITION	0	400,000	400,000
QUALIFIED ENERGY CONSERVATION BOND	0	430,000	430,000
SPECIAL FUNDS APPROPRIATIONS			
MASS TRANSIT:			
RIDE ON BUSES	0	6,675,950	6,675,950
FIRE AND RESCUE:			
FIRE AND RESCUE EQUIPMENT	0	3,741,600	3,741,600
FIRE AND RESCUE FUEL MANAGEMENT SYSTEM	0	480,000	480,000
DEPARTMENT OF RECREATION:			
REVENUE AUTHORITY - RECREATION POOLS	0	1,834,300	1,834,300
TOTAL TAX SUPPORTED DEBT SERVICE:	0	27,578,980	27,578,980
LONG & SHORT TERM LEASES AND OTHER DEBT APPROPRIATION			
TOTAL TAX SUPPORTED DEBT SERVICE APPROPRIATION	0	338,694,190	338,694,190
OTHER DEBT (Non-Tax Supported)			
WATER QUALITY PROTECTION BONDS	0	3,019,200	3,019,200
MHI - PROPERTY ACQUISITION	0	7,196,010	7,196,010
TOTAL NON-TAX SUPPORTED DEBT SERVICE APPROPRIATION	0	10,215,210	10,215,210

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
TOTAL DEBT SERVICE APPROPRIATION	0	348,909,400	348,909,400

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION D: GRANT FUNDED OPERATING BUDGET (Non-Tax Supported)			
GRANT FUNDED GENERAL GOVERNMENT DEPARTMENTAL APPROPRIATIONS			
CIRCUIT COURT APPROPRIATION	2,218,982	177,053	2,396,035
OFFICE OF THE STATE'S ATTORNEY APPROPRIATION	117,470	0	117,470
OFFICE OF THE COUNTY EXECUTIVE APPROPRIATION	125,874	4,484	130,358
COMMUNITY ENGAGEMENT CLUSTER APPROPRIATION	71,042	0	71,042
OFFICE OF INTERGOVERNMENTAL RELATIONS APPROPRIATION	0	30,670	30,670
OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY APPROPRIATION	633,331	0	633,331
DEPARTMENT OF POLICE APPROPRIATION	148,000	17,000	165,000
OFFICE OF THE SHERIFF APPROPRIATION	603,931	188,069	792,000
DEPARTMENT OF TRANSPORTATION APPROPRIATION	14,984	0	14,984
DEPARTMENT OF HEALTH AND HUMAN SERVICES APPROPRIATION	43,251,605	33,111,748	76,363,353
DEPARTMENT OF PUBLIC LIBRARIES APPROPRIATION	40,290	12,000	52,290
DEPARTMENT OF RECREATION APPROPRIATION	69,157	0	69,157
DEPARTMENT OF ECONOMIC DEVELOPMENT APPROPRIATION	0	2,842,854	2,842,854
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS APPROPRIATION	2,297,810	5,033,252	7,331,062
SUBTOTAL DEPARTMENTAL APPROPRIATION	49,592,476	41,417,130	91,009,606
GENERAL GOVERNMENT NON-DEPARTMENTAL ACCOUNTS			
COMPENSATION AND EMPLOYEE BENEFITS ADJUSTMENT APPROPRIATION	585,314	0	585,314
FUTURE FEDERAL/STATE/OTHER GRANTS APPROPRIATION	0	20,000,000	20,000,000
SUBTOTAL NON-DEPARTMENTAL ACCOUNT APPROPRIATION	585,314	20,000,000	20,585,314
SUBTOTAL GRANT FUNDED GENERAL GOVERNMENT APPROPRIATION	50,177,790	61,417,130	111,594,920

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
GRANT FUNDED SPECIAL FUND APPROPRIATIONS			
FIRE AND RESCUE	917,155	0	917,155
MASS TRANSIT FUND:			
DIVISION OF TRANSIT SERVICES APPROPRIATION	1,748,797	2,948,765	4,697,562
SUBTOTAL GRANT FUNDED SPECIAL FUND APPROPRIATION	2,665,952	2,948,765	5,614,717
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TOTAL GRANT FUND OPERATING BUDGET			
APPROPRIATION: GENERAL FUND AND SPECIAL FUND	52,843,742	64,365,895	117,209,637
DEPARTMENTAL AND NON-DEPARTMENTAL ACCOUNTS			

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION E: SPECIAL FUNDS: SELF SUPPORTED FUNDS (Non-Tax Supported)			
WATER QUALITY PROTECTION FUND APPROPRIATION	7,876,960	12,644,827	20,521,787
CABLE TELEVISION FUND APPROPRIATION	3,651,390	11,054,595	14,705,985
** The expenditure of these funds is controlled by the Cable Television Communications Plan			
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS:			
Montgomery Housing Initiative Fund Appropriation	1,770,182	25,821,849	27,592,031
Debt Service Appropriation	0	65,630	65,630
MONTGOMERY HOUSING INITIATIVE FUND APPROPRIATION	1,770,182	25,887,479	27,657,661

SECTION F: ENTERPRISE FUNDS
(Non-Tax Supported)

PARKING DISTRICTS FUND:

Bethesda Parking District Appropriation	2,136,725	7,915,640	10,052,365
Debt Service Appropriation	0	4,959,789	4,959,789
BETHESDA PARKING DISTRICT APPROPRIATION	2,136,725	12,875,429	15,012,154
Montgomery Hills Parking District Appropriation	48,033	92,339	140,372
MONTGOMERY HILLS PARKING DISTRICT APPROPRIATION	48,033	92,339	140,372
Silver Spring Parking District Appropriation	2,292,905	9,733,435	12,026,340
SILVER SPRING PARKING DISTRICT APPROPRIATION	2,292,905	9,733,435	12,026,340
Wheaton Parking District Appropriation	361,267	987,359	1,348,626
WHEATON PARKING DISTRICT APPROPRIATION	361,267	987,359	1,348,626
TOTAL PARKING DISTRICTS FUND APPROPRIATION	4,838,930	23,688,562	28,527,492
VACUUM LEAF COLLECTION APPROPRIATION	2,982,273	2,242,370	5,224,643

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
COMMUNITY USE OF PUBLIC FACILITIES APPROPRIATION	2,651,686	7,482,823	10,134,509
PERMITTING SERVICES APPROPRIATION	23,205,436	8,802,400	32,007,836
SOLID WASTE COLLECTION APPROPRIATION	1,252,597	5,162,238	6,414,835
SOLID WASTE DISPOSAL APPROPRIATION	9,572,010	93,553,251	103,125,261
LIQUOR CONTROL FUND:			
Liquor Control Appropriation	28,091,153	18,054,588	46,145,741
Debt Service Appropriation	0	10,123,000	10,123,000
LIQUOR CONTROL APPROPRIATION	28,091,153	28,177,588	56,268,741
TOTAL NON-TAX SUPPORTED: SPECIAL AND ENTERPRISE FUNDS	85,892,617	218,696,133	304,588,750
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND APPROPRIATION	2,150,801	202,102,168	204,252,969
SELF INSURANCE INTERNAL SERVICE FUND APPROPRIATION	3,926,228	54,943,339	58,869,567

Section G
FY15 Non-Competitive Contract List

Entity	Purpose	Amount	1st Year on List
Community Engagement Cluster			
African Women Council Inc.	Provides for leased space at The Nonprofit Village	\$9,000	FY15 Community Grant: CE
Kaur Foundation, Inc.	Provides for workshops on cultural literacy	\$15,000	FY15 Community Grant: CE
Korean American Association of Greater Washington	Provides for the language educational program	\$20,000	FY15 Community Grant: CE
Liberty's Promise Inc	Provides for internship and civic education programs for low-income immigrant youth	\$50,000	FY15 Community Grant: CC
Liberty's Promise Inc	Provides for an after-school civic engagement program and internship program for low-income, immigrant youth	\$60,000	FY15 Community Grant: CE
Silver Spring Town Center, Inc.	Provides for operating support	\$40,000	FY15 Community Grant: CE
Silver Spring Town Center, Inc.	Provides for Taste the World in Fenton Village	\$7,500	FY15 Community Grant: CC
Silver Spring Village, Inc.	Provides for a coordinator to promote smooth operations, increase organizational capacity, and diversify revenue sources for sustainability	\$10,000	FY15 Community Grant: CE
Washington Adventist University	Provides for operating support	\$45,000	FY15 Community Grant: CE
Subtotal:		\$256,500	
Correction and Rehabilitation			
Adventist Healthcare, Inc., d/b/a Washington Adventist Hospital	Provides for hospital treatment of individuals under the custody of the Department of Corrections and Rehabilitation	\$850,000	FY02 or before
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for the Prison Re-entry Welcome Home Program	\$51,150	FY10
Identity, Inc.	Provides for Spanish language support and community re-entry services	\$81,850	FY09
Shady Grove Radiological Consultants, PA	Provides for hospital in-patient and emergency room radiological interpretation services for individuals under the custody of the Department of Corrections and Rehabilitation	\$105,000	FY02 or before
The ARC of Montgomery County, Inc.	Provides for custodial services to the administrative areas at the Montgomery County Correctional Facility	\$35,000	FY12
Workforce Solutions Group of Montgomery County, Inc.	Provides for the Workforce Reentry Program at the Pre-release center	\$60,000	FY15 Community Grant: CC
Subtotal:		\$1,183,000	
Economic Development			
Alliance for Workplace Excellence	Provides for operating support	\$25,000	FY15 Community Grant: CE
American Film Institute	Provides for operating support for the Silver Theater and Cultural Center	\$755,221	FY02 or Before
Bethesda Green, Inc.	Provides for partial staff and office expenses for green business incubator	\$5,000	FY15 Community Grant: CC
Bethesda Green, Inc.	Provides for operating support	\$15,000	FY15
Conference and Visitors Bureau	Promotes tourism in Montgomery County	\$1,272,796	FY02 or before

Entity	Purpose	Amount	1st Year on List
Economic Development			
Corporate Volunteer Council of Montgomery County	Provides for educational programming for County businesses to be come better, more strategic corporate citizens and volunteers	\$13,000	FY15 Community Grant: CE
CoStar Realty Information, Inc.	Provides for online real estate information for the business community in Montgomery County	\$25,000	FY02 or before
Empowered Women International, Inc.	Provides for entrepreneurship training and mentoring for low-income women as well as business assistance	\$25,000	FY15 Community Grant: CE
Future Link, Inc.	Provides for operating support	\$40,000	FY15 Community Grant: CE
Future Link, Inc.	Provides for student support services and staff for an academic, workforce and career development program for youth ages 17-25	\$10,000	FY15 Community Grant: CC
growingSOUL, Inc.	Provides for food recovery, composting and redistribution programs	\$75,000	FY15 Community Grant: CC
growingSOUL, Inc.	Provides for shuttle maintenance and pilot of zero-waste solution apprenticeship training programs	\$20,000	FY15 Community Grant: CE
Heritage Tourism Alliance of Montgomery County, Inc.	Provides for operating support	\$100,000	FY15 Community Grant: CE
Hispanic Chamber of Commerce of Montgomery County	Provides for operating support to work with the County to augment and expand the Local Small Business Reserve Program opportunities to the Hispanic business community	\$25,000	FY14
Latino Economic Development Center	Provides for operating support to drive the economic and social advancement of low-to-moderate income Latinos in Montgomery County	\$125,000	FY15
Maryland/Israel Development Center, Inc.	Provides for promoting trade and investment between Montgomery County and Israeli businesses	\$40,000	FY15 Community Grant: CE
Montgomery Business Development Corporation	Provides for marketing support	\$40,000	FY15
Montgomery Business Development Corporation	Provides for services that augment the department's strategic plan	\$500,000	FY13
Montgomery Countryside Alliance, Inc.	Provides for operating support	\$10,000	FY15 Community Grant: CC
Montgomery Countryside Alliance, Inc.	Provides for operating support	\$10,000	FY15 Community Grant: CE
Montgomery County Chamber Community Foundation	Provides for support for The Veteran Institute for Procurement	\$24,000	FY15
Nonprofit Roundtable of Greater Washington, Inc.	Provides for the Moving Montgomery Forward initiative	\$45,000	FY15
Rockville Economic Development, Inc.	Provides for operating support for the Women's Business Center and for child care business training program	\$55,000	FY15 Community Grant: CC
Rockville Economic Development, Inc.	Provides for the Maryland Women's Business Center's training and counseling program to help women start and grow their own businesses	\$40,000	FY15
Technology Council of Maryland	Provides for promoting the growth of technology	\$20,000	FY02 or before
The Community Foundation for the National Capital Region	Provides for operating support for the Montgomery County Food Council	\$25,000	FY15 Community Grant: CE
The Foundation for Asian Pacific American Chamber Of Commerce	Provides for operating support to work with the County to augment and expand the Local Small Business Reserve Program opportunities to the Asian Pacific American business community	\$20,000	FY15
William F. Willard Farms LLC	Provides for the Deer Donation Program	\$20,000	FY14

Entity	Purpose	Amount	1st Year on List
Economic Development			
Subtotal:		\$3,380,017	
Environmental Protection			
A Wider Circle, Inc.	Provides for pick up services of donated furniture and household items and delivery to needy families	\$25,000	FY09
Bethesda Green, Inc.	Provides for operating support	\$15,810	FY15 Community Grant: CE
C&O Canal Trust, Inc.	Provides for operating support	\$24,329	FY15 Community Grant: CE
Conservation Montgomery, Inc.	Provides for Home Tree Care 101	\$15,000	FY15 Community Grant: CE
GreenWheaton, Inc	Provides for operating support	\$15,000	FY15 Community Grant: CE
Poolesville Green, Inc.	Provides for operating support	\$5,000	FY15 Community Grant: CE
Silver Spring Green, Inc.	Provides for operating support	\$15,000	FY15 Community Grant: CE
Subtotal:		\$115,139	
General Services			
ArtPreneurs, Inc. dba Arts on the Block	Provides for a bond bill match for installation of site-specific, vandal resistant, artistically inspired, high impact lighting to increase a sense of security and safe streets in the Carroll Avenue/Quebec Terrace communities (carryover of FY13 \$80,000 encumbrance)	\$0	FY13 Cost Sharing: MCG
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for a security camera system for the Chase Partnership House	\$11,395	FY15 Cost Sharing
Easter Seals Greater Washington-Baltimore Region	Provides for renovation of the Inter-Generational Center in Silver Spring	\$100,000	FY15 Cost Sharing
Easter Seals Greater Washington-Baltimore Region	Provides for a bond bill match for the renovation of Intergenerational Center in Silver Spring (carryover of FY14 \$100,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Family Services, Inc.	Provides for the purchase and renovation of an additional 13,000 sq. ft. of office space	\$75,000	FY15 Cost Sharing
Friends of the Library, Montgomery County, Inc.	Provides for facility improvements at used book store (carryover of FY14 \$25,100 encumbrance)	\$0	FY14 Cost Sharing: MCG
Glen Echo Park Partnership for Arts and Culture, Inc.	Provides for improvements to the Hall of Mirrors (carryover of FY14 \$45,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Graceful Growing Together, Inc.	Provides for bond bill match for community center	\$125,000	FY15 Cost Sharing
growingSOUL, Inc.	Provides for converting a diesel school bus to shuttle food and people between farms and markets (carryover of FY14 \$20,000 encumbrance)	\$0	FY14 Community Grant
Imagination Stage, Inc.	Provides for repair of overall HVAC system (carryover of FY14 \$190,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Jewish Community Center of Greater Washington, Inc.	Provides for renovation of facility public spaces to improve technology, accessibility, security, and environmental and energy efficiencies	\$150,000	FY15 Cost Sharing
Jewish Council for the Aging of Greater Washington, Inc.	Provides for capital improvements including HVAC and windows for energy efficiency	\$125,000	FY15 Cost Sharing
Jewish Foundation for Group Homes	Provides for repairs and renovations become necessary to maintain safety, particularly for our older residents.	\$100,000	FY15 Community Grant: CE

Entity	Purpose	Amount	1st Year on List
General Services			
Jewish Social Service Agency	Provides for renovating the facility to make it safer for clients and staff	\$75,000	FY15 Cost Sharing
Melvin J. Berman Hebrew Academy	Provides for improving access to recreational area for the disabled	\$33,000	FY15 Cost Sharing
Metropolitan Ballet Theatre, Inc.	Provides for build-out of new space (carryover of FY14 \$100,850 encumbrance)	\$0	FY14 Cost Sharing: MCG
Montgomery Community Television, Inc.	Provides for renovation into a digital learning and resource center (carryover of FY14 \$62,469 encumbrance)	\$0	FY14 Cost Sharing: MCG
Muslim Community Center Inc. DBA MCC Medical Clinic	Provides for establishing an in-house dental care facility (carryover of FY14 \$100,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Muslim Community Center Inc. DBA MCC Medical Clinic	Provides for a handicap equipped van (carryover of FY14 \$50,000 encumbrance)	\$0	FY14 Community Grant
Muslim Community Center Inc. DBA MCC Medical Clinic	Provides for building a facility for at-risk seniors	\$250,000	FY15 Cost Sharing
Olney Theatre Corporation	Provides for facilities improvements (carryover of FY14 \$25,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Potomac Community Resources, Inc.	Provides pre-construction costs of a house for individuals with intellectual/developmental disabilities (carryover of FY13 \$50,000 encumbrance)	\$0	FY13 Cost Sharing: MCG
Potomac Community Resources, Inc.	Provides for construction costs of a house for individuals with intellectual/developmental disabilities (carryover of FY14 \$50,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Potomac Community Resources, Inc.	Provides for construction costs of a house for individuals with intellectual/developmental disabilities	\$150,000	FY15 Cost Sharing
Sandy Spring Museum, Inc.	Provides for a bond bill match for upgrades throughout seven acre campus (carryover of FY14 \$65,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Team River Runner, Inc.	Provides for purchase of van to support therapeutic paddling for handicapped people and disabled veterans	\$33,500	FY15 Community Grant: CE
The ARC of Montgomery County, Inc.	Provides cleaning services for County library sites	\$25,000	FY02 or Before
The ARC of Montgomery County, Inc.	Provides for replacing a broken commercial A/C unit	\$17,973	FY15 Cost Sharing
The ARC of Montgomery County, Inc.	Provides for cleaning services of County fuel sites	\$25,000	FY02 or before
The Dance Exchange, Inc.	Provides for facility improvements (carryover of FY14 \$77,500 encumbrance)	\$0	FY14 Cost Sharing: MCG
The Jewish Federation of Greater Washington, Inc.	Provides for upgrading security systems	\$100,000	FY15 Cost Sharing
The Puppet Co.	Provides for upgrades to sound and lighting systems and carpet replacement (carryover of FY14 \$25,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
The Washington Conservatory of Music, Inc.	Provides for build-out of Glen Echo Park site (carryover of FY14 \$26,875 encumbrance)	\$0	FY14 Cost Sharing: MCG
The Writers Center, Inc.	Provides for improvements for urgent health and safety concerns and ADA compliance (carryover of FY14 \$250,000 encumbrance)	\$0	FY14 Cost Sharing: MCG
Trustees of the Presbyterian Church at Takoma Park of Montgomery County	Provides for a bond bill match to build a licensed kitchen for food security for low income people and micro-enterprise development (carryover of FY14 \$75,000 encumbrance)	\$0	FY14 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on List
General Services			
Warren Historic Site Committee, Inc.	Provides for the restoration of the Loving Charity Hall (carryover of FY12 \$150,000 encumbrance)	\$0	FY10 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provides for renovations for a new headquarters to continue to heal the visible and invisible wounds of combat veterans	\$75,000	FY15 Cost Sharing
Subtotal:		\$1,470,868	
Health and Human Services * Developmentally Disabled Providers are shown separately at the end of this document			
A Wider Circle, Inc.	Provides for the annual Holiday Giving Program	\$25,445	FY15
Adventist Community Services of Greater Washington, Inc.	Provides for food items for low income residents	\$20,000	FY15 Community Grant: CC
Adventist Healthcare Inc., d/b/a Shady Grove Adventist Hospital	Provides for cancer outreach, education, screening, diagnostic and treatment services for the Cancer Program serving the low-income and minority populations including care coordination and patient navigation for clients screened for cancer	\$199,000	FY03
Adventist Healthcare Inc., d/b/a Washington Adventist Hospital	Provides for cancer outreach, education, screening, diagnostic and treatment services for the Cancer Program serving the low-income and minority populations including care coordination and patient navigation for clients screened for cancer	\$225,000	FY02 or Before
Adventist Healthcare, Inc.	Provides for assisted living services for mental health consumers who are referred by the County	\$567,724	FY15
Affiliated Sante Group	Provides for a program through operation of a consumer run drop in center, providing recovery-based services and social/recreational activities for Montgomery County adults recovering from the effects of a psychiatric illness at its Silver Spring location	\$107,730	FY15
African Immigrant and Refugee Foundation, Inc.	Provides for the "Catching Up" youth development program	\$25,000	FY15 Community Grant: CC
African Immigrant and Refugee Foundation, Inc.	Provides for improved education and leadership skills of African youth	\$21,608	FY04
African Immigrant and Refugee Foundation, Inc.	Provides for the "Catching Up" Youth Development Program	\$15,000	FY15 Community Grant: CE
Alzheimer's Disease and Related Disorders Association, National Capital Area Chapter, Inc.	Provides for education and support for Alzheimer's disease sufferers and their caregivers, and training to professionals in dealing with the disease	\$92,022	FY10
Asian American LEAD: Leadership Empowerment and Development for Youth and Family	Provides for after school and mentoring programs for middle and high school youth	\$118,518	FY10
Asian American LEAD: Leadership Empowerment and Development for Youth and Family	Provides for programs to low-income/underserved Asian American youth to become healthy, confident and engaged community members	\$45,000	FY15 Community Grant: CE
Asian Pacific American Legal Resource Center	Provides for legal services to low-income Asian immigrants with limited English proficiency	\$25,000	FY15 Community Grant: CE
Ayuda	Provides for legal interpreters for attorneys to work with limited English proficient and deaf/hard of hearing clients	\$20,000	FY15 Community Grant: CE
B.U.I.L.D	Provides for crisis intervention and gang intervention training and certification for gang intervention and youth violence intervention specialists	\$10,000	FY15
Best Buddies International, Inc.	Provides for mentoring activities for individuals with developmental disabilities	\$31,184	FY02 or Before

Entity	Purpose	Amount	1st Year on List
Health and Human Services * Developmentally Disabled Providers are shown separately at the end of this document			
Bethesda Cares Inc.	Provides for psychiatric counseling and prescription assistance for people experiencing homelessness	\$30,000	FY15 Community Grant: CC
Bethesda Cares, Inc.	Provides for meals and outreach services to homeless persons living in the Bethesda area and eviction prevention and utility assistance	\$170,872	FY02 or Before
Bethesda Help	Provides for the Emergency Food Program	\$2,000	FY15 Community Grant: CE
Bethesda Help	Provides for eviction prevention/utility assistance and prescription drug expenses	\$6,000	FY15 Community Grant: CC
Big Brothers Big Sisters of the National Capital Area	Provides for mentoring for high-risk Latino children	\$34,340	FY15 Community Grant: CE
Capital Area Food Bank	Provides for the Family Markets program (three sites)	\$96,000	FY15
Capital Area Food Bank	Provides for increasing the Senior Brown Bag program	\$21,250	FY15 Community Grant: CE
Carribean Help Center	Provides for support of an emergency assistance program	\$7,500	FY15 Community Grant: CC
Carribean Help Center, Inc.	Provides for social service assistance to Caribbean and African immigrants	\$22,745	FY02 or Before
Carribean Help Center, Inc.	Provides for operating support	\$30,000	FY15 Community Grant: CE
CASA de Maryland, Inc.	Provides for the Deferred Action for Childhood Arrivals (DACA) Program.	\$10,000	FY15 Community Grant: CC
CASA de Maryland, Inc.	Provides HIV outreach and education services among heterosexual Hispanic/Latino adults in Montgomery County	\$52,389	FY09
CASA de Maryland, Inc.	Provides for the Deferred Action for Childhood Arrivals (DACA) Program	\$90,000	FY15 Community Grant: CE
CASA de Maryland, Inc.	Provides for linguistically and culturally appropriate case management for low-income immigrant residents	\$93,000	FY15 Community Grant: CE
Catalpha Advertising and Design Inc.	Provides for a media advertising campaign to educate residents about rape and sexual assault	\$4,520	FY10
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for emergency assistance including a Family Support Worker and an Outreach Worker	\$182,824	FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for an administrative assistant to support transitional housing and case management services for chronically homeless adults	\$30,000	FY15 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for accessible emergency assistance through a full-time bilingual office manager	\$48,000	FY15 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute, Inc.)	Provides for an ongoing program of after-school care of children, teens and young adults with multiple disabilities	\$70,220	FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute, Inc.)	Provides for an ongoing program of specialized services to children, teens and young adults with multiple disabilities	\$299,564	FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute, Inc.)	Provides for the Community Companions program	\$121,300	FY15 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc. (Spanish Catholic Center, Inc.)	Provides for medical/dental care as well as a series of health workshops for low-income, immigrant clients	\$36,000	FY15 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc. (Spanish Catholic Center, Inc.)	Provides for employment services to low-income, unemployed and underemployed immigrant residents	\$48,000	FY15 Community Grant: CE
Center for Adoption Support and Education Inc.	Provides for services for youth aging out of foster care	\$46,400	FY15 Community Grant: CC

Entity	Purpose	Amount	1st Year on List
Health and Human Services * Developmentally Disabled Providers are shown separately at the end of this document			
Center for Adoption Support and Education Inc.	Provides for a Child Welfare Services' match toward the cost of a full-time recruiter position	\$15,000	FY15
CentroNía	Provides for extended day care for families in crisis	\$40,000	FY15 Community Grant: CC
CentroNía	Provides for service coordination staff	\$80,000	FY15
Cheryl Banks	Provides for community education on sexual assault and violence	\$18,480	FY10
Child Center & Adult Services, Inc. dba Aspire Counseling	Provides for mental health counseling to uninsured and under-insured pregnant women and new mothers suffering from depression	\$55,000	FY15 Community Grant: CC
Child Center & Adult Services, Inc. dba Aspire Counseling	Provides for the Healthy Mothers, Healthy Babies Program for uninsured low-income women with perinatal depression	\$20,000	FY15 Community Grant: CE
Chinese Culture and Community Service Center, Inc.	Provides for operating support	\$40,000	FY15 Community Grant: CE
Circle of Rights, Inc.	Provides for stroke education to low-income Montgomery County residents	\$13,000	FY15 Community Grant: CE
Columbia Lighthouse for the Blind	Provides for the Bridge to Work™ program, a workforce development training program for visually impaired and blind clients	\$25,000	FY15 Community Grant: CE
Columbia Lighthouse for the Blind	Provides for the MC Deaf-Blind program, assisting the deaf-blind population in remaining independent by providing SSP services	\$25,000	FY15 Community Grant: CE
Community Bridges, Inc.	Provides for a youth empowerment and leadership development program for early adolescent girls from low-income families and their parents in the down-County region	\$161,199	FY02 or Before
Community Bridges, Inc.	Provides for low-income, minority and/or immigrant girl and family centered, two-generation programming	\$45,000	FY15 Community Grant: CE
Community Bridges, Incorporated	Provides for support of programs that work with school-aged girls and their parents	\$35,000	FY15 Community Grant: CC
Community Clinic, Inc. (TAYA)	Provides for a case manager for teen and young adult patients receiving free and low-cost reproductive health	\$7,500	FY15 Community Grant: CC
Community Connections, Inc.	Provides for residential rehabilitation services for Montgomery County youth	\$140,106	FY02 or Before
Community Health and Empowerment through Education and Research, Inc.	Provides for operating support	\$25,000	FY15 Community Grant: CE
Community Ministries of Rockville	Provides for case management for formerly homeless adults living in transitional housing	\$15,000	FY15 Community Grant: CC
Community Ministries of Rockville	Provides for a registered nurse and medical assistant	\$71,372	FY15 Community Grant: CC
Community Ministries of Rockville	Provides for the Language Outreach Program	\$40,385	FY15 Community Grant: CC
Community Ministries of Rockville	Provides for the Rockville Emergency Assistance Program	\$15,000	FY15 Community Grant: CE
Community Ministries of Rockville	Provides for support for Elderly Ministries	\$30,000	FY15 Community Grant: CE
Conflict Resolution Center of Montgomery County, Inc.	Provides for making conflict resolution services more available to non-English speaking residents	\$22,000	FY15 Community Grant: CE
Conflict Resolution Center of Montgomery County, Inc.	Provides for the In-School Mediation Program, providing on-site mediation services to students and staff at partner schools	\$20,000	FY15 Community Grant: CE

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Cornerstone Montgomery, Inc.	Provides for Family Psycho-Education activities	\$10,000	FY15
Cornerstone Montgomery, Inc.	Provides for residential rehabilitation services for adults with serious mental illness by providing supervised living units	\$661,250	FY02 or Before
Cornerstone Montgomery, Inc.	Provides for a housing coordinator for adults living with mental illness who reside in independent housing operated by Housing Unlimited, Inc.	\$50,000	FY15
Cornerstone Montgomery, Inc.	Provides for operating support for clients with severe and persistent mental illness to live in permanent supportive housing	\$45,600	FY15 Community Grant: CC
Cornerstone Montgomery, Inc.	Provides for a specialized vocational training, supported employment and education program for severely emotionally disturbed adolescents	\$119,694	FY02 or Before
Court Appointed Special Advocates, Inc. (CASA)	Provides for court related services for at-risk youth referred by the County	\$103,755	FY02 or Before
Crossroads Community Food Network, Inc.	Provides for operating support for the nutrition assistance program	\$60,800	FY15 Community Grant: CC
Cultural & Diversity Enrichment Services USA, Inc.	Provides for programming for immigrant youth	\$34,000	FY15 Community Grant: CE
Easter Seals Greater Washington-Baltimore Region	Provides for establishment of the Early Childhood Autism Services Program (CIECAS)	\$70,200	FY15 Community Grant: CC
EduCare Support Services, Inc.	Provides for specialized workshops, career planning, job search, and emergency food	\$35,000	FY15 Community Grant: CE
Family Learning Solutions, Inc.	Provides for a dedicated full-time male mentor to increase number of students participating in FLC-CP College Preparation program	\$44,180	FY15 Community Grant: CE
Family Learning Solutions, Inc.	Provides for after-school mentoring/tutoring services for at-risk immigrant, foreign born, children and youth via Family Network Connections Program in the Wheaton area	\$51,835	FY02 or Before
Family Services, Inc.	Provides for a mental health program serving clients of Workforce Solutions Group	\$40,000	FY15 Community Grant: CC
Family Services, Inc.	Provides for residential rehabilitation services for adults with serious and persistent mental illness	\$199,577	FY02 or Before
Family Services, Inc.	Provides for support for parents as their child's first teacher, using developmentally appropriate practices and school readiness activities.	\$73,241	FY13
Family Services, Inc.	Provides for Regional Youth Services to provide information and referral, youth, family and group counseling, parent education and community outreach.	\$10,388	FY15
Family Services, Inc.	Provides for early intervention services for first time parents who are at risk for engaging in child abuse, including intensive home visitation services and home-based family support services	\$521,614	FY06
Family Services, Inc.	Provides for the BROTHERS support program for minority youth at Gaithersburg High School	\$40,000	FY15 Community Grant: CE
Family Services, Inc.	Provides for substance abuse prevention and recovery support services to adolescents and their families in Montgomery County	\$315,454	FY13
Family Services, Inc.	Provides for residential rehabilitation and support services to youth 18-22 years old	\$141,847	FY02 or Before

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First African Methodist Episcopal Church of Gaithersburg, MD	Provides for the SHARE food program for low-income families	\$6,410	FY15 Community Grant: CE
Florence Crittenton Services of Greater Washington dba Crittenton Services of Greater Washington	Provides operating support for the SNEAKERS and PEARL programs	\$10,483	FY13
Florence Crittenton Services of Greater Washington dba Crittenton Services of Greater Washington	Provides for a college preparation program for 8th grade girls who would be firsts in their families to go to college	\$35,000	FY15 Community Grant: CE
Florence Crittenton Services of Greater Washington dba Crittenton Services of Greater Washington	Provides for youth development and pregnancy prevention programs for high school girls	\$55,000	FY15 Community Grant: CC
Gaithersburg HELP, Inc.	Provides for food items, diapers and baby formula for distribution	\$25,000	FY15 Community Grant: CE
Hebrew Home of Greater Washington, Inc.	Provides for operating support for the ElderSAFE Center which will provide emergency shelter, care, and advocacy to victims of elder abuse	\$50,000	FY15 Community Grant: CE
Hebrew Home of Greater Washington, Inc. dba Charles E. Smith Life Communities	Provides for services to assist victims of elder abuse	\$44,400	FY15 Community Grant: CC
Holy Cross Hospital of Silver Spring, Inc.	Provides for cancer outreach, education, screening, diagnostic and treatment services for the Cancer Program serving the low-income and minority populations	\$50,000	FY03
Home Care Partners, Inc.	Provides for home care aide service program for frail elderly and individuals with disabilities	\$10,000	FY15 Community Grant: CC
Hope Connections for Cancer Support, Inc.	Provides for support to cancer caregivers, patients and the recently bereaved	\$14,300	FY15 Community Grant: CC
Hospice Caring, Inc.	Provides for volunteer visits to terminally ill individuals and their families	\$11,089	FY02 or Before
Housing Opportunities Commission	Provides for support services for mentally ill adults	\$23,250	FY07
Housing Unlimited, Inc.	Provides for rental subsidies for consumers of mental health services with the target definition of serious and persistent mental illness who may be receiving community mental health services from the Public Mental Health System	\$24,000	FY12
Identity, Inc.	Provides for positive youth development programming	\$320,922	FY02 or Before
Identity, Inc.	Provides for HIV/STD prevention activities	\$52,388	FY02 or Before
Identity, Inc.	Provides for case management services for low-income Latino families	\$10,000	FY15 Community Grant: CC
IMPACT Silver Spring	Provides for leadership training courses for Silver Spring residents	\$251,940	FY02 or Before
IMPACT Silver Spring	Provides for the Neighborhood Opportunity Network Initiative	\$222,640	FY15 Community Grant: CE
Independence Now, Inc.	Provides for supportive services and guidance to younger persons with disabilities who want to move from institutional settings to the community	\$19,970	FY15
Independence Now, Inc.	Provides for counseling services to help individuals leave nursing facilities and re-enter the community	\$60,000	FY15
Interfaith Works, Inc.	Provides for operating support for the Interfaith Clothing Center	\$50,000	FY15 Community Grant: CC
Interfaith Works, Inc.	Provides for transitional and permanent supportive housing services for mentally ill or elderly homeless women	\$472,495	FY13

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Interfaith Works, Inc.	Provides for affordable permanent supportive housing for medically and chronically homeless adults for the 100,000 Homes Campaign and SuperNova	\$494,800	FY13
Interfaith Works, Inc.	Provides for a multi-service day center for homeless persons (Vision)	\$514,919	FY06
Interfaith Works, Inc.	Provides for emergency services, including eviction prevention and utilities assistance	\$78,017	FY02 or Before
Interfaith Works, Inc.	Provides for required funding for County cooling centers in the summer months	\$73,149	FY05
Interfaith Works, Inc.	Provides for vocational services to help homeless and low-income individuals achieve self-sufficiency through meaningful employment	\$33,000	FY15 Community Grant: CE
Interfaith Works, Inc.	Provides for staffing support for Emergency Support program	\$15,000	FY15 Community Grant: CE
Interfaith Works, Inc.	Provides for funding to collect and distribute clothing to low-income individuals	\$48,845	FY02 or Before
Interfaith Works, Inc.	Provides for funding for winter overflow shelter	\$134,640	FY13
International Rescue Committee, Inc.	Provides for supporting the successful integration of refugees and asylees into Montgomery County communities	\$26,296	FY15 Community Grant: CE
Inwood House Development Corporation	Provides for heavy chore cleaning and clutter management services to low-income disabled adults at Inwood House	\$12,222	FY15 Community Grant: CC
Jewish Community Center of Greater Washington, Inc.	Provides for education about aging and vision issues to upcounty audiences	\$3,941	FY02 or Before
Jewish Community Center of Greater Washington, Inc.	Provides for a nutrition program which provides critical support for aging County seniors	\$40,000	FY15 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc.	Provides for supporting the Intergenerational Bridges program for immigrant children	\$15,000	FY15 Community Grant: CC
Jewish Council for the Aging of Greater Washington, Inc.	Provides for the 50+ Employment Expo	\$75,000	FY15 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc.	Provides for the Intergenerational Bridges program	\$10,000	FY15 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc.	Provides for subsidized employment in nonprofit agencies to adults 55 and older	\$39,601	FY02 or Before
Jewish Council for the Aging of Greater Washington, Inc.	Provides for the Career Gateway program	\$36,760	FY15 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc.	Provides for a resource center on intergenerational programs and resources	\$145,405	FY02 or Before
Jewish Council for the Aging of Greater Washington, Inc.	Provides for support for the Escorted Transportation pilot program to explore, fund and evaluate new and existing approaches to meeting the unmet escorted transportation needs of County residents	\$111,650	FY14
Jewish Foundation for Group Homes	Provides for 24-hour supervised, group living for an adult with a serious and persistent mental illness	\$34,290	FY02 or Before
Jewish Social Service Agency	Provides for mental health and substance abuse prevention services and activities to low-income children and their families including assessment, diagnosis, psychotherapy, medication monitoring, and crisis intervention	\$47,612	FY02 or Before

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Jewish Social Service Agency	Provides for mental health services for children and adolescent	\$25,000	FY15 Community Grant: CE
Jewish Social Service Agency	Provides for case management services	\$40,000	FY15 Community Grant: CE
Jewish Social Service Agency	Provides for early childhood intervention services and supporting individuals in their circle of care	\$50,000	FY15 Community Grant: CE
Jobs Unlimited, Inc.	Provides for a van and support for an outreach program	\$20,000	FY15 Community Grant: CC
Jubilee Association of Maryland, Inc.	Provides for support services for people with disabilities	\$51,010	FY02 or Before
Kids in Need Distributors, Inc.	Provides for the weekend food program for children	\$30,000	FY15 Community Grant: CC
Korean Association of the State of Maryland Metro Area, Inc.	Provides for social services to Korean speaking people with limited English proficiency who reside in the County	\$26,265	FY02 or Before
Korean Community Service Center of Greater Washington	Provides for the Keystones Project to assist victims of domestic violence in the Korean community	\$50,000	FY15 Community Grant: CE
Korean Community Service Center of Greater Washington	Provides for the Self Sufficiency Project assisting low-income Asian families to become self-sufficient through comprehensive social support	\$45,000	FY15 Community Grant: CE
Korean Community Service Center of Greater Washington.	Provides for outreach services to low-income Montgomery County residents with limited English proficiency	\$45,365	FY07
Latin American Youth Center, Inc.	Provides for Gang Prevention services	\$139,641	FY10
Latin American Youth Center, Inc.	Provides for a youth development program providing skills enhancement and monitored internships	\$10,000	FY15 Community Grant: CC
Latin American Youth Center, Inc.	Provides for establishing an emergency fund and offering training to low-income youth ages 17-24	\$11,850	FY15 Community Grant: CE
Legal Aide Bureau, Inc.	Provides for legal representation and consultation to senior citizens regardless of income and focuses on legal issues related to benefits such as Social Security, Medicare, eviction, housing and nursing homes	\$76,830	FY02 or Before
Liberty Grove United Methodist Church, Inc.	Provides for an out of school alternative suspension program for youth in a safe, structured environment	\$39,923	FY10
Manna Food Center, Inc.	Provides for staff support to pilot data collection, evaluation and reporting for food recovery, distribution, and hunger demographics	\$25,000	FY15 Community Grant: CE
Manna Food Center, Inc.	Provides for the Smart Sacks program for elementary school students	\$22,500	FY15 Community Grant: CE
Manna Food Center, Inc.	Provides for distribution of food to hungry and low-income residents of Montgomery County	\$191,214	FY02 or Before
Manna Food Center, Inc.	Provides for bringing locally grown produce to County residents experiencing hunger and to recover produce from local farmers markets	\$20,000	FY15 Community Grant: CE
Maryland Farmers Market Association Inc.	Provide for an incentive program for Supplemental Nutrition Assistance Program (SNAP) recipients to shop at County farmers markets for local foods	\$25,580	FY15
Maryland Treatment Centers, Inc.	Provides for a day treatment program for delinquent youth	\$428,835	FY10

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Maryland Treatment Centers, Inc.	Provides for comprehensive after-school substance abuse treatment to adolescents involved with Crossroads Youth Opportunity Center (CYOC) and the Up County Youth Opportunity Center (UCYOC)	\$100,000	FY13
Maryland Vietnamese Mutual Association, Inc.	Provides for various support services to the immigrant community in Montgomery County	\$66,366	FY10
Mary's Center for Maternal and Child Care, Inc.	Provides for staffing support	\$96,914	FY15 Community Grant: CC
Meals on Wheels of Central Maryland, Inc	Provides for operating support at the Leisure World location	\$15,192	FY15 Community Grant: CC
MedStar Health Inc.	Provides for a population health ED navigator (MedStar Montgomery Medical Center)	\$38,250	FY15 Community Grant: CC
Mental Health Association of Montgomery County, MD, Inc.	Provides for a confidential, supportive mental health hotline for County residents and a youth suicide prevention hotline	\$207,213	FY02 or Before
Mental Health Association of Montgomery County, MD, Inc.	Provides for increased outreach efforts, community education, community connectivity, service provision, and coordination specific to the Montgomery County military related community (Military Outreach Initiative)	\$36,400	FY13
Mental Health Association of Montgomery County, MD, Inc.	Provides for case management services for the Shelter Plus Care Program	\$349,787	FY02 or Before
Mental Health Association of Montgomery County, MD, Inc.	Provides for implementing a community-based model to coordinate resources and increase awareness for military, veterans, and their families	\$75,000	FY15 Community Grant: CE
Mental Health Association of Montgomery County, MD, Inc.	Provides for Mental Health First Aid to residents to increase community awareness of mental health crises	\$25,000	FY15 Community Grant: CE
Mental Health Association of Montgomery County, MD, Inc.	Provides for multicultural outreach services for the New Capacity & Outreach for Multicultural Mental Health Opportunities Now program (N'Common)	\$195,556	FY07
Mental Health Association of Montgomery County, MD, Inc.	Provides for emergency preparedness activities	\$36,771	FY02 or Before
Mercy Health Clinic, Inc.	Provides for the pharmacy program	\$30,000	FY15 Community Grant: CC
Mercy Health Clinic, Inc.	Provides for a Nurse Practitioner to provide primary care to low-income uninsured patients	\$45,000	FY15 Community Grant: CE
Metropolitan Washington Ear	Provides for radio broadcasting services and closed circuit radio receivers to prospective listeners	\$54,059	FY02 or Before
Mid-Atlantic Gleaning Network	Provides for increasing emergency distribution of fresh nutritious fruits and vegetables for the needy	\$20,000	FY15 Community Grant: CE
Mid-County United Ministries, Inc.	Provides for staffing to assist low-income residents who are experiencing housing related and other emergencies	\$18,070	FY02 or Before
Ministries United Silver Spring Takoma Park, Inc.	Provides for eviction, utility, and prescription assistance	\$10,000	FY15 Community Grant: CE
Mobile Medical Care, Inc.	Provides operating support for MobileMed	\$49,670	FY15 Community Grant: CC
Montgomery Avenue Women's Center	Provides for operating support	\$100,000	FY15 Community Grant: CE
Montgomery Child Care Association, Inc.	Provides for a bi-lingual English/Spanish Family Services Specialist to serve an increasingly diverse community	\$50,000	FY15 Community Grant: CE
Montgomery County Coalition for the Homeless, Inc.	Provides for affordable, permanent, supportive housing to homeless individuals and families	\$1,629,674	FY07

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Montgomery County Coalition for the Homeless, Inc.	Provides for operating support	\$86,260	FY15 Community Grant: CE
Montgomery County Coalition for the Homeless, Inc.	Provides for housing and support for chronically homeless persons (Home First Program)	\$100,604	FY07
Montgomery County Coalition for the Homeless, Inc.	Provides for funding for winter overflow shelters for homeless men	\$318,195	FY13
Montgomery County Coalition for the Homeless, Inc.	Provides for permanent supportive affordable housing for formerly homeless individuals	\$489,580	FY13
Montgomery County Coalition for the Homeless, Inc.	Provides for emergency and overnight shelter to homeless men	\$824,042	FY02 or Before
Montgomery County Coalition for the Homeless, Inc.	Provides for safe, permanent, and supportive housing for needy Montgomery County residents	\$91,382	FY03
Montgomery County Coalition for the Homeless, Inc.	Provides for case management and operating support for the CHIPP program	\$56,523	FY15 Community Grant: CC
Montgomery County Coalition for the Homeless, Inc.	Provides for permanent support and transitional housing (Séneca Heights Apartments)	\$552,883	FY05
Montgomery County Coalition for the Homeless, Inc.	Provides support for the 100,000 Homes Campaign for medically vulnerable and chronically ill homeless individuals	\$507,120	FY13
Montgomery County Coalition for the Homeless, Inc.	Provides for programs for homeless mentally ill men and women providing meals, case management, and rehabilitative services	\$229,341	FY02 or Before
Montgomery County Coalition for the Homeless, Inc.	Provides for case management and operating support for Safe Havens program for severely mentally ill formerly homeless residents	\$56,523	FY15 Community Grant: CC
Montgomery County Collaboration Council for Child, Youth & Families	Provides for operating support to address Disproportionate Minority Contact in the Juvenile Justice system	\$22,425	FY15 Community Grant: CC
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for operating support	\$40,000	FY14
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for InfoMontgomery	\$93,660	FY14
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for community based services for youth with intensive mental health needs and their families and wrap around services to prevent youth violence and gang activities	\$798,456	FY07
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for administration of the Conservation Corp Program by soliciting proposals, contracting with the selected vendors, and overseeing the contract results	\$515,000	FY12
Montgomery County Federation of Families for Children's Mental Health, Inc.	Provides for support services for children with mental, emotional, and behavioral disorders and their families	\$254,077	FY05
Montgomery County Language Minority Health Project, Inc. (Proyecto Salud Clinic)	Provides for case management and patient navigation services	\$50,000	FY15 Community Grant: CC
Montgomery County Maryland Bar Foundation	Provides for pro bono legal services to low income citizens of Montgomery County	\$48,660	FY02 or Before
Montgomery County Maryland Bar Foundation	Provides for a part-time coordinator to support the work of the Montgomery County Legal Immigration Providers Network	\$20,000	FY15 Community Grant: CE
Montgomery County Maryland Bar Foundation, Inc.	Provides for legal services to low-income residents through the Pro Bono Program	\$15,780	FY15 Community Grant: CC
Montgomery County Muslim Foundation	Provides for the Senior and Social Transportation Program	\$55,000	FY15 Community Grant: CE

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Montgomery County Muslim Foundation	Provides for operating support	\$85,000	FY15 Community Grant: CE
Montgomery County Partners for Animal Well Being	Provides for free veterinary care and food for pets of low-income seniors	\$3,000	FY15 Community Grant: CE
Montgomery Hospice, Inc.	Provides for operating support	\$34,967	FY15 Community Grant: CE
MoverMoms	Provides for operating support	\$25,000	FY15 Community Grant: CE
Muslim Community Center DBA MCC Medical Clinic	Provides for staffing support	\$25,000	FY15 Community Grant: CC
Muslim Community Center Inc. DBA MCC Medical Clinic	Provides for handicap access shuttle van services for unemployed and uninsured patients from major transportation hubs	\$25,000	FY15 Community Grant: CE
Muslim Community Center Inc. DBA MCC Medical Clinic	Provides for quality health care for the chronic patients by reviewing and implementing the quality health measures	\$25,000	FY15 Community Grant: CE
Muslim Community Center Inc. DBA MCC Medical Clinic	Provides for dental services	\$100,000	FY15 Community Grant: CC
NAMI Montgomery County (MD), Inc.	Provides for a parent training program for families of individuals suffering from mental illness	\$7,747	FY04
NAMI Montgomery County (MD), Inc.	Provides for operating support	\$25,000	FY15 Community Grant: CE
National Capital B'nai B'rith Assisted Housing Corporation	Provides for operating support	\$28,000	FY15 Community Grant: CE
Nonprofit Roundtable of Greater Washington, Inc.	Provides for the Financial Reporting and Management Institute (FIRM)	\$116,620	FY15
Nonprofit Roundtable of Greater Washington, Inc.	Provides for operating support	\$40,000	FY15
Nourish Now Foundation, Inc.	Provides for operating support for the food recovery program	\$28,825	FY15 Community Grant: CC
Nueva Vida, Inc	Provides for operating support for social support programs for Latinos affected by cancer	\$30,000	FY15 Community Grant: CC
Olney Help, Inc.	Provides for utility, rent, and/or prescription drug assistance to low-income residents	\$10,000	FY15 Community Grant: CE
On Our Own of Montgomery County, MD. Inc.	Provides for a consumer-run drop-in center for mentally ill adults	\$212,555	FY02 or Before
Our House, Inc.	Provides for operating support to fund a computer lab and enhance the GED program	\$25,000	FY15 Community Grant: CE
People Encouraging People Inc.	Provides for state identification cards and birth certificates for individuals who are homeless and have a mental illness or a co-occurring substance use disorder to allow for behavioral health, medical, entitlement, and other support services	\$72,345	FY14
Posz, Inc.	Provides for pharmacy services for clients with HIV	\$150,702	FY02 or Before
Potomac Community Resources, Inc.	Provides for a respite care program for people with disabilities	\$40,000	FY15 Community Grant: CC
Potomac Community Resources, Inc.	Provides for operating support	\$30,000	FY15 Community Grant: CE
Potomac Community Resources, Inc.	Provides for support services to people with developmental disabilities that help them to participate in community activities	\$70,065	FY02 or Before
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for administrative and case management functions for the Care for Kids program	\$988,480	FY02 or Before

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Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for health fair technology tools that will enhance ability of health fairs to educate, screen, and refer underserved residents	\$38,500	FY15 Community Grant: CE
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for community-based minority outreach and health education services	\$1,047,593	FY02 or Before
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for pharmaceutical support services for low-income persons with a mental illness	\$52,921	FY03
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for health care services for low-income, uninsured adults (Montgomery Cares)	\$12,162,552	FY02 or Before
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for one-stop services for sexually and physically abused children	\$507,387	FY02 or Before
Red Wiggler Foundation, Inc T/A Red Wiggler Community Farm	Provides for the Farm to Group Home Program	\$30,000	FY15 Community Grant: CE
Red Wiggler Foundation, Inc.	Provides for operating support to provide healthy produce to low-income adults with developmental disabilities residing in group homes	\$20,000	FY15 Community Grant: CC
Red Wiggler Foundation, Inc.	Provides for support for capital improvements needed to meet Good Agricultural Practices	\$10,000	FY15 Community Grant: CC
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provides for operating support for a parenting intervention program for parents of children exhibiting severe social, emotional, and behavioral difficulties	\$69,550	FY15 Community Grant: CE
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provides for attachment centered evaluation and treatment services	\$58,365	FY03
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provides for juvenile court related mental health services for clients referred by the County	\$163,210	FY03
Rockville Presbyterian Church	Provides for emergency shelter for women at Rainbow Shelter	\$22,110	FY02 or Before
Rockville Presbyterian Church	Provides for operating support for emergency shelter for adult homeless women (Rainbow Place)	\$25,420	FY15 Community Grant: CC
Rosaria Communities, Inc.	Provides for operating support	\$15,000	FY15 Community Grant: CE
Shepherd's Table Inc., Soup Kitchen	Provides for support services to homeless individuals at Progress Place	\$128,401	FY02 or Before
Siemens Healthcare Diagnostic Inc.	Provides for supplies of drug testing chemicals	\$170,000	FY08
Sports Plus Group, Inc.	Provides for facilities rentals, equipment, and uniforms for fitness, social and sports programs for people with autism	\$26,800	FY15 Community Grant: CC
St. Ann's Center for Children, Youth and Families	Provides for the Teen Mother-Baby Program	\$25,000	FY15 Community Grant: CE
St. Camillus Catholic Church	Provides for food for emergency food packages	\$17,000	FY15 Community Grant: CE
St. Joseph's House	Provides for operating support for home-based care provider for students with multiple and severe disabilities	\$10,000	FY15 Community Grant: CE
Stepping Stones Shelter, Inc.	Provides for employment counseling for shelter and transitional housing program residents	\$41,670	FY15 Community Grant: CC
Suburban Hospital, Inc.	Provides for community cancer outreach education, screening, diagnostic, and treatment services for the Cancer Program targeting the low-income and minority populations	\$50,000	FY03

Entity	Purpose	Amount	1st Year on List
Health and Human Services * Developmentally Disabled Providers are shown separately at the end of this document			
The ARC of Montgomery County, Inc.	Provides for recreational services after school, all day during the summer, and on all Montgomery County holidays	\$53,943	FY02 or Before
The ARC of Montgomery County, Inc.	Provides for adaptive and safety equipment to enable intellectually/developmentally disabled residents to remain in community-based housing	\$7,750	FY15 Community Grant: CC
The Dwelling Place, Inc.	Provides for funding for HUD superNOFA as a match for the permanent supportive housing	\$31,518	FY13
The Dwelling Place, Inc.	Provides for transitional housing and supportive services to primarily female-headed single parent families who have been homeless	\$18,822	FY02 or Before
The George B. Thomas, Sr. Learning Academy, Inc.	Provides for Saturday School for tutoring and mentoring to enhance the academic performance and achievement of children in grades 1 through 12	\$903,913	FY03
The Greater Washington Jewish Coalition Against Domestic Abuse	Provides for the Legal Access Program for more difficult legal proceedings for victims of abuse	\$65,000	FY15 Community Grant: CE
The Greater Washington Jewish Coalition Against Domestic Abuse, Inc.	Provides for direct client services and operating support	\$45,000	FY15 Community Grant: CC
The Jewish Federation of Greater Washington, Inc.	Provides for the Community Transportation Project	\$35,000	FY15 Community Grant: CE
The Lollipop Kids Foundation	Provides for rent reimbursement	\$15,000	FY15 Community Grant: CC
The National Center for Children and Families, Inc.	Provides for critical transitional housing support for homeless, young adults	\$45,000	FY15 Community Grant: CE
The National Center for Children and Families, Inc.	Provides for critical transitional housing services for homeless families residing in the Greentree Shelter	\$75,000	FY15 Community Grant: CE
The National Center for Children and Families, Inc.	Provides for a match to Housing and Urban Development (HUD) Continuum of Care grants for Case management	\$78,468	FY10
The National Center for Children and Families, Inc.	Provides for shelter and supportive services to homeless families (Greentree Shelter)	\$37,301	FY03
The Nonprofit Village Center, Inc.	Provides for operating support	\$75,000	FY15 Community Grant: CE
The Rock Creek Foundation for Mental Health, Inc.	Provides for a highly supervised residential rehabilitation program for head-injured adults with a serious and persistent mental illness	\$209,560	FY02 or Before
The Rock Creek Foundation for Mental Health, Inc.	Provides for residential rehabilitation services for adults with mental illness	\$75,582	FY02 or Before
The Senior Connection of Montgomery County, Inc.	Provides for the escorted transportation program	\$25,000	FY15 Community Grant: CE
The Senior Connection of Montgomery County, Inc.	Provides for monthly money-management assistance for low-income seniors	\$10,000	FY15 Community Grant: CC
The Senior Connection of Montgomery County, Inc.	Provides for an interfaith caregiving program that serves elderly persons in Montgomery County	\$106,542	FY05
Top Banana Home Delivered Groceries, Inc.	Provides for deliveries to seniors, persons with disabilities, the homebound and others to help them maintain their independence	\$71,740	FY14
TransCen, Inc.	Provides for support services for people with disabilities	\$32,413	FY02 or Before
Upcounty Community Resources, Inc.	Provides for expansion of activities for people with developmental differences	\$30,000	FY15 Community Grant: CE
Upper Montgomery Assistance Network	Provides for expanding the service area for the Rental Assistance program to include Germantown, Gaithersburg and Derwood	\$10,000	FY15 Community Grant: CE

Entity	Purpose	Amount	1st Year on List
Health and Human Services * Developmentally Disabled Providers are shown separately at the end of this document			
Washington Youth Foundation, Inc.	Provides for after-school and weekend English and math tutoring program for low income students who have limited English proficiency in Montgomery County	\$44,836	FY07
Washington Youth Foundation, Inc.	Provides for a mentoring program for youth who are enrolled in secondary schools in Montgomery County	\$66,366	FY10
Washington Youth Foundation, Inc.	Provides for the Behavioral Health Outreach and Education Program	\$50,000	FY15 Community Grant: CE
Washington Youth Foundation, Inc.	Provides for a parent education program	\$25,000	FY15 Community Grant: CE
Way Station Inc.	Provides for site-based and in-home respite care services to children and adolescents who are referred by the County and its designees	\$110,000	FY05
Wendt Center for Loss and Healing, Inc.	Provides for mental health, outreach, and support to individuals affected by HIV/AIDS	\$45,155	FY09
Women Who Care Ministries	Provides for staff salaries for children's weekend backpack food program and Montgomery Village Food Center program	\$20,000	FY15 Community Grant: CC
Women Who Care Ministries	Provides for the weekend backpack food program	\$120,000	FY15 Community Grant: CE
World Organization for Resource Development and Education dba WORDE	Provides for services for low/moderate income individuals including women and at-risk youth from immigrant communities	\$50,000	FY15 Community Grant: CE
World Organization for Resource Development and Education dba WORDE	Provides for operating support for the Crisis and Resource program	\$10,000	FY15 Community Grant: CC
YMCA of Metropolitan Washington, Inc.	Provides for mentors to children in foster homes for the Youth Links Mentoring Program	\$65,270	FY02 or Before
YMCA of Metropolitan Washington, Inc.	Provides for an after-school program for middle school youth in the high-risk community of Rosemary Hills including mentoring, life-skills training, homework help, and literacy improvement	\$104,488	FY13
YMCA of Metropolitan Washington, Inc.	Provides for Regional Youth Services to provide information and referral; youth, family and group counseling; parent education and community outreach	\$8,500	FY15
YMCA of Metropolitan Washington, Inc. (Bethesda-Chevy Chase)	Provides for prevention, early intervention, and community development services to elementary, middle and high school aged youth	\$57,313	FY02 or Before
YMCA of Metropolitan Washington, Inc. (Silver Spring)	Provides for substance abuse prevention services for youth in the Carroll Avenue/Quebec Terrace areas of Silver Spring	\$36,474	FY02 or Before
Youth Suspension Opportunities, Inc.	Provides for out of school alternative suspension program for youth in a safe, structured environment	\$39,923	FY10
Subtotal:		\$40,147,174	

Housing and Community Affairs

A Wider Circle, Inc.	Provides for the Neighbor to Neighbor program	\$87,000	FY15 Community Grant: CC
A Wider Circle, Inc.	Provides for operating support for the Center for Professional Development	\$40,000	FY15 Community Grant: CE
A Wider Circle, Inc.	Provides for operating support for the Center for Community Service	\$63,920	FY15 Community Grant: CE
Asian-American Homeownership Counseling, Inc.	Provides for foreclosure/eviction prevention services, homeownership and financial education, including rebuilding credit and assets	\$48,000	FY15 Community Grant: CE

Entity	Purpose	Amount	1st Year on List
Housing and Community Affairs			
Asian-American Homeownership Counseling, Inc.	Provides for support for a foreclosure and eviction prevention program	\$10,000	FY15 Community Grant: CC
Boys and Girls Clubs of Greater Washington, Inc.	Provides for support for Germantown program focused on healthy eating, fitness, and positive relationships	\$15,000	FY15 Community Grant: CC
CASA de Maryland, Inc.	Provides for additional support above amount provided by HIF to the Tenant Counseling and Housing Initiatives Program	\$15,000	FY15 Community Grant: CE
CASA de Maryland, Inc.	Provides for the Tenant Counseling and Housing Initiatives program	\$10,000	FY15 Community Grant: CC
CASA de Maryland, Inc.	Provides for additional support above amount provided by HIF to the Pine Ridge Community Center	\$25,830	FY15 Community Grant: CE
CASA de Maryland, Inc.	Provides for Housing Initiative Funds (HIF) for the Pine Ridge Community Center	\$146,340	FY07
CASA de Maryland, Inc.	Provides for Housing Initiative Funds (HIF) for tenant counseling and housing initiatives	\$250,000	FY12
CASA de Maryland, Inc.	Provides for the Long Branch Economic Development Program	\$100,000	FY15 Community Grant: CE
CollegeTracks	Provides for a program to improve college access for low-income high school students	\$100,000	FY15 Community Grant: CC
CollegeTracks	Provides for increasing the opportunity for low-to-moderate income MCPS graduates to enroll and complete higher education degree programs	\$49,920	FY15 Community Grant: CE
Eastern Montgomery Emergency Assistance Network, Inc. (EMEAN)	Provides for eviction prevention/utility assistance and operating support	\$25,000	FY15 Community Grant: CC
Ethiopian Community Center in Maryland	Provides for operating support	\$25,000	FY15 Community Grant: CE
Faith Connections, Inc.	Provides for operating support for the GED program	\$8,000	FY15 Community Grant: CC
Habitat for Humanity Metro Maryland, Inc.	Provides for operating support	\$20,000	FY15 Community Grant: CE
Home Care Partners, Inc.	Provides for home care aide service to low-income seniors and adults with disabilities enabling them to remain at home	\$8,000	FY15 Community Grant: CE
Housing Unlimited, Inc.	Provides for operating support for acquisition and property management of affordable housing for adults with disabilities	\$35,000	FY15 Community Grant: CC
Housing Unlimited, Inc.	Provides for operating support	\$25,000	FY15 Community Grant: CE
Housing Unlimited, Inc.	Provides for Community Housing Development Organization (CHDO) operating support	\$17,000	FY02 or Before
Mid-County United Ministries, Inc.	Provides for emergency utility assistance	\$20,000	FY15 Community Grant: CC
Montgomery County Historical Society, Inc.	Provides for education and outreach programs	\$77,250	FY02 or before
Montgomery County Renters Alliance	Provides for staff, consultants and operating expenses for renter education, outreach, and advocacy	\$25,000	FY15 Community Grant: CC
Montgomery County Renters Alliance	Provides for operating support	\$45,000	FY15 Community Grant: CE
Montgomery Housing Partnership, Inc.	Provides for a preschool program and for an after school homework club	\$35,000	FY15 Community Grant: CC
Montgomery Housing Partnership, Inc.	Provides for Community Housing Development Organization (CHDO) operating support	\$45,000	FY02 or Before
Montgomery Housing Partnership, Inc.	Provides for Play and Learn and Homework Clubs	\$15,000	FY15 Community Grant: CE

Entity	Purpose	Amount	1st Year on List
Housing and Community Affairs			
Montgomery Housing Partnership, Inc.	Provides for community building and Neighborhood Revitalization activities in Long Branch, McKendree, Connecticut Ave. Estates and other targeted neighborhoods	\$120,000	FY15
Rebuilding Together Montgomery County, Inc.	Provides for operating support	\$30,920	FY15 Community Grant: CE
Rebuilding Together Montgomery County, Inc.	Provides for the Critical Needs Program for large scale emergency repairs	\$50,000	FY15 Community Grant: CC
Rebuilding Together Montgomery County, Inc.	Provides for assistance to low-income homeowners including home repairs, accessibility modifications, and referrals to other community resources	\$200,000	FY02 or Before
Sunflower Bakery, Inc.	Provides for preparing young adults with developmental or other cognitive disabilities for employment through skilled, on-the-job training	\$23,400	FY15 Community Grant: CE
Sunflower Bakery, Inc.	Provides for a pastry arts workforce development program for young adults with developmental disabilities	\$30,594	FY15 Community Grant: CC
The Salvation Army, A Georgia Corporation for the Salvation Army Montgomery County	Provides for financial assistance and case management for individuals and families in housing crisis situations	\$50,000	FY15 Community Grant: CC
Subtotal:		\$1,891,174	
Human Resources			
Ivymount School, Inc.	Provides for support for the Project Search program	\$40,000	FY15 Community Grant: CE
Ivymount School, Inc.	Provides for support for the Project Search program	\$30,000	FY14
TransCen, Inc.	Provides for support for a public intern project for people with disabilities	\$50,000	FY14
UnionSoft, LLC	Provides for an automated grievance tracking and document management system	\$7,995	FY14
Subtotal:		\$127,995	
Police			
Animal Welfare League of Montgomery County, Inc.	Provides for operating support	\$15,450	FY13
Montgomery County Department of Police Explorer Post 1986, Inc.	Provides for operating support for the Youth Explorer program	\$5,000	FY15 Community Grant: CE
Second Chance Wildlife Center, Inc.	Provides for operating support	\$58,000	FY10
Subtotal:		\$78,450	
Public Libraries			
CentroNía	Provides for the literacy initiative and Family Book Clubs	\$20,000	FY15 Community Grant: CE
Literacy Council of Montgomery County	Provides for free functional reading and writing lessons to adults who live or work in Montgomery County as well as English as a second language to foreign-born adults and tutor training for volunteer certification	\$141,000	FY02 or before
Montgomery County Coalition for Adult English Literacy	Provides for strengthening the countywide adult English literacy network with resources, training, collaborations, and advocacy to support a thriving community and optimal workforce	\$1,257,058	FY08

Entity	Purpose	Amount	1st Year on List
Public Libraries			
Subtotal:		\$1,418,058	
Recreation			
Adventist Community Services of Greater Washington, Inc.	Provides for operating support for the Piney Branch Pool	\$145,000	FY15
After School Dance Fund	Provides for an after-school dance program and Latin Dance competition at Strathmore	\$10,000	FY15 Community Grant: CC
Audubon Naturalist Society of the Central Atlantic States, Inc.	Provides for the "Unplug and Play-in-Nature Clubs" program for underserved elementary school students	\$24,023	FY15 Community Grant: CC
First Tee of Montgomery, Inc.	Provides for operating support	\$10,000	FY15 Community Grant: CE
First Tee of Montgomery, Inc.	Provides for a girls golf and life skills program	\$5,000	FY15 Community Grant: CC
GapBuster, Inc.	Provides for positive youth development services to at-risk students, exposing them to the STEM fields and engaging them in meaningful community service	\$100,000	FY15 Community Grant: CE
Great and Small, Inc. AKA Great and Small	Provides for operating support	\$10,000	FY15 Community Grant: CE
Hispanic Business Foundation of Maryland, Inc.	Provides for internships for students at risk of dropping out of school due to disabilities or financial and language barriers	\$30,000	FY15 Community Grant: CE
Identity, Inc.	Provides for a mechanism whereby disengaged Latino youth can participate in organized sports in a systematic manner	\$90,000	FY15 Community Grant: CE
IMPACT Silver Spring	Provides for operating support for Long Branch Athletic Association programming	\$60,000	FY15 Community Grant: CE
IMPACT Silver Spring	Provides for support for out of school athletic program for youth in Long Branch	\$27,500	FY15 Community Grant: CC
Japanese Americans Care Fund, Inc.	Provides for "Keiai-no-tsudoi," the annual social gathering for Japanese American seniors on September 14, 2014	\$1,580	FY15 Community Grant: CE
Jewish Community Center of Greater Washington, Inc.	Provides for Camp JCC Inclusion Program for children with special needs	\$25,000	FY15 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc.	Provides for bus service in areas that surround the five full-service senior centers	\$687,740	FY14
Making a New United People, Inc.	Provides for a youth mentoring program	\$28,000	FY15 Community Grant: CC
MCC PTA Educational Programs, Inc. dba Big Learning	Provides for operating support for after school STEM and World Language Programs	\$25,000	FY15 Community Grant: CC
MOCO KidsCo dba KID Museum	Provides for support for outreach and operations of a prototype Kid Museum facility	\$30,000	FY15 Community Grant: CC
MOCO KidsCo dba KID Museum	Provides for operating support of a prototype program space that will serve as proof of concept for the museum	\$40,000	FY15 Community Grant: CE
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for the Excel Beyond the Bell program	\$175,000	FY15
Montgomery County MD Delta Alumnae Foundation, Inc.	Provides for operating support	\$10,000	FY15 Community Grant: CE
Passion for Learning, Inc	Provides for operating support for Dig.Lit Scholars and Go2College after school and summer programming	\$20,000	FY15 Community Grant: CC
Passion for Learning, Inc.	Provides for operating support	\$22,090	FY15 Community Grant: CE

Entity	Purpose	Amount	1st Year on List
Recreation			
Project Change	Provides for support for Team of Stars summer and after-school program focusing on the arts	\$32,000	FY15 Community Grant: CC
Raba Leadership Initiative, Inc.	Provides for operating support for a non-sectarian youth leadership program	\$30,000	FY15 Community Grant: CE
Unity Christian Fellowship Incorporated	Provides for operating support	\$27,220	FY15 Community Grant: CE
Unity Youth Development Corporation	Provides for operating support for football and cheerleading programs in the East County	\$20,000	FY15 Community Grant: CC
YMCA of Metropolitan Washington, Inc.	Provides for the Carroll Avenue and Quebec Terrace Community Center After-School Program	\$85,000	FY15 Community Grant: CC
YMCA of Metropolitan Washington, Inc.	Provides for after school programming at Einstein High School	\$100,000	FY14
Subtotal:		\$1,870,153	
Sheriff			
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for legal services for victims of domestic violence	\$50,000	FY15 Community Grant: CC
Montgomery County Family Justice Center Foundation, Inc.	Provides for operating support	\$25,000	FY15 Community Grant: CE
Muslim Community Center Inc. DBA MCC Medical Clinic	Provides for the domestic violence program	\$25,000	FY15 Community Grant: CE
The CareerCatchers, Inc.	Provides for operating support for the Employment Program for Victims of Domestic Violence	\$20,000	FY15 Community Grant: CC
The CareerCatchers, Inc.	Provides for collaborating with the Family Justice Center in providing individual vocational counseling on site to domestic violence survivors to gain self-sufficiency	\$30,000	FY15 Community Grant: CE
The Greater Washington Jewish Coalition Against Domestic Abuse	Provides for emergency and critical services for teen and young adult clients and their families	\$50,000	FY15 Community Grant: CE
Subtotal:		\$200,000	
Technology Services			
Gandhi Brigade Incorporated	Provides for operating support	\$150,000	FY13
Gandhi Brigade Incorporated	Provides for operating support	\$35,000	FY15 Community Grant: CE
Montgomery Community Television, Inc.	Provides for video production, training and services	\$2,429,442	FY02 or before
Subtotal:		\$2,614,442	
Transportation			
Graffiti Abatement Partners, Inc.	Provides for graffiti abatement	\$15,000	FY02 or before
Jewish Council for the Aging of Greater Washington, Inc.	Provides for Connect-a-Ride transportation	\$153,860	FY02 or before
Montgomery County Weed Control, Inc.	Provides for spraying of public lands and rights of way	\$32,000	FY02 or before
Transportation Action Partnership, Inc.	Provides for traffic management and addresses air quality concerns	\$533,140	FY02 or before
Subtotal:		\$734,000	

Entity	Purpose	Amount	1st Year on List
Developmentally Disabled Providers			
Health and Human Services			
Abilities Network (Epilepsy)	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Caroline Center	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute, Inc.)	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
CHI Centers	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Chimes	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Christian Assisted Living for People with Mental Retardation (CALMRA)	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Community Support for Autistic Adults and Children (CSAAC)	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Community Support Services	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Compass Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Family Service Foundation	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Full Citizenship, Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Head Injury Rehabilitation and Referral	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Jewish Foundation for Group Homes	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before

Entity	Purpose	Amount	1st Year on List
Jewish Social Service Agency	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Jewish Vocational Services	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Jubilee Association of Maryland, Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Medsource	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
National Children's Center, Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Outcomes Neuro Treatment Learning Center	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Rehabilitation Opportunities Incorporated	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
St. Coletta of Greater Washington	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY10
Supported Employment Enterprises Corporation (SEEC)	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Target, Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
The ARC of Montgomery County, Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
The Rock Creek Foundation for Mental Health, Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before
Work Opportunities Contracts Unlimited	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities		FY02 or Before

Total for DD Providers: \$9,426,421

GRAND TOTAL: \$64,913,391

Resolution No.: 17-1112
Introduced: May 22, 2014
Adopted: May 22, 2014

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2015 Operating Budget of the Montgomery County Public School System

Background

1. As required by the Education Article, Sections 5-101 and 5-102 of the Maryland Code, the Board of Education sent to the County Executive and the County Council the FY 2015 Operating Budget for the Montgomery County Public School (MCPS) system as shown below.
2. The Executive sent to the Council his recommendations regarding this budget on March 17, 2014.
3. As required by Section 304 of the County Charter, the Council held public hearings on the Operating Budget and the Executive's recommendations on April 8, 9, and 10, 2014.
4. The appropriation in this resolution is based on the following projected revenues for FY 2015:

State:	\$618,765,933
Federal:	\$ 69,855,580
Other:	\$ 12,324,062
Enterprise:	\$ 60,790,649
5. This appropriation requires a local contribution of \$1,476,855,309 to Montgomery County Public Schools.
6. Of the local funds appropriated in this resolution, \$1,439,045,758 is the County contribution to meet Maintenance of Effort and \$37,809,551 is appropriated to meet the State's requirement for the County to fund the third year phase-in amount of the shift of teacher pension costs from the State to the County. The State requires that this amount be appropriated to the Montgomery County Public Schools in addition to the Maintenance of

Effort requirement during the phase-in period, and that the Montgomery County Public Schools must reimburse the State for this amount of teacher pension costs.

7. This resolution reappropriates the full amount of FY 2014 MCPS Current Fund balance or \$38,172,451 from the MCPS Current Fund balance, whichever amount is less.
8. The Superintendent submitted to the Council proposed changes by State category to meet the approved expenditure level as reflected in this appropriation.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2015 Operating Budget for the Montgomery County Public School system and appropriates the funds as shown below.

FY 2015 OPERATING BUDGET FOR MONTGOMERY COUNTY PUBLIC SCHOOLS

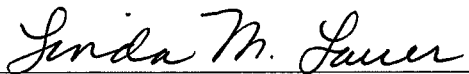
The Council approves and appropriates the following amounts:

I. Current Fund	BOE Request March, 2014	Council (Reduction)/ Addition	Council Approved Budget
Category			
1 Administration	43,957,821	(174,397)	43,783,424
2 Mid-level Administration	140,764,439	955,695	141,720,134
3 Instructional Salaries	899,156,715	(1,136,528)	898,020,187
4 Textbooks and Instructional Supplies	28,872,149	(55,546)	28,816,603
5 Other Instructional Costs	11,524,011	213,381	11,737,392
6 Special Education	308,387,538	257,238	308,644,776
7 Student Personnel Services	11,654,174	(136,638)	11,517,536
8 Health Services	19,590	(16,000)	3,590
9 Student Transportation	101,323,043	402,096	101,725,139
10 Operation of Plant and Equipment	128,760,341	114,069	128,874,410
11 Maintenance of Plant	33,388,100	(34,986)	33,353,114
12 Fixed Charges	548,173,051	(40,969,516)	507,203,535
14 Community Services	523,495	50,000	573,495
Subtotal, including specific grants	2,256,504,467	(40,531,132)	2,215,973,335
Less Specific grants	77,903,934		77,903,934
Subtotal, Spending Affordability	2,178,600,533	(40,531,132)	2,138,069,401
II. Enterprise Funds			
37 Instructional Television Fund	1,595,624		1,595,624
51 Real Estate Management Fund	3,166,047		3,166,047
61 Food and Nutrition Services Fund	51,222,406		51,222,406
71 Field Trip Fund	1,895,960		1,895,960
81 Entrepreneurial Fund	2,910,612		2,910,612
Subtotal, Enterprise Funds	60,790,649		60,790,649
Total Budget for MCPS	2,317,295,116	(40,531,132)	2,276,763,984

2. This resolution appropriates \$8,448,354 for the account titled "Provision for Future Supported Projects", which provides funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2015. When MCPS receives funds for a program from one of these sources, MCPS may transfer funds from this appropriation to the program. The following conditions are established on the use of this transfer authority:
 - a) The program must not require any present or future County funds.
 - b) Subject to the balance in the account, any amount can be transferred in FY 2015 for any program which meets at least one of the following four conditions: (1) the amount is \$200,000 or less; (2) the program was funded in FY 2014; (3) the program was included in the FY 2015 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2015. Any program that does not meet one of these four conditions must be funded by a supplemental or special appropriation.
 - c) MCPS must notify the Executive and the Council within 30 days after each transfer.
3. Any appropriation authorized in this resolution for any expenditure funded by non-County funds is contingent on the receipt of the non-County funds.
4. This resolution reappropriates or appropriates revenue received from non-County sources for programs funded in whole or in part from those non-County funds:
 - a) together with matching County funds, if any; and
 - b) to the extent that the program period approved by the non-County source encompasses more than one fiscal year, in order to complete the grant program under the terms of receipt of the non-County revenues.
5. This resolution reappropriates the fund balance of the Warehouse account.
6. The Council continues the procedure for transfers adopted in Resolution 12-889. This procedure applies only to the non-County portion of grant programs, and therefore only applies to those grant programs for which MCPS keeps separate accounts for County and non-County funds.
 - a) The Council will not take action on these transfers, so the transfers will be automatically approved after 30 days, as provided by State law.
 - b) MCPS staff must report each transfer to the Executive and the Council within 30 days after the transfer.

7. The following provision applies when MCPS receives more non-County funds than were budgeted for a project that also receives some County funds:
 - a) Council approval is not required to substitute non-County funds for County funds. In this case, there is no change in the appropriation.
 - b) Council approval is required to increase the appropriation. The Council may decide to substitute non-County funds for the County funds instead of increasing the appropriation.
8. This resolution reappropriates encumbered appropriations, permitting them to be spent in FY 2015. Unencumbered appropriations lapse at the end of FY 2014 except as reappropriated elsewhere in this resolution.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

Resolution No:	<u>17-1113</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2015 Operating Budget for Montgomery College

Background

1. As required by the Education Article, Section 16-301 of the Maryland Code, the Board of Trustees sent to the County Executive and the County Council an FY 2015 Operating Budget for Montgomery College.
2. The Executive sent to the Council his recommendations regarding this budget.
3. As required by Section 304 of the County Charter, the Council held public hearings on the Operating Budget and the Executive's recommendations on April 8, 9, and 10, 2014.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2015 Operating Budget for Montgomery College and appropriates the funds as shown on page 2 of this resolution.
2. Any appropriation for and spending on any project funded by non-County funds is contingent on the receipt of the non-County funds.
3. The Council reappropriates encumbered appropriations, permitting them to be spent in FY 2015. Any unencumbered appropriation lapses at the end of FY 2014, except as reappropriated elsewhere in this resolution.

FY15 Montgomery College Budget

The Council approves and appropriates the following amounts.

	Tax-supported funds				Non tax-supported funds								
Category	Current Fund	Grants	1 Reserve Fund	Sub-total, tax-supported funds	2 WDCE	Auxiliary Services	Cable TV	Grants	Transportation	50th Anniv. Endow.	Major Facilities Reserve Fund	Sub-total, non tax-supported funds	Grand Total
10 Instruction	78,790,380			78,790,380	9,700,736							9,700,736	88,491,116
40 Academic Support	40,643,867			40,643,867	3,983,730		1,505,000					5,488,730	46,132,597
50 Student Services	30,877,517			30,877,517	2,925,739							2,925,739	33,803,256
60 Operations & Maintenance	35,077,823		350,000	35,427,823	1,140,000						3,500,000	4,640,000	40,067,823
70 Institutional Support	54,643,323			54,643,323	200,000							200,000	54,843,323
80 Scholarships/Fellowships	3,737,545			3,737,545	250,000							250,000	3,987,545
Auxiliary Services						5,838,157			3,500,000			9,338,157	9,338,157
50th Anniver. Endowment										263,000		263,000	263,000
Grants and Contracts		400,000		400,000				19,773,000				19,773,000	20,173,000
Total	243,770,455	400,000	350,000	244,520,455	18,200,205	5,838,157	1,505,000	19,773,000	3,500,000	263,000	3,500,000	52,579,362	297,099,817

1 "Reserve Fund" is the Reserve Fund for Maintenance and Repair. This appropriation must be used solely for emergency maintenance and repair.

2 WDCE = Workforce Development & Continuing Education

4. The Council reappropriates or appropriates revenue received from non-County sources for any program funded in whole or in part from those non-County funds:
 - a) together with matching County funds, if any; and
 - b) to the extent that the program period approved by the non-County source encompasses more than one fiscal year in order to complete the grant program, under the terms of receipt of non-County revenues.
5. The Council continues the procedure for transfers adopted in Resolution 12-890. This procedure applies only to the non-County portion of grant programs, and it applies only to those grant programs for which the College keeps separate accounts for County and non-County funds.
 - a) The Council will not take action on these transfers, so the transfers will be automatically approved after 30 days, as provided by State law.
 - b) College staff must report each transfer to the Executive and the Council within 30 days.
6. This resolution appropriates \$1,000,000 for the account titled "Various State, Federal, & Private Grants & Contracts", which provides funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2015. When the College receives funds for a program from one of these sources, the College may transfer funds from this appropriation to the program. The following conditions are established on the use of this transfer authority:
 - a) The program must not require any present or future County funds.
 - b) Subject to the balance in the account, any amount can be transferred in FY 2015 for any program which meets at least one of the following four conditions: (1) the amount is \$200,000 or less; (2) the program was funded in FY 2014; (3) the program was included in the FY 2015 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2015. Any program that does not meet one of these four conditions must be funded by a supplemental or special appropriation.
 - c) The College must notify the Executive and the Council within 30 days after each transfer.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

Resolution No:	<u>17-1114</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of the Montgomery County Portion of the FY 2015 Maryland-National Capital Park and Planning Commission Operating Budget and Approval of the FY 2015 Planning Activities Workprogram

Background

1. As required by the Maryland Code, Land Use Article, Section 18-104, the Maryland-National Capital Park and Planning Commission (M-NCPPC) sent to the County Executive the Montgomery County portion of the FY 2015 Operating Budget. The Planning Board also submitted to the Council the Semi-Annual Report, which includes the workprogram for Planning Activities in the Montgomery County Park and Planning Departments.
2. The Executive sent to the County Council the proposed budget with his recommendations.
3. As required by Section 304 of the County Charter, the County Council held public hearings on the Operating Budget and the Executive's recommendations on April 8, 9, and 10, 2014.

Action

The County Council for Montgomery County, Maryland approves the following resolution for the Maryland-National Capital Park and Planning Commission:

1. The Council approves the FY 2015 Operating Budget in the amounts shown below.

Part I. Administration Fund

	M-NCPPC Jan 2014 Request	Council Changes		Distribution of Non- Departmental Labor Costs (Note 1)	OPEB Adjustments (Note 2)	Council Approved Expenditures
		Additions	Subtractions			
Commissioners' Office	1,203,020			36,257		1,239,277
Planning Department						
Planning Director's Office	760,070			18,039		778,109
Management Services	2,088,354		(27,000)	50,397		2,111,751
Functional Planning & Policy	2,569,393			57,871		2,627,264
Area 1	1,698,868		(50,000)	52,899		1,701,767
Area 2	1,976,926			63,964		2,040,890
Area 3	2,024,259			66,081		2,090,340
Dev. Applications & Regulatory Coordination	767,311			52,937		820,248
Center for Research & Information Systems	-					-
Information Technology and Innovation	3,284,810		(100,000)	52,749		3,237,559
Research and Special Projects	1,399,153			25,476		1,424,629
Support Services	1,906,100		(167,800)	742	-	1,739,042
Subtotal Planning	18,475,244	-	(344,800)	441,155	-	18,571,599
Central Administrative Services						
Department of Human Resources and Management	1,985,804			44,269		2,030,073
Department of Finance	2,988,299			87,216		3,075,515
Legal Department	1,456,846			52,120		1,508,966
Merit System Board	80,914			1,896		82,810
Office of Internal Audit	194,354			4,924		199,278
Support Services	536,957			-		536,957
Subtotal Central Administrative Services	7,243,174	-		190,425	-	7,433,599
Non-departmental (OPEB)	2,446,899			(667,837)	(313,552)	1,465,510
Total Admin Fund	29,368,337	-	(344,800)	-	(313,552)	28,709,985

Note 1: The M-NCPPC Proposed Budget for FY15 contained budgeted labor cost targets for items under collective bargaining negotiations. These targets were budgeted in the Non-Departmental Account. Labor negotiations are almost concluded and this adjustment distributes the non-departmental budget authority to the applicable division. This only applies to the tax supported funds.

Note 2: OPEB costs (both pre-funding and pay-go) were decreased as a result of the Commission converting to the Employee Group Waiver Plan plus Wrap plan.

Part II. Park Fund

	M-NCPPC Jan 2014 Request	Council Changes		Distribution of Non- Departmental Labor Costs (Note 1)	OPEB Adjustments (Note 2)	Council Approved Expenditures
		Additions	Subtractions			
Director of Parks	1,128,956			30,788		1,159,744
Public Affairs & Community Partnerships (Note 3)	2,244,489	34,000	(50,000)	57,158		2,285,647
Management Services	1,697,698		(3,000)	45,192		1,739,890
Information Technology & Innovation	1,987,023		(100,000)	27,705		1,914,728
Park Planning and Stewardship (Note 3)	3,498,173	56,650	(24,021)	102,892		3,633,694
Park Development	2,976,157		(1,000)	146,594		3,121,751
Park Police (Note 3)	14,003,644	36,400	(51,740)	319,044		14,307,348
Horticulture, Forestry & Environmental Education	7,677,866		(3,000)	207,637		7,882,503
Facilities Management	10,887,913		(64,335)	266,998		11,090,576
Northern Parks	9,102,127		(95,197)	217,409		9,224,339
Southern Parks (Note 4)	12,726,373	75,000	(86,460)	306,423		13,021,336
Support Services	11,288,270		(377,045)	-		10,911,225
Subtotal Park Operations	79,218,689	202,050	(855,798)	1,727,840	-	80,292,781
Non-departmental	7,475,209			(1,727,840)	(1,012,949)	4,734,420
Debt Service	5,142,738			-		5,142,738
Total Expenditures	91,836,636	202,050	(855,798)	-	(1,012,949)	90,169,939

Note 1: The M-NCPPC Proposed Budget for FY15 contained budgeted labor cost targets for items under collective bargaining negotiations. These targets were budgeted in the Non-Departmental Account. Labor negotiations are almost concluded and this adjustment distributes the non-departmental budget authority to the applicable division. This only applies to the tax supported funds.

Note 2: OPEB costs (both pre-funding and pay-go) were decreased as a result of the Commission converting to the Employee Group Waiver Plan plus Wrap plan.

Note 3: \$127,050 addition is to expand deer management, reflected as additions in Public Affairs, Park Planning and Park Police.

Note 4: \$75,000 addition for snow removal on Capital Crescent Trail

Part III. Grants

	M-NCPPC Jan 2014 Request	Council Changes	Distribution of Non- Departmental Labor Costs (Note 1)	OPEB Adjustments (Note 2)	Council Approved Expenditures
Admin Fund Future Grants	150,000	-			150,000
Park Fund Future Grants	400,000	-			400,000
Total Expenditures	550,000	-			550,000

Part IV. Self Supporting Funds

	M-NCPPC Jan 2014 Request	Council Changes		OPEB Adjustments (Note 2)	Council Approved Expenditures
Enterprise Fund	8,682,675	-		(42,758)	8,639,917
Property Management Fund	1,026,320	-			1,026,320
Total Expenditures	9,708,995	-	-	(42,758)	9,666,237

Part V. Advanced Land Acquisition Debt Service Fund

	M-NCPPC Jan 2014 Request	Council Changes		OPEB Adjustments (Note 2)	Council Approved Expenditures
Advance Land Acquisition Debt Service	282,860	-	-	-	282,860
Total Expenditures	282,860	-	-	-	282,860

Part VI. Internal Service Fund

	M-NCPPC Jan 2014 Request	Council Changes		OPEB Adjustments (Note 2)	Council Approved Expenditures
Risk Management Fund	3,783,629	-		(3,908)	3,779,721
Capital Equipment Fund	1,359,743	-		(1,990)	1,357,753
Total Expenditures	5,143,372	-	-	(5,898)	5,137,474

Part VII. Special Revenue Fund

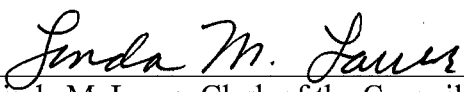
	M-NCPPC Jan 2014 Request	Council Changes		OPEB Adjustments (Note 2)	Council Approved Expenditures
Park Activities	1,849,045	-			1,849,045
Planning Activities	3,895,204	-			3,895,204
Total Expenditures	5,744,249	-	-	-	5,744,249

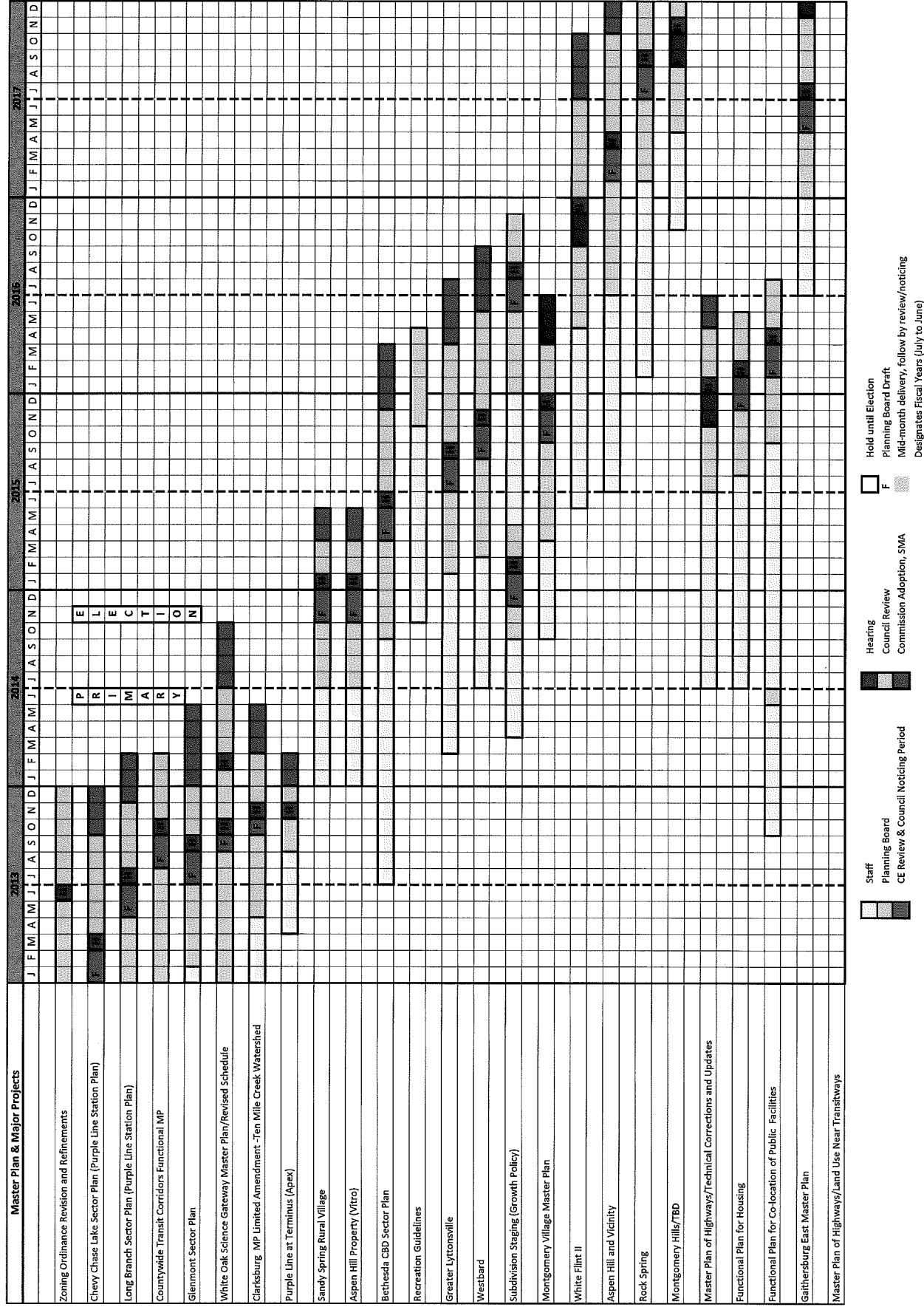
Note 2: OPEB costs (both pre-funding and pay-go) were decreased as a result of the Commission converting to the Employee Group

2. This resolution includes funds to provide (a) merit pay increments, (b) cost of living adjustments, and/or (c) lump sum payments that do not exceed the amount proposed in the Commission's FY 2015 budget.
3. The Council finds that seasonal labor is an essential part of staffing the Department of Parks. The Council supports the funding requested in the FY 2015 M-NCPPC budget for seasonal labor. The Department may also spend other funds on seasonal labor, as appropriate. The Council does not intend that seasonal employees be hired to replace existing full time employees or to fill jobs that are appropriately filled by full time employees, but otherwise should be used to the maximum extent possible to implement the Department's workprogram.
4. The Council requests that the Planning Board send to the Council and to the Executive, within 20 days after the end of each quarter, a budget report for that quarter.
5. The Council requests that the Planning Board send to the Council and to the Executive, within 20 days after the end of each quarter, a report of authorized positions (career and contractual) and filled versus vacant positions (career and contractual) on the first day of each month.
6. The Council appropriates \$150,000 for Future Grants in the Administration Fund and \$400,000 for Future Grants in the Park Fund, which provide funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2015. If the actual amount received exceeds the limit in either the Administration or Park Fund, the Commission may use the total of \$550,000 as the limit for both funds after notifying the Council in writing of this intent (including information on prospective grants). Whenever M-NCPPC receives funds for a program from a grant source, M-NCPPC may transfer funds from these appropriations to the program. The following conditions are established on the use of this transfer authority:
 - a) The program must not require any present or future County funds.
 - b) Subject to the balance in the account, any amount can be transferred in FY 2015 for any program which meets at least one of the following four conditions: (1) the amount is \$200,000 or less; (2) the program was funded in FY 2014; (3) the program was included in the FY 2015 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2015. Any program that does not meet one of these four conditions must be funded in a supplemental or special appropriation.
 - c) M-NCPPC must notify the Executive and the Council after each transfer within one month after the transfer occurs.
7. The Council approves the revenue transfer of \$866,800 from the County Government General Fund to the Interagency Agreements Special Revenue Fund for maintenance of Montgomery County Public School fields.

8. The Council appropriates \$2,828,555 from the Water Quality Protection Fund, which consists of \$360,400 to the Planning Department and \$2,468,155 to the Department of Parks for expenses incurred to perform the following activities:
- Maintenance and Management of Streams, Lakes, Ponds, Non-tidal Wetlands, and Stormwater Management Facilities;
 - Compliance with NPDES Permit for Industrial Sites;
 - Compliance with NPDES Municipal Permit for Small, Separate, Storm Sewer Systems;
 - Special Protection area reviews and enforcement (not covered by fees);
 - Developing and monitoring stream buffers;
 - Forest conservation reviews and enforcement in and abutting stream buffers;
 - Environmental sections on comprehensive master plans related to water quality; and
 - Review of stormwater management concepts.
9. The Council approves the master plan schedule attached to this resolution.

This is a correct copy of Council action.


Linda M. Lauer, Clerk of the Council



Resolution No.:	<u>17-1115</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of the FY 2015 Administrative Expense Budget of the Washington Suburban Transit Commission

Background

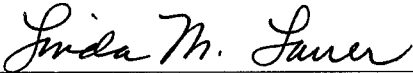
1. As required by Section 87-15 of the County Code, the Washington Suburban Transit Commission sent to the County Executive and to the County Council a FY 2015 administrative expense budget.
2. The Executive sent to the Council his recommendations regarding this budget.
3. As required by Section 304 of the County Charter, the Council held public hearings on the Operating Budget and the Executive's recommendations on April 8, 9, and 10, 2014.

Action

The County Council for Montgomery County, Maryland approves the following resolution for the Washington Suburban Transit Commission:

The Council approves the FY 2015 administrative expense budget in the amount of \$562,520, of which \$142,207 is the Montgomery County share.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

Resolution No.:	<u>17-1116</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of the FY 2015 Aggregate Operating Budget

Background

1. Section 305 of the County Charter requires the affirmative vote of 7 Councilmembers to approve the aggregate operating budget if that budget exceeds the adopted spending affordability guidelines then in effect. Section 305 excludes from the aggregate operating budget:
 - Specific grants;
 - Enterprise Funds;
 - Tuition and tuition-related charges at Montgomery College;
 - Washington Suburban Sanitary Commission.
2. Section 20-60 of the County Code requires the Council to set spending affordability guidelines by resolution no later than the second Tuesday in February. The guidelines must specify a ceiling on the aggregate operating budget for FY 2015.
3. Section 305 of the Charter requires that at least 6 Councilmembers must approve the aggregate operating budget if that budget exceeds the budget for the preceding year by more than the rate of inflation, as measured by the annual average increase in the Consumer Price Index for all urban consumers in the Washington-Baltimore Metropolitan area for the 12-month period preceding December 1, which was 1.50% percent for the 12-month period preceding December 1, 2013.
4. On May 23, 2013, in Resolution 17-767, the Council approved the FY 2014 aggregate operating budget in the amount of \$4,192,987,481. If that aggregate operating budget increased at the 1.50% percent rate of inflation for the 12-month period preceding December 1, 2013, it would be \$4,255,882,293.

5. In Resolution No. 17-1005, adopted February 11, 2014, the Council adopted the following spending affordability guideline for the FY 2015 aggregate operating budget.

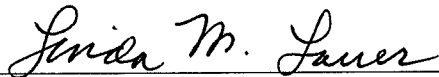
- FY 2015 ceiling on the aggregate operating budget \$4,268.3 million

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council approves the FY 2015 aggregate operating budget in the amount of \$4,353,574,409, as calculated on the attached page. Because the FY 2015 aggregate operating budget exceeds the FY 2014 aggregate operating budget as increased for inflation of \$4,255,882,293; 7 affirmative votes are required to adopt this resolution.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

The FY 2015 aggregate operating budget excludes enterprise funds, specific grants, and tuition and tuition-related charges at the College and it is calculated as follows.

Fund or District	Appropriation
General Fund	1,129,671,987
Fire District	224,302,381
Economic Development Fund	1,850,567
Mass Transit	121,172,193
Recreation District	30,305,126
Urban District	8,741,302
Montgomery County Public Schools	2,138,069,401
Montgomery College	244,520,455
Maryland-National Park and Planning Commission:	
Administration Fund	28,709,985
Park Fund	85,027,201
Debt Service on County Bonds and Leases	338,694,190
Debt Service on Park Bonds	5,425,598
Current Revenue for the Capital Budget	49,355,907
Current Revenue for PAYGO	29,950,000
Total Appropriations	4,435,796,293
Less College Tuition and Tuition-Related Charges	(82,221,884)
FY 2015 AGGREGATE OPERATING BUDGET	4,353,574,409
SUMMARY:	
Montgomery County Public Schools	2,138,069,401
Montgomery College Total	244,520,455
County Government	1,389,985,076
Maryland-National Park and Planning Commission	111,947,772
Retiree Health Insurance Pre-Funding	127,847,894
Debt Service on County Bonds and Park Bonds	344,119,788
Current Revenue and PAYGO for Capital Budget	79,305,907
TOTAL APPROPRIATIONS	4,435,796,293
Less College Tuition and Tuition-Related Charges	(82,221,884)
FY 2015 AGGREGATE OPERATING BUDGET	4,353,574,409
Aggregate Operating Budget for FY 2014	4,192,987,481
\$ increase	160,586,928
% change	3.83%
Inflation in prior calendar year	1.50%
FY2014 Aggregate Operating Budget + inflation	4,255,882,293

Resolution No.:	<u>17-1118</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of the FY 2015 Capital and Operating Budgets for the Washington Suburban Sanitary Commission

Background

1. Section 17-202 of the Public Utilities Article of the Maryland Code requires the Washington Suburban Sanitary Commission (WSSC) each year to submit proposed capital and operating budgets to the County Executives of Montgomery and Prince George's Counties for their recommendations. The Executives in turn transmit the budgets to the respective County Councils for amendment and approval. Both Councils, through joint action, may recommend rates for water consumption and sewer use charges and ad valorem tax levies as the Councils deem necessary.

2. The Montgomery County Council on October 29, 2013, by Resolution No. 17-917 recommended the following spending control limits for the FY15 Water and Sewer Capital and Operating Budgets:

Water and Sewer Rate Increase	6.0%
New Water and Sewer Debt	\$384,622,000
Water and Sewer Debt Service	\$227,042,000
Water and Sewer Operating Fund Expenditures	\$678,591,000

3. The Prince George's County Council on October 29, 2013 by Resolution No. CR-133-2013 recommended the following limits.

Water and Sewer Rate Increase	6.0%
New Water and Sewer Debt	\$384,622,000
Water and Sewer Debt Service	\$227,042,000
Water and Sewer Operating Fund Expenditures	\$678,591,000

4. In accordance with Section 17-202 of the Public Utilities Article of the Maryland Code, the WSSC submitted to the Executives of Montgomery and Prince George's Counties the

proposed capital and operating budgets for FY 2015 and the record of the public hearing held by the Commission on those budgets.

5. The Executives of Montgomery and Prince George's Counties transmitted to the respective Councils their recommendations on the Commission's proposed budgets.
6. The Montgomery County Council advertised and held public hearings on the Commission's proposed budgets on the proposed CIP and the proposed operating budget on April 8, 9, and 10, 2014.
7. The Montgomery County Council recommended approval of the Commission's FY 2015 Capital Budget with the following changes: revise the Anaerobic Digestion/Combined Heat & Power project description form text. The Montgomery County Council recommended approval of the Commission's FY 2015 Operating Budget with the following changes: assume a 5.5 percent combined average water and sewer rate increase, allocate WSSC's proposed \$4.4 million for compensation in FY15 with a 3.25 percent cost of living adjustment (effective July 1, 2014) with the balance of expenditures going toward merit increases; add two workyears to support allocation of WSSC staff to Montgomery County's Department of Permitting Services. These recommendations were transmitted to the Prince George's County Council by letter dated May 7, 2014.
8. The Prince George's County Council advertised and held a public hearing on the Commission's proposed budgets on April 8, 2014.
9. The Prince George's County Council recommended approval of the Commission's FY 2015 Capital Budget with the following changes: revise the Anaerobic Digestion/Combined Heat & Power project description form text. The Prince George's County Council recommended approval of the Commission's FY 2015 Operating Budget with the following changes: assume a 5.5 percent combined average water and sewer rate increase, add two workyears to support allocation of WSSC staff to Prince George's county's Department of Permitting, Inspection and Enforcement. These recommendations were transmitted to the Montgomery County Council by letter dated May 6, 2014.
10. On May 8, 2014, the Montgomery County and Prince George's County Councils jointly reviewed and approved the WSSC capital and operating budgets agreeing on all proposed changes.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The following amounts and workyears are approved for the budget of the WSSC for the fiscal year beginning July 1, 2014 and ending June 30, 2015.

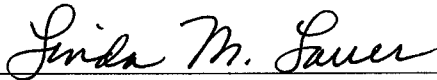
	<u>Operating</u>	<u>Capital</u>
Salaries and Wages	\$107,705,000	\$ 24,684,000
Heat, Light & Power	22,906,000	--
Regional Sewage Disposal	55,176,000	--
Contract Work	--	348,052,000
Consulting Engineers	--	63,753,000
All Other Items	267,065,000	188,817,000
Debt Service	<u>254,338,000</u>	<u>75,000</u>
Total	<u>\$707,190,000</u>	<u>\$625,381,000</u>

Workyears Authorized: 1,729

2. The Capital Budget includes the first year of the FY 2015-2020 Capital Improvements Program as detailed in Appendix A (Water) and Appendix B (Sewerage), which are attached and incorporated.
3. In adopting WSSC's FY 2015 operating budget, the Counties and the Commission recognize that although total operating debt service is \$254,338,000 and equals 36.0% of the total operating budget, water and sewer operating debt service, the portion of debt service supported by water and sewer rate revenues, is \$227,042,000 or 33.5% of the water and sewer operating budget.
4. The Montgomery County Council recommends that the Commission establish water consumption and sewer use rates and charges as detailed in Appendix C, effective July 1, 2014. These rates reflect a combined average rate increase of 5.5 percent over FY14 rates.
5. The Montgomery County Council recommends that the Commission establish the account maintenance fee for all customers as detailed in Appendix D, effective July 1, 2014.
6. The Commission may adopt certain miscellaneous fees and charges as detailed in Appendix E, effective July 1, 2014, and the Commission may delegate to the General Manager the authority to adopt any new fees and charges that may be needed between that date and adoption of the FY 2016 Budget.
7. Any supplement to the WSSC approved FY 2015 Budget must be submitted in accordance with §17-202 of the Public Utilities Article of the Maryland Code.
8. The Commission must acknowledge the recommendations of the respective County governing bodies regarding certain policies, procedures, and practices, and must:
 - a) obtain the approval of both Councils before increasing operating expenditures above \$707,190,000;
 - b) obtain the approval of both Councils before transferring any funds from any approved expenditure category in the operating or capital budget which exceeds 5%

- of the approved amount. This transfer authority does not apply to the amount approved for debt service; and
- c) furnish monthly status reports to each Council and Executive on the fiscal and budgetary activities of the Commission under the approved operating and capital budgets, starting with the end of the first quarter of the fiscal year. These reports must be submitted not later than 45 days after the last day of each month.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

**FY'15 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - WATER**
(In Thousands)

<u>PROJECT NUMBER</u>	<u>PROJECT NAME</u>	<u>LAND AND RIGHTS OF WAY</u>	<u>PLANNING/ DESIGN FEES</u>	<u>CONSTRUCTION COSTS</u>	<u>OTHER COSTS</u>	<u>FY'15 TOTAL</u>
<u>MONTGOMERY COUNTY</u>						
W-3.02	Oney Standpipe Replacement	\$ -	\$ 100	\$ 2,000	\$ 315	\$ 2,415
W-46.14	Clarksburg Area Stage 3 Water Main, Parts 1, 2, & 3	-	345	1,620	295	2,260
W-46.15	Clarksburg Elevated Water Storage Facility	-	190	100	44	334
W-46.18	Newcut Road Water Main, Part 2	-	39	376	62	477
W-46.24	Clarksburg Area Stage 3 Water Main, Part 4	-	230	1,606	275	2,111
W-90.04	Brink Zone Reliability Improvements	-	200	-	30	230
W-138.02	Shady Grove Standpipe Replacement	-	49	2,875	439	3,363
<u>MONTGOMERY COUNTY SUBTOTALS</u>		\$ -	\$ 1,153	\$ 8,577	\$ 1,460	\$ 11,190
<u>BI-COUNTY</u>						
W-73.18	Power Reliability and Arc Flash Implementation	\$ -	\$ 100	\$ -	\$ 15	\$ 115
W-73.19	Potomac WFP Outdoor Substation No. 2 Replacement	-	350	4,000	435	4,785
W-73.20	Potomac WFP Stage 2 Disinfection Byproducts Rule Implementation	-	20	195	22	237
W-73.21	Potomac WFP Corrosion Mitigation	-	100	6,800	690	7,590
W-73.22	Potomac WFP Pre-Filter Chlorination & Air Scour Improvements	-	667	-	100	767
W-73.30	Potomac WFP Submerged Channel Intake	-	978	-	98	1,076
W-73.32	Potomac WFP Main Zone Pipeline	-	600	-	90	690
W-127.01	Bi-County Water Tunnel	-	1,183	1,000	218	2,401
W-139.02	Duckett & Brighton Dam Upgrades	-	171	3,183	335	3,689
W-161.01	Large Diameter Water Pipe Rehabilitation Program	-	2,503	33,949	1,823	38,275
W-172.05	Patuxent WFP Phase II Expansion	-	1,600	9,000	530	11,130
W-172.07	Patuxent Raw Water Pipeline	-	207	2,607	281	3,095
W-172.08	Rocky Gorge Pump Station Upgrade	-	692	5,464	616	6,772
W-202.00	Land & Rights-of-Way Acquisition - Bi-County	80	-	-	-	80
<u>BI-COUNTY SUBTOTALS</u>		\$ 80	\$ 9,171	\$ 66,198	\$ 5,253	\$ 80,702

**FY'15 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - WATER
(In Thousands)**

<u>PROJECT NUMBER</u>	<u>PROJECT NAME</u>	<u>LAND AND RIGHTS OF WAY</u>	<u>PLANNING/ DESIGN FEES</u>	<u>CONSTRUCTION COSTS</u>	<u>OTHER COSTS</u>	<u>FY'15 TOTAL</u>
<u>PRINCE GEORGE'S COUNTY</u>						
W-12.02	Prince George's County HG415 Zone Water Main	\$ -	\$ 159	\$ 1,620	\$ 267	\$ 2,046
W-34.02	Old Branch Avenue Water Main	-	244	-	24	268
W-34.03	Water Transmission Improvements 385B Pressure Zone	-	925	-	93	1,018
W-34.04	Branch Avenue Water Transmission Improvements	-	700	-	70	770
W-34.05	Marlboro Zone Reinforcement Main	-	260	-	39	299
W-62.05	Clinton Zone Water Storage Facility Implementation	-	535	-	54	589
W-65.10	St. Barnabas Elevated Tank Replacement	-	625	6,900	753	8,278
W-84.02	Ritchie Marlboro Road Transmission Main & PRV	-	790	-	119	909
W-84.05	Prince George's County 450A Zone Water Main	-	350	-	35	385
W-111.05	Hillmeade Road Water Main	-	33	1,961	299	2,293
W-119.01	John Hanson Highway Water Main, Part 1	-	201	1,197	210	1,608
W-123.20	Oak Grove/Leeland Roads Water Main, Part 2	-	-	4,618	462	5,080
W-129.12	Church Road Water Main, Part 2	-	20	550	86	656
W-137.02	South Potomac Supply Improvement	-	334	3,470	571	4,375
W-147.00	Collington Elevated Water Storage Facility	-	300	5,830	612	6,742
W-197.00	DSP & Conceptual Design Water Projects	-	324	1,598	287	2,209
W-204.00	Land & Rights-of-Way Acquisition - Prince George's	514	-	-	-	514
PRINCE GEORGE'S COUNTY SUBTOTALS		\$ 514	\$ 5,800	\$ 27,744	\$ 3,981	\$ 38,039
<u>GRAND TOTAL WATER PROJECTS</u>						
		\$ 594	\$ 16,124	\$ 102,519	\$ 10,694	\$ 129,931

**FY'15 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - SEWER
(In Thousands)**

PROJECT NUMBER	PROJECT NAME	LAND AND RIGHTS OF WAY		PLANNING/ DESIGN FEES	CONSTRUCTION COSTS		OTHER COSTS		FY'15 TOTAL		
MONTGOMERY COUNTY											
S-25.03	Twinbrook Commons Sewer	\$	-	\$	8	\$	101	\$	16	\$	125
S-25.04	Mid-Pike Plaza Sewer Main, Phase 1		-		32		352		58		442
S-25.05	Mid-Pike Plaza Sewer Main, Phase 2		-		247		2,455		405		3,107
S-38.01	Preserve at Rock Creek Wastewater Pumping Station		-		60		534		89		683
S-38.02	Preserve at Rock Creek WWPS Force Main		-		7		110		18		135
S-53.21	Seneca WWTP Enhanced Nutrient Removal		-		223		401		94		718
S-53.22	Seneca WWTP Expansion, Part 2		-		446		1,267		257		1,970
S-84.47	Clarksburg Triangle Outfall Sewer, Part 2		-		34		353		58		445
S-84.60	Cabin Branch Wastewater Pumping Station		-		75		315		59		449
S-84.61	Cabin Branch WWPS Force Main		-		27		97		19		143
S-84.65	Tapestry Wastewater Pumping Station		-		33		161		29		223
S-84.66	Tapestry WWPS Force Main		-		8		32		6		46
S-85.21	Shady Grove Station Sewer Augmentation		-		21		608		94		723
S-94.12	Damascus WWTP Enhanced Nutrient Removal		-		9		2		2		13
S-103.16	Cabin John Trunk Sewer Relief		-		386		1,932		348		2,666
S-201.00	Land & Rights-of-Way Acquisition - Montgomery		12		-		-		-		12
MONTGOMERY COUNTY SUBTOTALS		\$	12	\$	1,616	\$	8,720	\$	1,552	\$	11,900

<u>BI-COUNTY</u>										
S-22.06	Blue Plains WWTP: Liquid Train Projects, Part 2	\$	-	\$	4,724	\$	5,110	\$	98	\$ 9,932
S-22.07	Blue Plains WWTP: Biosolids Management, Part 2		-		5,913		21,779		277	27,969
S-22.09	Blue Plains WWTP: Plant-wide Projects		-		2,036		5,993		80	8,109
S-22.10	Blue Plains WWTP: Enhanced Nutrient Removal		-		10,717		37,829		485	49,031
S-22.11	Blue Plains: Pipelines & Appurtenances		-		2,714		20,845		236	23,795

FY'15 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - SEWER
(In Thousands)

PROJECT NUMBER	PROJECT NAME	LAND AND RIGHTS OF WAY	PLANNING/ DESIGN FEES	CONSTRUCTION COSTS	OTHER COSTS	FY'15 TOTAL
BI-COUNTY (CONTINUED)						
S-89.22	Anacostia Storage Facility	\$ -	\$ 90	\$ 400	\$ 49	\$ 539
S-103.02	Anaerobic Digestion/Combined Heat & Power	-	6,798	-	340	7,138
S-170.08	Septage Discharge Facility Planning & Implementation	-	150	-	15	165
S-170.09	Trunk Sewer Reconstruction Program	-	19,483	77,688	17,148	114,319
BI-COUNTY SUBTOTALS		\$ -	\$ 52,625	\$ 169,644	\$ 18,728	\$ 240,997
PRINCE GEORGE'S COUNTY						
S-43.02	Broad Creek WWPS Augmentation	\$ -	\$ 3,500	\$ 45,000	\$ 2,425	\$ 50,925
S-57.92	Western Branch Facility Upgrade	-	700	1,831	253	2,784
S-57.93	Western Branch WWTP Enhanced Nutrient Removal	-	598	2,060	266	2,924
S-57.94	Western Branch WWTP Incinerator Emissions Control	-	400	6,500	690	7,590
S-75.21	Mattawoman WWTP Upgrades	-	289	1,204	15	1,508
S-77.19	Parkway WWTP Biosolids Facility Plan Implementation	-	1,131	10,000	1,113	12,244
S-96.14	Piscataway WWTP Facility Upgrades	-	3,000	3,500	325	6,825
S-131.10	Fort Washington Forest No. 1 WWPS Augmentation	-	90	900	149	1,139
S-187.00	DSP & Conceptual Design Sewer Projects	-	414	2,428	427	3,269
S-205.00	Land & Rights-of-Way Acquisition - Prince George's	-	-	-	-	-
PRINCE GEORGE'S COUNTY SUBTOTALS		\$ -	\$ 10,122	\$ 73,423	\$ 5,663	\$ 89,208
GRAND TOTAL SEWER PROJECTS		\$ 12	\$ 64,363	\$ 251,787	\$ 25,943	\$ 342,105

WASHINGTON SUBURBAN SANITARY COMMISSION
WATER AND SEWER RATE SCHEDULE

APPROVED FOR IMPLEMENTATION JULY 1, 2014

Average Daily Consumption by Customer Unit During Billing Period (Gallons Per Day)	Water Rates		Sewer Rates		Combined Water & Sewer Rates	
	July 1, 2013 Rates Per 1,000 Gallons	July 1, 2014 Rates Per 1,000 Gallons	July 1, 2013 Rates Per 1,000 Gallons	July 1, 2014 Rates Per 1,000 Gallons	July 1, 2013 Rates Per 1,000 Gallons	July 1, 2014 Rates Per 1,000 Gallons
0-49	\$ 2.95	\$ 3.17	\$ 4.06	\$ 4.22	\$ 7.01	\$ 7.39
50-99	3.29	3.54	4.74	4.93	8.03	8.47
100-149	3.61	3.89	5.53	5.75	9.14	9.64
150-199	4.05	4.36	6.37	6.63	10.42	10.99
200-249	4.73	5.10	6.96	7.23	11.69	12.33
250-299	5.13	5.53	7.53	7.83	12.66	13.36
300-349	5.42	5.85	8.04	8.35	13.46	14.20
350-399	5.66	6.09	8.42	8.76	14.08	14.85
400-449	5.88	6.33	8.61	8.96	14.49	15.29
450-499	6.03	6.50	8.89	9.24	14.92	15.74
500-749	6.14	6.62	9.07	9.43	15.21	16.05
750-999	6.29	6.78	9.27	9.64	15.56	16.42
1,000-3,999	6.41	6.91	9.67	10.05	16.08	16.96
4,000-6,999	6.56	7.07	9.89	10.28	16.45	17.35
7,000-8,999	6.64	7.16	10.03	10.43	16.67	17.59
9,000 & Greater	6.76	7.29	10.29	10.70	17.05	17.99

Flat Rate Sewer Charge - \$104.00 per quarter

ACCOUNT MAINTENANCE FEES

APPROVED FOR IMPLEMENTATION JULY 1, 2014

<u>Meter Size</u>	<u>Current FY'14 Quarterly Charges</u>	<u>Approved FY'15 Quarterly Charges</u>
<u>Small Meters</u>		
5/8" to 1-1/2" (Residential)	\$ 11.00	\$ 11.00
<u>Large Meters</u>		
1-1/2" (Commercial)	31.00	31.00
2"	51.00	51.00
3"	92.00	92.00
4"	145.00	145.00
6"	237.00	237.00
8"	379.00	379.00
10" & 12"	458.00	458.00
<u>Detector Check Meters</u>		
2" to 4"	53.00	53.00
6"	73.00	73.00
8"	197.00	197.00
10"	256.00	256.00

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

1. INSPECTION FEES	
Water/Sewer Connection Hookup, Well/Septic Hookup, Plumbing and Gasfitting Inspections	\$550
New Single Family Detached Dwellings	550
New Attached Dwellings (townhouse/multiplex excluding apartments)	
All Other Residential:	
Water/Well Hookup	75
Meter Yoke Inspection (meter only installation)	75
Water Hookup Converting from Well (includes 2 inspections)	150
Sewer/Septic Hookup	75
First Plumbing Fixture	75
Each Additional Fixture	25
SDC Credit Fixture Inspection (per fixture)	20
Minimum Permit Fee	170
Permit Reprocessing Fee	50
Long Form Permit Refund Fee	170
Long Form Permit Re-Issue Fee	170
All Non-Residential:	
Plan Review (without Permit Application)	
50 Fixtures or Less	360
51-200 Fixtures	1,220
Over 200 Fixtures	2,430
2 nd or 3 rd Review (with or without Permit Application)	
50 Fixtures or Less	145
51-200 Fixtures	275
Over 200 Fixtures	580
Water/Well Hookup	140
Meter Yoke Inspection (meter only installation)	140
Sewer/Septic Hookup	140
FOG Interceptor	140
First Plumbing Fixture	140
Each Additional Fixture	35
SDC Credit Fixture Inspection (per fixture)	20
Minimum Permit Fee	210
Permit Reprocessing Fee	50
Long Form Permit Refund Fee	210
Long Form Permit Re-Issue Fee	210

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

2. SITE UTILITY (ON-SITE) REVIEW FEE Base Fee Additional Fee per 100 feet Minor (Waived) Site Utility (On-Site) Fee	\$2,900 250 660
3. LICENSE FEES FOR THE REGULATED TRADES Reciprocal Master Plumber, Gasfitter - Initial Registration per type - Registration Renewal all types Late Registration Renewal - Examined - Master Plumber, Gasfitter - Initial Registration per type - Registration Renewal all types - Late Registration Renewal - Cross-Connection Technician Registration - Sewer and Drain Cleaner Registration and Renewal - Sewer and Drain Cleaner Late Registration Renewal - Journeyman License Registration - Registration Renewal - Late Registration Renewal - License Transfer Fee - License Replacement Fee - Apprentice License Registration/Renewal	\$80/2 years 80/2 years 50 105/4 years 105/4 years 50 25 40/2 years 20 30/2 years 30/2 years 20 30 15 10 \$60
4. SHORT FORM PERMIT FEE (up to 3 fixtures) – Non-Refundable	

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

\$3.50/sheet
5.00/sheet

\$30/book

\$210/vehicle
3,015/vehicle
8,585/vehicle
20,375/vehicle
50% of fee
65
265/1,000 gallons
65
65 + Sewer Rate/1,000 gallons
9.67/1,000 gallons of truck capacity
44.04/1,000 gallons of truck capacity

\$115

\$170

\$150
150
150
150
150
150
650
900

5. FEE FOR SALE OF COPIES OF PLANS, PLATS & 200' REFERENCE MAPS

Xerographic
Sepia/Mylar

6. FEE FOR SALE OF WSSC PLUMBING AND FUEL GAS CODE (PLUMBING CODE) and

Cross Connection Control Manual

Sale of Plumbing Regulation (per book)

7. SEPTIC HAULER DISCHARGE PERMIT STICKER

CATEGORY I

Residential & Septic Waste & Grease

1 - 49 Gallons

50 - 799 Gallons

800 - 2,999 Gallons

3,000 Gallons and Up

January through June

Transfer and/or Replacement Permit Sticker

Industrial/Special Waste Disposal Fee

Zero Discharge Permit Fee

Temporary Discharge Permit Fee

Sewer Rate – Domestic Low Strength Wastewater

Sewer Rate – Domestic High Strength Wastewater

8. LONG FORM PERMIT TRANSFER FEE

9. SMALL METER REPLACEMENT FEE (at Customer Request)

10. METER REPLACEMENT FEE (Damaged or Stolen Meter)

5/8" Encoder (outside)

5/8" Encoder

3/4" Encoder (outside)

3/4" Encoder

1" Encoder (outside)

1" Encoder

1-1/2"

2" Standard

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

3"	Compound	2,750
4"	Compound	3,400
6"	Compound	5,050
2"	MVR	1,100
3"	MVR	1,750
4"	MVR	2,500
6"	MVR	3,900
2"	Detector Check	1,250
4"	Detector Check	3,100
6"	Detector Check	3,600
8"	Detector Check	4,800
10"	Detector Check	6,500
12"	Detector Check	9,000
4"	FM w/2" MVR	7,000
6"	FM w/3" MVR	8,500
8"	FM w/4" MVR	9,950
10"	FM w/6" MVR	14,225
12"	FM	16,250

11. METER TESTING FEES

5/8" to 1"	\$190
1-1/2"	330
2" and up	385

12. SUB-METER INSTALLATION FEES

One-time Sub-Meter Charge - Small	\$225
One-time Sub-Meter Charge - Large	400
One-time Inspection Fee	50
Minimum Permit Inspection Fee	170

13. TAPPER LICENSE FEE

Permit Fee	\$300
Duplicate Fee	30

14. TEMPORARY FIRE HYDRANT CONNECTION FEE

3/4" Meter - Deposit	
2 Weeks or Less w/approved payment record	\$0

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

Over 2 Weeks/Less than 2 weeks w/unapproved payment record	330
3" Meter - Deposit	
2 Weeks or Less w/approved payment record	0
Over 2 Weeks/Less than 2 weeks w/unapproved payment record	2,200
Service Charge	
2 Weeks or Less (3/4" meter)	40
2 Weeks or Less (3" meter)	130
Over 2 Weeks (3/4" and 3" meters)	130
Water Consumption Charge - 3/4" Meter	Current approved rate for 1,000 gallons ADC; \$30 minimum
Water Consumption Charge - 3" Meter	Current approved rate for 1,000 gallons ADC; \$195 minimum
Late Fee for Return of Meter	\$7/day
Fee on Unpaid Temporary Fire Hydrant Meter Billings	1½%/month
Loss/Destruction of Meter	Replacement Cost
Loss/Destruction of Wrench	40

15. FEE FOR TRUCK INSPECTIONS WITH ATTACHED FIRE HYDRANT METER

\$45/2 years

16. WATER TURN-OFF, TURN-ON FEE

Small Meter Turn-Off	\$65
Small Meter Turn-On	65
Large Meter Turn-Off	175
Large Meter Turn-On	175

17. FEASIBILITY REVIEW FEE (NON-SEP)

Feasibility Review & Report Fee Deposit	\$7,750
(can be deferred as deficit when extension is completed)	1,250
Feasibility Submission Fee (Non-Refundable)	

18. INDUSTRIAL DISCHARGE CONTROL PROGRAM FEES BY CATEGORY

Industrial users subject to Categorical Pretreatment Standards (less than 5,000 gpd) (single visit)	\$3,325
Industrial users subject to Categorical Pretreatment Standards (greater than 5,000 gpd) (double visit)	5,090
Non-Discharging Categorical Industries (zero discharge)	895

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

Significant Industrial User (less than 25,000 gpd) (single visit – priority pollutant sampling)	3,325
Significant Industrial User (greater than 25,000 gpd) (double visit – priority pollutant sampling)	5,090
Penalty Charge for Late Fee Payment	5% of fee
19. FEES FOR SALE OF CONTRACT SPECIFICATIONS, CONTRACT SPECIFICATION BOOKS, DRAWINGS, DESIGN MANUALS, STANDARD DETAILS, AND GENERAL CONDITIONS	
Construction Specifications/Drawings	
Utility Contracts	\$15
Facility Contracts	40-450
Construction Standard Details	55
Construction General Conditions & Standard Specifications	40
SEP Construction General Conditions & Standard Specifications	40
Procurement Specifications/Drawings/General Conditions	
With Routine Specifications	No charge
With Complex/Voluminous Specifications	35-200
20. WATERSHED USE PERMIT FEES	
Seasonal Watershed Use Permit	\$70
Single Day Watershed Use Permit	6
Boat Mooring (April 1 – November 15)	80
Boat Mooring (November 16 – March 31)	55
Boat/Craft Removal Fee	100
Monthly Storage Fee for Removed Boats	80
Rental for the Azalea Garden	75/4 hours
Rental for the Bio-Brick Pavillion	75/4 hours
Boarding Stable Entrance Permit	250
Adjacent Landowner Entrance Permit	80
Picnic Permit	6/groups of 1-5 persons
	12/groups of 6-10 persons
	18/groups of 11-15 persons
21. CALL BACK FEE (small meters, plumbers)	\$85
22. CALL BACK FEE (large meters, plumbers)	\$165
23. MISSED APPOINTMENT FEE	
First Missed Appointment or Turn-On	\$60
Each Additional Missed Appointment	85

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

24. PATUXENT WATERSHED CIVIL CITATION FEE	
First offense	\$50
Each additional offense within calendar year	100
25. CONNECTION REDEMPTION FEE	\$35
26. CONNECTION ABANDONMENT FEE	
County Roads (Except Arterial Roads) - Water	\$900
County Roads (Except Arterial Roads) - Sewer	1,400
State Roads and County Arterial Roads - Water	1,400
State Roads and County Arterial Roads - Sewer	1,900
27. FIRE HYDRANT INSPECTION FEE	
Controlled Access Surcharge Fee	\$90/hydrant 25
28. UTILITY EROSION AND SEDIMENT CONTROL PERMIT FEE	
Minor Projects	\$.13 per linear ft.
Major Projects	.16 per linear ft.
Minimum for Major Projects	120
29. EROSION AND SEDIMENT CONTROL TRAINING PACKAGE FEE	\$660/package
30. EROSION AND SEDIMENT CONTROL TRAINING CERTIFICATION SESSION FEE	\$55/session, per participant
31. FEE FOR SALE OF EROSION AND SEDIMENT CONTROL FIELD GUIDE	\$10
32. CIVIL CITATION FEES - SEDIMENT CONTROL, THEFT OF SERVICE, AND PLUMBING CIVIL CITATIONS	
First Offense	\$250
Second Offense	500
Third Offense	750
Each Violation in Excess of Three	1,000

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

33.	CHARGE FOR PHOTOCOPIES OF WSSC DOCUMENTS (per copied page) Readily Available Source Material Certified Copy of Readily Available Source Material Scanning Documents	\$.25/page (single side) \$.50/page (single side) .25/page (single side)
34.	(A reasonable fee may be charged for time in excess of two hours expended by WSSC in searching for requested records or preparing such records for inspection and copying.) DISHONORED CHECK FEE & ELECTRONIC PAYMENT FEE (applies to all dishonored checks and all dishonored electronic payments)	\$35
35.	FIRE HYDRANT FLOW TEST FEE No Current Test Current Test	\$550 75
36.	SHUT DOWN/CHARGE WATER MAIN FEE Shut Down/Complex Water Main Fee	\$750 1,400
37.	RIGHT-OF-WAY RELEASE REVIEW FEE	\$825/document
38.	FEE FOR REVIEW AND INSPECTION OF SITE WORK POTENTIALLY IMPACTING WSSC PIPELINES Simple Review Complex Review Inspection	\$300 1,500 200/inspection
39.	FEE FOR WSSC PIPELINE DESIGN MANUAL	\$90
40.	CHLORINATION CONFIRMATION TEST FEE Re-Test or Additional Tests	\$200/first test 150/hour
41.	METER REINSTALLATION CORRECTION FEE	\$275
42.	SEWER METER MAINTENANCE FEE Quarterly Calibrations	\$8,200/year 2,050/quarter

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

43.	DISCHARGE AUTHORIZATION PERMIT FEE Significant Industrial User – Initial Permit Significant Industrial User – Renewal Temporary Discharge Permit (Non – SIU)	\$3,575/4 years 1,760/4 years 3,575
44.	SALE OF WSSD LAWS Bound Volume Supplements	\$75 36
45.	PROPERTY INSPECTION FEE	\$70
46.	DESIGN REVIEW Development is More than 10 Residential Units or Commercial Development is 10 Residential Units or Less	\$6,500 3,250
47.	CONSTRUCTION SERVICES FEE Re-Test or Additional Tests or Inspector Overtime	12% of estimated construction costs less design review fee \$175/hour
48.	SYSTEMS INSPECTION GROUP REVIEW FEE FOR ADDITIONAL REVIEWS OF CONTRACT DOCUMENTS AND AS-BUILTS	\$175/hour
49.	EXTRA REVIEW FEE Minor Additional Reviews of Unsigned or Signed Plans (per review) Major/Splitting Additional Reviews of Unsigned or Signed Plans (per review) Per Site Utility/Minor Utility Additional Signed or Unsigned Plan Review Site Utility Minor Utility Per Hydraulic Planning Analysis/Systems Planning Forecast Application Additional Review of Required Data (per application)	\$950 2,000 1,200 300 650 Actual
50.	RIGHT-OF-WAY ACQUISITION REIMBURSEMENT FOR SEP FEE	Actual
51.	HYDRAULIC PLANNING ANALYSIS AND SYSTEM PLANNING FORECAST Modeling and Re-Modeling Fee - up to 3 parts Modeling and Re-Modeling Fee - per part over 3 Pressure Sewer Review Fee (per system)	\$1,150 500/part 265

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

APPROVED CHARGE

52. ENVIRONMENTAL SITE REVIEW FEE With Database Search Conducted by WSSC With Database Search Submitted by Applicant	\$330 250
53. IN-HOUSE DESIGN DEPOSIT	Total estimated design costs
54. PARTIAL RELEASE	\$1,000
55. OFF-PROPERTY SERVICE CONNECTION REIMBURSEMENT	Prevailing service connection fee
56. SERVICE CONNECTION APPLICATION AND INSPECTION FEE (per permit)	\$1,800/water and/or sewer connection
57. FACILITIES DESIGN GUIDELINES FEE	\$30
58. RELOCATION DESIGN REVIEW FEE Inspection for MOU Project	\$6,500 600 minimum charge up to 4 hours
59. DISCHARGE FEE – Food Service Establishment (FSE) Full Permit FSE Best Management Practices Permit FSE	\$385 110
60. LOBBYIST REGISTRATION FEE	\$100
61. FEASIBILITY REVIEW FEE FOR ON-SITE TAKEOVER PROJECTS	\$700
62. CREDIT CARD SURCHARGE (Applies to customer payment of any fee/charge by credit card (MasterCard and Visa) other than water and sewer billing.)	2% of amount charged
63. FEE FOR THE PREPARATION OF HOLD HARMLESS AGREEMENT	\$770
64. GOVERNMENT REFERRED PLAN REVIEW FEE Major Development – Over 10 Units Minor Development – 10 or Less Units Re-Review Fee for Major Development Re-Review Fee for Minor Development	\$1,100 550 550 275
65. WAREHOUSE RESTOCKING FEE	\$30

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

	<u>APPROVED CHARGE</u>
66. RESIDENTIAL OUTSIDE METER HOUSING UPGRADE/PIPE ALTERATION	\$4,600
67. FEE FOR TRANSCRIBED TAPE OF A HEARING OR MEETING	Prevailing Fee Charged by Court Reporter
68. PRE-SCREEN RE-SUBMISSION FEE	\$275
69. CROSS CONNECTION FEE	
Test Report Fee (per report)	\$25
Base Fee for High Hazard Commercial Water Customer (per month)	12
Base Fee for All Other Commercial Water Customer (per month)	6
70. SITE UTILITY INSPECTION FEE	
Base Fee	\$1,000
Pipeline (per foot)	5.60
71. NAME/TRANSFER OF OWNERSHIP FEE	\$165
72. PROTEST FILING FEE	\$500

FY'15 APPROVED FEES AND CHARGES
(Effective July 1, 2014)

SYSTEM DEVELOPMENT CHARGE		APPROVED CHARGE EFFECTIVE JULY 1, 2014	MAXIMUM ALLOWABLE CHARGE
73. System Development Charge			
Apartment			
Water		\$896	\$1,257
sewer		1,140	1,602
1-2 toilets/residential			
Water		1,344	1,887
sewer		1,710	2,398
3-4 toilets/residential			
Water		2,240	3,145
sewer		2,850	4,000
5 toilets/residential			
Water		3,135	4,401
sewer		3,991	5,603
6+ toilets/residential (per fixture unit)			
Water		88	124
sewer		115	162
Non-residential (per fixture unit)			
Water		88	124
sewer		115	162

Resolution No.:	<u>17-1119</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Approval of the FY 2015 Cable Communications Plan

Background

1. Section 8A-27(a) of the County Code provides that “All access grants, franchise fees, and other moneys received by the County from any franchisee may be spent only under a budget approved by the Council and in accordance with the County Cable Communications Plan.”
2. Section 8A-27(b) of the County Code provides that “The Cable Communications Plan must be proposed by the County Executive to the Council annually and may be amended at any time.”
3. Section 2.2 of the 2002 AT&T Comcast Transfer Agreement provides that “. . . all provisions of the Franchise Documents remain in full force and effect and are enforceable in accordance with their terms and with applicable law.”
4. Section 7(b) of the 1998 Cable Franchise Agreement, assumed by Comcast from Prime Communications – Potomac, LLC, between the County and SBC Media Ventures, Inc. provides that Comcast must pay a capital grant to the County of “\$200,000 per year . . . to be used by the County, in its sole discretion, for PEG equipment . . . or for PEG-related facilities renovation, or construction.”
5. Section 7(h)(1) of the 1998 Cable Franchise Agreement, assumed by Comcast from Prime Communications – Potomac, LLC, between the County and SBC Media Ventures, Inc. provides that Comcast must pay an annual capital grant to the County of \$1.2 million, adjusted annually by the Consumer Price Index, “to support installation, construction, operations, and maintenance of the County’s FiberNet and associated network equipment, and the Institutional Network . . .”

6. Section 4.1 of the 1998 Cable Franchise Transfer Settlement Agreement, assumed by Comcast from Prime Communications – Potomac, LLC between the County, Prime Communications, and SBC Media Ventures, Inc. provides that Comcast must pay \$1.5 million, adjusted annually by the Consumer Price Index, for PEG support.
7. Section 7(b) of the 1999 Franchise Agreement with Starpower provides that Starpower must pay a capital grant to the County of “3% of Gross Revenues per year . . . excluding revenues arising from Internet Access . . . to be used by the County . . . for PEG access and institutional network purposes, including PEG access equipment, institutional network equipment or for renovation or construction of PEG access or institutional network facilities.”
8. On February 8, 2005 the County Council approved Resolution 15-889, supporting the transfer of interest in Starpower Communications LLC from Pepco Communications to RCN Telecom Services of Washington, D.C., Inc. Starpower is now doing business as RCN.
9. Section 6.2 of the 2006 Franchise Agreement with Verizon provides that Verizon must pay a grant to the County of 3 percent of Gross Revenues each quarter to be used “for PEG and institutional network purposes.”
10. Section 8 of the Franchise Agreements with Comcast and RCN and Section 7 of the Franchise Agreement with Verizon provides that each franchisee must pay, for the life of the franchise, a franchise fee of 5 percent of annual gross revenues.

General Provisions

1. **Purpose and Effect:** This Cable Communications Plan constitutes the County’s formal direction for the use of resources required to be provided under Sections 7 and 8 of the Franchise Agreements with Comcast and RCN; Section 4.1 of the 1998 Cable Franchise Transfer Settlement Agreement, assumed by Comcast from Prime Communications – Potomac, LLC between the County, Prime Communications, and SBC Media Ventures, Inc.; and Sections 3, 6, and 7 of the Franchise Agreement with Verizon.

In FY 2015, these resources must be deposited by the County in its Cable TV Special Revenue Fund, and this Cable Communications Plan directs the use of the revenues in this Fund.

2. **Spending Authority under the Time Period Governed by This Plan:** This Cable Communications Plan provides spending authority for FY 2015. Resources appropriated in FY 2015 that are not encumbered by the County on or before June 30, 2015 must remain in the Cable TV Special Revenue Fund and be available for spending in future years.

3. Carryover: Resources provided to the County as a result of the requirements of the Franchise Agreements with Comcast, RCN, and Verizon, but not specifically allocated in the Cable Communications Plan to the General Fund, must remain in the Cable TV Special Revenue Fund and be available to be allocated in future years.
4. Future Fiscal Years: No estimate shown for any fiscal year after FY 2015 reflects any commitment or decision by the Council, and any such estimate should not be taken as prejudging any decision regarding activities or allocations, either in absolute or relative amounts, of expenditures for future years.
5. Management of Funds: All equipment, personnel, and other resources approved in the Cable Communications Plan for funding from the Cable TV Special Revenue Fund must be managed so that the resources are reasonably available to all users of the cable system and provide benefits to the subscribing public and the franchisee.
6. Affirmative Action and MFD Procurement Procedures: The Board of Directors of Montgomery Community Television, Inc. (MCT), doing business as Montgomery Community Media (MCM), must adopt and follow an Affirmative Action Plan and procedures for procurements from minority-, female-, and disabled-owned businesses (MFD) that take into account both the requirements of the Franchise Agreements with Comcast, RCN, and Verizon and relevant provisions of the County Code.
7. Financial Disclosure: The County must not spend any FY 2015 funds allocated to MCT until all members of the Board of Directors and the Executive Director of MCT have filed a financial disclosure statement with the Ethics Commission for the 2014 calendar year.
8. FY 2016-2021 Cable Plan: The Executive must submit a preliminary six-year Cable Communications Plan for FY 2016 through FY 2021 to the Council no later than January 15, 2015. The Executive submitted a preliminary six-year Cable Communications Plan for FY 2015 through FY 2020 to the Council on January 15, 2014. The Preliminary Cable Communications Plan must include: (a) a list of known PEG activities and funding needs for FY 2016 through FY 2021; (b) a preliminary plan for prioritizing PEG funding needs within the context of the County's long-term vision for Cable television; (c) any capital project expenditures proposed to be funded through the plan; (d) changes to approved multi-year expenditures; and (e) updated projections of plan revenues for FY 2016 through FY 2021.
9. Reporting Requirements: The Executive must submit a quarterly summary report to the Council detailing revenues received by source for the Cable Plan and the levels of the Cable Fund Balance at the close of the prior quarter. The intent is to ensure that all revenues beyond those foreseen in the approved Cable Plan are explicitly identified and allocated by the Government Operations and Fiscal Policy Committee.

FY 2015 Cable Communications Plan Description

The FY 2015 Cable Communications Plan provides funding for cable franchise administration (Department of Technology Services, County Attorney's Office, and outside professional

services); for municipal equipment and support; for public, educational, and government access programming (Office of Public Information, Council, Montgomery College, Montgomery County Public Schools, and Montgomery Community Television, Inc.); for the Legislative Branch Communications Outreach non-departmental account (NDA); for the Interagency Technology Fund (ITF); and for other miscellaneous cable-related activities.

The attached table details the approved expenditures from the Cable TV Special Revenue Fund for the following purposes in FY 2015:

Franchise Administration

- A. Funds are allocated to the Department of Technology Services to administer the Franchise Agreements with Comcast, RCN, and Verizon, including inspecting construction, testing signal quality, responding to residents' complaints, budgeting franchise fee and grant funds received from the cable operator, managing the contract to provide public access services, supporting an advisory committee, administering Federal Communications Commission rules and regulations, preparing for and negotiating franchise agreements, and advising elected officials on related policy matters.
- B. Funds are allocated to the County Attorney's Office to support the in-house staff costs associated with advising the Department of Technology Services and elected officials on related matters.
- C. Funds are allocated to hire outside professional services to advise or represent the County in areas of specialized telecommunications needs.

Municipal Support

- D. Funds are allocated for sharing franchise fee revenue with the municipal co-franchisors in accordance with the formula in Section 8A-29 of the County Code.
- E. Funds are allocated to support the 3 PEG channels allocated to (1) the City of Rockville; (2) the City of Takoma Park; and (3) the Montgomery County Chapter of the Maryland Municipal League. Funds are allocated from the Capital Equipment Support Grants, according to the requirements of Section 7(b)(1)(B) of the Franchise Agreement with RCN, the requirements of Section 7(b)(2) of the Franchise Agreement with Comcast, and from the PEG Support Fund according to the requirements of Section 4.1 of the 1998 Cable Franchise Transfer Settlement Agreement assumed by Comcast from Prime Communications. Funds are allocated from the PEG Support Fund to the extent that the Participating Municipalities meet all applicable matching-fund requirements in the Settlement Agreement.

County Government Access Programming

- F. Funds are allocated for managing the County Government Channel, maintaining County Government Channel video equipment, closed captioning of County Government programming, and for the operation of the Technical Operations Center to monitor and adjust technical quality of PEG Programming.

Funds are allocated to the Office of Public Information for in-house staff and contractors to produce Executive Branch programming for the County Government Channel.

Funds are allocated to the Council for in-house staff and contractors to produce programming for the Council and Legislative Branch agencies.

Funds are allocated to the Montgomery County portion of the Maryland-National Capital Park and Planning Commission for contractors to provide cable-related services, including webcasting and services needed to produce programming for the Planning Board and the Parks Department.

Educational Access Programming

- G. Funds are allocated to Montgomery College to produce educational programs and operate a cable channel with in-house staff.
- H. Funds are allocated to Montgomery County Public Schools to produce educational programs for children, parents, and teachers; carry Board of Education meetings; and run other educational programming of interest to County residents. MCPS currently operates two educational access channels on the cable system.

Public Access Programming

- I. Funds are allocated for Montgomery Community Television, Inc., to perform services in FY 2015 specified in its contract with the County, including the following:
 - (1) produce and schedule two public access channels, including disseminating information on the daily program schedule;
 - (2) train community producers and technicians in program production and assist residents and community organizations in developing locally produced or locally sponsored programming;
 - (3) provide and maintain a central access studio, field production equipment, and editing facilities for use by community producers in program production;
 - (4) maintain all video equipment provided to MCT or purchased by MCT with cable company or County funds;
 - (5) produce local interest and public affairs programming;
 - (6) promote and encourage programming representing a diversity of community interests and needs; and
 - (7) perform outreach and create programming in the down-county area.

PEG Network

- J. For FY 2015, funds are allocated for PEG equipment replacement, for joint PEG programming/promotion, PEG network engineering and administration, closed captioning of select PEG programming, and for PEG programming to provide access to cable by community organizations.

The Council wishes to encourage the most cost-effective operations of the PEG Channels and has directed the PEG Governance Board to enhance the sharing of equipment, facilities, and personnel. All funds appropriated for PEG equipment replacement must be administered by the Office of Cable and Broadband Services. Before spending any funds for this purpose, the PEG Governance Board must report to the Council and the Executive on their plans for the purchase and allocation of replacement equipment. The Council intends that preference be given to purchases of equipment and facilities that can be shared by more than one PEG Channel.

The Council encourages the municipal co-franchisors to develop plans for purchasing equipment, using engineering expertise available from the other PEG Channels and the Office of Cable and Broadband Services, and acquiring equipment that facilitates the sharing of resources with other PEG channels.

All equipment purchased with Cable Funds, except equipment purchased with Municipal Grant funds or funds allocated to the Village of Friendship Heights under this Plan, must be titled to the Montgomery County Government, which may, under appropriate controls, allocate some of the equipment for use to individual PEG Channels.

Before the PEG Governance Board may spend funds allocated for PEG joint Programming/Promotion, the Governance Board must report its general plans to the Council and the Executive.

In FY 2015, funds are allocated to support a full-time community engagement contractor to produce multicultural and multi-lingual programming for the all County PEG stations, and for a full-time contractor to provide public information and cable programming services for the Council in Spanish and other languages.

In FY 2015, \$150,000 is allocated to the Gandhi Brigade to support and expand its Youth and Arts Community Media efforts.

Institutional Telecommunications

- K. For FY 2015, funds are allocated for Institutional Telecommunications for FiberNet capital improvements and operations. The County's Franchise Agreement with Comcast, assumed from Prime Communications, provides that Comcast must pay grants to support operations, maintenance, and the installation of cables and electronic equipment for the County's FiberNet.

The County continues to expand the FiberNet network to meet the telecommunications needs of County agency facilities. The Department of Technology Services must develop and implement a FiberNet buildout plan that identifies facilities with the greatest need for high-speed voice, data, and video transmissions and for which FiberNet offers lower cost service than private sector telecommunications providers. User agencies must notify the Council before paying any fee to or entering into any agreement with any private provider, if using FiberNet to serve specific facilities is more advantageous to the

County. The Council will then consider if adjustments to the funded FiberNet buildout schedule are warranted to avoid paying excessive fees to private providers for telecommunications service to any specific facility.

Allocation of FiberNet fibers to Montgomery College from the County FiberNet is subject to a construction memorandum of understanding between the College and the County signed on December 26, 2012, as well as approval by the Interagency Technology Policy and Coordination Committee.

Support of Legislative Branch Communications Outreach NDA

- L. In FY 2015, the Council approved a transfer of \$488,000 to the Legislative Branch Communications Outreach NDA to strengthen the capacity of the Legislative Branch offices to inform constituent communities of issues that directly affect them and to ensure that these communities' concerns are effectively taken into account.

Support of the Interagency Technology Fund (ITF)

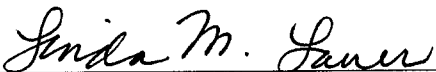
- M. In FY 2015, the Interagency Technology Fund will receive \$125,000 to fund priority projects as approved by the ITPCC.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council approves the **attached** Cable Communications Plan as described in this resolution and appropriates cable communications grant resources and settlement funds as provided in the Cable Communications Plan and this resolution and any amendments to either that the Council adopts for FY 2015.

This is a correct copy of Council action.


Linda M. Lauer, Clerk of the Council

FY15 APPROVED CABLE COMMUNICATIONS PLAN (in \$000's)

		App FY13	Act FY13	App FY14	3q Est FY14	App FY15	Proj. FY16	Proj. FY17	Proj. FY18	Proj. FY19	Proj. FY20
1	BEGINNING FUND BALANCE	645	467	1,023	817	(422)	398	914	1,419	1,439	1,463
2	REVENUES										
3	Franchise Fees ¹	15,986	15,996	17,096	16,629	17,002	17,239	17,438	17,711	17,992	18,278
4	Galthersburg PEG Contribution ⁵	200	187	189	178	175	174	174	176	178	179
5	PEG Operating Grant ^{1,2,3}	2,180	2,200	4,332	2,239	2,289	2,339	2,391	2,443	2,497	2,552
6	PEG Capital Grant ^{1,2,3}	5,277	5,544	5,855	5,983	6,277	6,446	6,572	6,701	6,835	7,037
7	FiberNet Operating & Equipment Grant ⁴	1,715	1,731	0	1,762	1,800	1,840	1,880	1,922	1,964	2,007
8	Interest Earned	10	0	10	0	0	0	0	0	0	0
9	TFCG Application Review Fees	120	59	100	100	120	120	120	120	120	120
10	Miscellaneous	-	687	-	-	0	0	0	0	0	0
12	TOTAL ANNUAL REVENUES	25,487	26,405	27,583	26,891	27,663	28,158	28,575	29,073	29,585	30,174
13	TOTAL RESOURCES-CABLE FUND	26,132	26,872	28,606	27,708	27,241	28,556	29,489	30,491	31,025	31,636
14	EXPENDITURE OF RESTRICTED FUNDS⁴										
15	A. EXPENDITURE OF RESTRICTED CAPITAL FUNDS										
16	Municipal Capital Support³										
17	Rockville Equipment	744	789	836	850	894	918	936	954	973	993
18	Takoma Park Equipment	744	794	125	850	894	918	936	954	973	993
19	Municipal League Equipment	674	719	125	850	824	848	866	884	903	923
20	SUBTOTAL	2,163	2,303	1,086	2,551	2,611	2,683	2,737	2,792	2,850	2,909
21	PEG Capital⁴	1,083	1,086	852	237	852	852	852	2,487	2,885	3,028
22	Council Community Communications Capital	200	200	-	-	-	-	-	-	-	-
23	FiberNet - CIP	1,831	1,002	3,916	3,916	3,748	4,098	3,945	1,422	1,100	1,100
24	(Must be greater or equal to Line 6) SUBTOTAL	5,277	4,591	5,855	6,705	7,211	7,633	7,534	6,701	6,835	7,037
25	B. EXPENDITURE OF OTHER RESTRICTED FUNDS										
26	Municipal Franchise Fee Distribution³										
27	City of Rockville	608	636	682	658	668	675	682	692	703	713
28	City of Takoma Park	235	253	248	243	240	241	242	245	249	252
29	Other Municipalities	227	241	262	259	266	271	275	279	284	289
30	SUBTOTAL	1,070	1,130	1,191	1,161	1,174	1,187	1,199	1,217	1,235	1,254
31	Municipal Operating Support³										
32	Rockville PEG Support	73	73	425	75	76	78	80	83	86	90
33	Takoma Park PEG Support	73	73	425	75	76	78	80	83	86	90
34	Muni. League PEG Support	143	143	425	75	146	148	150	153	156	160
35	SUBTOTAL	288	290	1,275	224	299	305	311	319	329	339
36	SUBTOTAL	1,358	1,420	2,466	1,384	1,473	1,492	1,510	1,536	1,564	1,593
37	TOTAL EXPENDITURES OF RESTRICTED FUNDS	6,635	6,011	8,321	8,089	8,684	9,124	9,044	8,237	8,398	8,630
38	NET TOTAL ANNUAL REVENUES	18,852	20,394	19,262	18,802	18,979	19,033	19,531	20,836	21,187	21,543
39	NET TOTAL RESOURCES-CABLE FUND	19,497	20,861	20,285	19,619	18,557	19,431	20,445	22,254	22,626	23,006
40	EXPENDITURES OF NON-RESTRICTED FUNDS										
41	A. Transmission Facilities Coordinating Group										
42	TFCG Application Review	175	175	175	175	175	179	185	191	198	206
43	SUBTOTAL	175	175	175	175	175	179	185	191	198	206
44	B. FRANCHISE ADMINISTRATION										
45	Personnel Costs - Cable Administration	819	773	834	834	840	878	921	970	1,025	1,088
46	Personnel Costs - DTS Administration	72	72	71	71	76	79	83	88	93	98
47	Personnel Costs - Charges for County Atty	98	98	103	103	110	115	120	127	134	142
48	Operating	70	141	80	72	81	83	85	88	91	95
49	Engineering & Inspection Services	70	86	88	76	88	90	93	96	99	104
50	Legal and Professional Services	275	289	275	200	268	275	283	292	303	315
51	SUBTOTAL	1,404	1,458	1,450	1,356	1,463	1,520	1,585	1,660	1,745	1,842
52	SUBTOTAL	1,579	1,633	1,625	1,531	1,638	1,699	1,770	1,851	1,943	2,048
53	C. MONTGOMERY COUNTY GOVERNMENT - CCM										
54	Media Production & Engineering										
55	Personnel Costs	818	688	856	856	907	948	994	1,047	1,106	1,174
56	Operating	31	54	31	28	31	32	33	34	36	37
57	Contracts - TV Production	61	63	86	86	87	90	92	95	99	103
58	New Media, Webstreaming & VOD Services	38	41	38	38	38	39	40	41	43	45
59	SUBTOTAL	949	845	1,012	1,009	1,064	1,108	1,160	1,218	1,284	1,358
60	Public Information Office										
61	Personnel Costs	708	717	733	733	774	809	849	894	945	1,003
62	Operating Expenses	-	-	12	11	12	13	13	13	14	14
63	Contracts - TV Production	83	84	83	83	0	0	0	0	0	0
64	SUBTOTAL	791	801	828	827	787	822	862	907	959	1,017
65	County Council										
66	Personnel Costs	157	160	169	169	179	187	197	207	219	232
67	Operating Expenses	13	12	13	12	13	13	14	14	15	15
68	Contracts - TV Production	136	136	140	140	152	155	160	165	171	178
69	General Sessions and Committee Meetings	43	43	101	101	101	104	107	110	114	119
70	Multi-Lingual/Cultural Production Services	46	46	91	91	91	93	96	99	103	107
71	SUBTOTAL	394	397	514	513	536	553	573	596	622	652
72	MNCPPC										
73	Contracts - TV Production	99	99	99	99	99	101	104	107	111	116
74	New Media, Webstreaming & VOD Services	24	17	24	24	24	25	26	27	27	29
75	SUBTOTAL	123	116	123	123	123	126	130	134	139	145
76	SUBTOTAL	2,258	2,159	2,477	2,472	2,509	2,609	2,724	2,855	3,003	3,172

FY15 APPROVED CABLE COMMUNICATIONS PLAN (in \$000's)

		App FY13	Act FY13	App FY14	3q Est FY14	App FY15	Proj. FY16	Proj. FY17	Proj. FY18	Proj. FY19	Proj. FY20
77	D. MONTGOMERY COLLEGE - MC ITV										
78	Personnel Costs	1,159	1,159	1,260	1,260	1,344	1,404	1,473	1,551	1,640	1,740
79	Operating Expenses	86	86	86	86	86	88	91	94	97	101
80	SUBTOTAL	1,245	1,245	1,346	1,346	1,430	1,427	1,492	1,560	1,560	1,560
81	E. PUBLIC SCHOOLS - MCPS ITV										
82	Personnel Costs	1,341	1,352	1,371	1,380	1,490	1,557	1,633	1,720	1,818	1,929
83	Operating Expenses	117	106	106	97	106	108	112	115	119	124
84	SUBTOTAL	1,458	1,458	1,477	1,477	1,596	1,665	1,745	1,835	1,937	2,053
85	F. COMMUNITY ACCESS PROGRAMMING^a										
86	Personnel Costs	1,713	1,793	1,904	1,904	1,954	2,042	2,142	2,255	2,384	2,529
87	Operating Expenses	124	67	67	67	67	69	71	73	76	79
88	Rent & Utilities	407	367	374	374	385	395	406	420	435	453
89	New Media, Webstreaming & VOD Services	6	23	23	23	23	24	25	25	26	27
90	SUBTOTAL	2,250	2,250	2,369	2,369	2,429	2,529	2,643	2,774	2,921	3,089
91	G. PEG OPERATING										
92	Operating Expenses	46	57	107	102	116	119	122	126	131	136
93	Youth and Arts Community Media	25	26	50	50	150	154	158	163	169	176
94	Community Engagement	46	30	91	91	91	93	96	99	103	107
95	Closed Captioning	130	130	130	130	130	133	137	142	147	189
96	Technical Operations Center (TOC)	10	8	10	9	10	10	11	11	11	11
97	Mobile Production Vehicle	16	10	22	21	22	22	23	23	24	25
98	SUBTOTAL	272	260	409	403	518	531	547	565	586	645
99	H. FIBERNET OPERATING										
100	FiberNet - Personnel Charges for DTS	456	330	595	518	689	720	755	795	840	892
101	FiberNet - Operations & Maintenance DTS	1,131	1,110	1,131	1,175	1,131	1,159	1,193	1,232	1,278	1,330
102	FiberNet - Personnel Charges for DOT	68	68	74	74	76	80	84	88	93	99
103	FiberNet - Operations & Maintenance DOT	258	258	238	238	359	368	379	391	406	423
104	SUBTOTAL	1,914	1,767	2,038	2,005	2,255	2,327	2,410	2,507	2,617	2,743
105	I. MISS UTILITY COMPLIANCE										
106	Miss Utility Compliance	270	572	300	300	420	431	443	458	475	494
107	SUBTOTAL	270	572	300	300	420	431	443	458	475	494
108	TOTAL EXPENDITURE OF UNRESTRICTED FUNDS	11,245	11,344	12,041	11,902	12,796	13,219	13,774	14,403	15,042	15,804
109	TOTAL EXPENDITURE OF RESTRICTED FUNDS	6,635	6,011	8,321	8,089	8,684	9,124	9,044	8,237	8,398	8,630
110	TOTAL EXPENDITURES - PROGRAMS	17,880	17,355	20,362	19,991	21,480	22,343	22,818	22,640	23,440	24,434
111	J. OTHER										
112	Indirect Costs Transfer to Gen Fund	388	388	539	539	579	606	635	669	707	750
113	Indirect Costs Transfer to Gen Fund (ERP & MCTime)	32	32	25	25	30	0	0	0	0	0
114	Transfer to the General Fund	7,064	7,064	7,175	7,175	4,266	4,203	4,125	5,247	4,915	4,463
116	Legislative Community Communications NDA	380	380	400	400	488	490	493	496	500	504
117	Interagency Technology Fund ⁷					0					
118	SUBTOTAL	7,864	7,864	8,139	8,139	5,363	5,299	5,253	6,412	6,122	5,717
119	TOTAL EXPENDITURES	25,744	25,218	28,501	28,130	26,843	27,642	28,071	29,052	29,562	30,151
120	K. ADJUSTMENTS										
121	Prior Year Adjustments		-	-	0	0	0	0	0	0	0
122	Encumbrance Adjustment		837	-	0	0	0	0	0	0	0
123	CIP - Designated Claim on Fund		-	-	0	0	0	0	0	0	0
124	TOTAL ADJUSTMENTS		837	-	0	0	0	0	0	0	0
125	FUND BALANCE	388	817	105	(422)	398	914	1,419	1,439	1,463	1,486
126	FUND BALANCE PER POLICY GUIDANCE⁵	1,289	1,284	1,377	1,338	1,370	1,389	1,405	1,426	1,449	1,472
127	L. SUMMARY - EXPENDITURES BY FUNDING SOURCE										
128	Transfer to Gen Fund-Indirect Costs	420	420	564	564	610	606	635	669	707	750
129	Transfer to Gen Fund-Mont Coll Cable Fund ^b	1,245	1,245	1,346	1,346	1,430	1,427	1,492	1,560	1,560	1,560
130	Transfer to Gen Fund-Public Sch Cable Fund ^b	1,458	1,458	1,477	1,477	1,596	1,665	1,745	1,835	1,937	2,053
131	Transfer to CIP Fund	1,831	1,002	3,916	3,916	3,748	4,098	3,945	1,422	1,100	1,100
132	Transfer to the General Fund-Other	7,064	7,064	7,175	7,175	4,266	4,203	4,125	5,247	4,915	4,463
133	Transfer to the General Fund-Legislative Branch NDA	580	580	400	400	488	490	493	496	500	504
134	FUND TRANSFERS SUBTOTAL	12,597	11,768	14,878	14,878	12,137	12,489	12,434	11,229	10,719	10,430
135	Cable Fund Expenditure of Unrestricted Funds	8,543	8,641	9,218	9,078	9,770	10,126	10,537	11,008	11,545	12,190
136	Cable Fund Direct Expenditures	13,147	13,450	13,623	13,251	14,706	15,153	15,636	17,823	18,843	19,721
137	Cable Fund Personnel	3,197	2,906	3,434	3,357	3,651	3,816	4,003	4,215	4,455	4,727
138	Cable Fund Operating	9,950	10,544	10,189	9,894	11,055	11,337	11,634	13,608	14,388	14,994

Notes: These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, transfers, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.

- Subject to municipal pass-through payment.
- Restricted revenue and expenditures: Certain Cable Fund revenues, required in excess of the federal limit on franchise fees, and corresponding expenditures (Municipal Franchise Fees/Pass-throughs, PEG Capital/Equipment Grants, and PEG Operating Revenue) are contractually required by franchise, municipal, and settlement agreements, and by the County Code, and may only be used for permissible federal purposes and in a manner consistent with applicable agreements.
- The Comcast franchise renewal process is ongoing and specific elements of a final agreement are uncertain. Restricted categories such as PEG Capital and Operating support revenues, as well as Municipal Capital and Operating Support expenditures, will be affected. Municipal cost sharing is dependant on final negotiation of agreements between the County and municipalities. The County may require Capital Grants based on community needs. The County may negotiate, but may not require Operating Grants in addition to Franchise Fees. FY15-FY18 assumes that the County will receive payments from Comcast calculated at the same rate as the previous franchise agreement.
- Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to provide community access media services.
- Fund balance per policy guidance is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).
- The Cable Fund makes a fund transfer to Montgomery College and MCPS to support MCPS ITV and MC ITV.
- There is no transfer to the ITF this year, however Council has designated \$97,000 for DTS for ITPCC projects in DTS and \$125,000 for ITPCC use this year.

Resolution No.:	<u>17-1120</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Tax Levy Resolution - Fiscal Year 2015

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. In accordance with Chapters 14 and 52 of the County Code and the Tax-Property Article of the Maryland Code, the Council sets the following tax rates and other charges on all assessable real and personal property for FY 2015. The rates are in dollars per \$100 of assessed value. In accordance with the Tax-Property Article, the tax rate for personal property is 2.5 times the tax rate for real property.

<u>DISTRICT or AREA</u>	<u>FOR THE USE OF:</u>	<u>Rate in \$ per \$100</u>	
		<u>Real</u>	<u>Personal</u>
Montgomery County			
	General County, MCPS, and Montgomery College	0.732	1.830
<u>Special Districts</u>			
Washington Suburban Transit	County - for mass transit facilities and services, including administrative expenses of Washington Suburban Transit Commission	0.040	0.100
Fire Tax	County	0.136	0.340
Recreation	County	0.023	0.058
Storm Drainage	County	0.003	0.008
Sanitary	WSSC Front Foot Benefit Charges	WSSC estimate	

Urban Districts

		Rate in \$ per \$100	
		Real	Personal
Bethesda	County	0.012	0.030
Silver Spring	County	0.024	0.060
Wheaton	County	0.030	0.075

Noise Abatement Districts

Bradley	County	0.000	0.000
Cabin John	County	0.000	0.000

Parking Lot Districts**1. On property used for commercial or industrial purposes**

Bethesda	County	0.124	0.310
Montgomery Hills	County	0.240	0.600
Silver Spring	County	0.317	0.793
Wheaton	County	0.240	0.600

**2. On property zoned or recommended for commercial or industrial purposes,
but not so used**

Bethesda	County	0.062	0.155
Montgomery Hills	County	0.120	0.300
Silver Spring	County	0.158	0.395
Wheaton	County	0.120	0.300

Maryland-National Capital Park & Planning Commission in Montgomery County

				Rate in \$ per \$100	
				Real	Personal
Montgomery County	I. Advance Land Acquisition Revolving Fund			0.001	0.003
Metropolitan District					
	II. Park Fund	Real	Personal		
	Mandatory	0.036	0.090		
	Maintenance	0.008	0.020		
	Discretionary	0.012	0.030		
	Total Metropolitan District Tax Rate			0.056	0.140
Regional District	III. Administration Fund				
	Mandatory	0.012	0.030		
	Discretionary	0.005	0.013		
	Total Regional District Tax Rate			0.017	0.043

Local Special Taxing Districts

Battery Park	Citizens Association	0.050	0.125
Oakmont	Citizens' Committee	0.040	0.100
Village of Drummond	Citizens' Committee	0.048	0.120
Village of Friendship Heights	Village Council	0.040	0.040

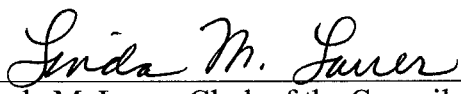
County Development Districts and Special Taxing Districts

District	Special tax per \$100 of assessed value	Special benefit assessment per Equivalent Dwelling Unit.
Kingsview Village Center	\$0.081	\$189.08
West Germantown	\$0.182	\$0.00
White Flint	\$0.112	\$0.00

2. Section 305 of the County Charter requires 9 affirmative votes if the property tax revenue in FY 2015 from real property that existed in FY 2014 (with certain exceptions listed in Section 305) increases more than the rate of inflation. The property tax levied under this resolution will result in a revenue increase that does not exceed the rate of inflation. Therefore, 9 affirmative votes are not required to adopt this resolution.
3. The State of Maryland adopted the following tax rates on all assessable real property for FY 2015. The rates are expressed in dollars per \$100 of assessed value.

On the real property of public utilities	\$0.280
On all other real property	\$0.112
4. Section 310 of the Charter limits the target reserve in the General Fund planned for the end of FY 2015 to a maximum of 5% of the revenue in the General Fund in FY 2014. The Office of Management and Budget estimates that revenue in the General Fund in FY 2014 will be \$3,005.4 million, and 5% of this is \$150.3 million. The target reserve in the General Fund planned for the end of FY 2015 does not exceed the Charter limit.
5. The constant yield tax rate requirement applies only to the General Fund tax rate for real property. The State calculated this rate to be \$0.7475 for FY 2015. The Council sets the General Fund rate at \$0.732 for FY 2015. Since the rate the Council sets for the General Fund does not exceed the constant yield tax rate, the Council was not required to have previously informed the public and to have held a public hearing to give the public a chance to comment. However, on April 1, 2014, in Resolution 17-1030, the Council stated its intent to consider a General Fund rate of \$0.7775, which exceeds the constant yield tax rate. The Council placed an advertisement of this intent in a newspaper of general circulation, and the Council held the public hearing on April 22, 2014.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

#6-20 - Substitution of Current Revenue for General Obligation Bonds

Resolution No.:	<u>17-1121</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Authority to Substitute Current Revenue for General Obligation Bonds in FY 2015

Background

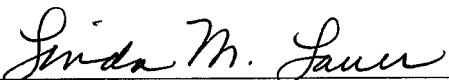
1. On January 15, 2014, the County Executive recommended that the County Council approve the use of \$32.45 million of current revenue to replace general obligation bonds in FY 2015 for projects included in the Capital Improvements Program for FY 2015-2020.
2. The Council reviewed the Executive's proposed budgets and approved amendments as authorized by the County Charter.
3. On May 15, 2014, the Council assumed that \$29.95 million in current revenue would be substituted for general obligation bonds in FY 2015.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council authorizes the Executive to substitute \$29.95 million in General Fund current revenue for general obligation bonds in FY 2015. These funds can be substituted for general obligation bond funds for any project which is funded with County general obligation bonds and for which the debt service is appropriated from a tax-supported fund.
2. The Executive must notify the Council not later than 30 days after each substitution.

This is a correct copy of Council action.


Linda M. Lauer, Clerk of the Council

#6-21 – Property tax credit for income tax offset

Resolution No.:	<u>17-1122</u>
Introduced:	<u>May 22, 2014</u>
Adopted:	<u>May 22, 2014</u>

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: Council President at the Request of the County Executive

SUBJECT: Property Tax Credit for Income Tax Offset

Background

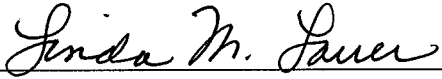
1. County Code Section 52-11B authorizes the County Council by resolution to set the rate or amount of the property tax credit to offset certain income tax revenues resulting from a County income tax rate higher than 2.6%.
2. The County Executive has recommended the amount of property tax credit under County Code Section 52-11B for the tax year beginning July 1, 2014 to be \$692 for each eligible taxpayer.
3. A public hearing was held on April 22, 2014.

Action

The County Council for Montgomery County, Maryland approves the following action:

The amount of the property tax credit under County Code Section 52-11B for the tax year beginning July 1, 2014 is \$692 for each eligible taxpayer.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

Resolution No.: 17-1123
Introduced: April 1, 2014
Adopted: May 22, 2014

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: Councilmembers Berliner and Andrews

SUBJECT: Fuel/energy Tax - Rates

Background

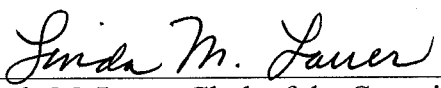
1. Section 52-14 of the County Code levies a tax on persons transmitting, distributing, manufacturing, producing, or supplying electricity, gas, steam, coal, fuel, oil, or liquefied petroleum gas in the County.
2. Section 52-14 also provides that the County Council may amend the fuel/energy tax rates by resolution, after a public hearing advertised as required by Section 52-17. A public hearing was held on this resolution on April 22, 2014
3. The Council finds that it is fair and equitable to continue different rates for fuels and energy transmitted, distributed, manufactured, produced, or supplied for residential and agricultural purposes and for non-residential purposes.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. On and after July 1, 2014, the fuel/energy tax rates levied under Section 52-14 of the County Code are specified on Schedule A, attached to this resolution.
2. This Resolution supersedes Resolution 17-774.

This is a correct copy of Council action.


Linda M. Lauer, Clerk of the Council

SCHEDULE A (effective July 1, 2014)

- (a) For fuel-energy transmitted, distributed, manufactured, produced, or supplied for residential and agricultural purposes:

FUEL-ENERGY	TAX RATE
Electricity (per kilowatt hr)	\$0.01106
Natural Gas (per therm)	\$0.09515
Steam (per therm)	\$0.12428
Coal (per ton)	\$28.14231
Fuel oil (per gallon)	
No. 1	\$0.13637
No. 2	\$0.14146
No. 3	\$0.14146
No. 4	\$0.14478
No. 5	\$0.14758
No. 6	\$0.15090
Liquefied petroleum gas (per pound)	\$0.02056

- (b) For fuel-energy transmitted, distributed, manufactured, produced, or supplied for non-residential purposes:

FUEL-ENERGY	TAX RATE
Electricity (per kilowatt hr)	\$0.01978
Natural Gas (per therm)	\$0.17026
Steam (per therm)	\$0.22324
Coal (per ton)	\$50.54516
Fuel oil (per gallon)	
No. 1	\$0.24399
No. 2	\$0.25311
No. 3	\$0.25311
No. 4	\$0.25905
No. 5	\$0.26406
No. 6	\$0.26999
Liquefied petroleum gas (per pound)	\$0.03679

Resolution No.:	17-1137
Introduced:	June 10, 2014
Adopted:	June 17, 2014

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: Government Operations and Fiscal Policy Committee

SUBJECT: Approval of the County's Tax Supported Fiscal Plan Summary for the FY15-20 Public Services Program

Background

1. Section 302 of the County Charter states in part: *The County Executive shall submit to the Council, not later than March 15 of each year, comprehensive six-year programs for public services and fiscal policy. The six-year programs shall require a vote of at least five Councilmembers for approval or modification. Final Council approval of the six-year programs shall occur at or about the date of budget approval.*
2. Over the last two decades the Council's Government Operations and Fiscal Policy Committee (known until December 2010 as the Management and Fiscal Policy Committee) has collaborated with the Office of Management and Budget and the Department of Finance to develop and refine County fiscal projections. The result has been continuous improvement in how best to display such factors as economic and demographic assumptions, individual agency funds, major known commitments, illustrative expenditure pressures, gaps between projected revenues and expenditures, and productivity improvements. This work has also increased the County's ability to harmonize the fiscal planning methodologies of the four tax supported agencies. Each version of the fiscal projections, or six-year fiscal plan, is a snapshot in time that reflects the best estimate of future revenues and expenditures as of that moment, as well as a specific set of fiscal policy assumptions.
3. On June 29, 2010 the Council approved policies on reserve and other fiscal matters in Resolution No. 16-1415. Action clause 5 states: *The County should adopt a fiscal plan that is structurally balanced, and that limits expenditures and other uses of resources to annually available revenues. The fiscal plan should also separately display reserves at policy levels, including additions to reserves to reach policy level goals.* On November 29, 2011 the Council clarified and strengthened these policies in Resolution No. 17-312, which retained the fiscal plan language and replaced the earlier resolution.

4. On June 29, 2010, pursuant to these policies, the Council approved the Tax Supported Fiscal Plan Summary for the FY11-16 Public Services Program in Resolution No. 16-1416. On June 28, 2011 the Council approved the Tax Supported Fiscal Plan Summary for the FY12-17 Public Services Program in Resolution No. 17-184. On June 26, 2012 the Council approved the Tax Supported Fiscal Plan Summary for the FY13-18 Public Services Program in Resolution No. 17-479. On June 25, 2013 the Council approved the Tax Supported Fiscal Plan Summary for the FY14-19 Public Services Program in Resolution No. 17-800.
5. On June 10, 2014 the Council introduced a resolution on the Tax Supported Fiscal Plan Summary for the FY15-20 Public Services Program. On June 12, 2014 the Government Operations and Fiscal Policy Committee reviewed the Fiscal Plan Summary.

Action

The County Council for Montgomery County, Maryland approves the Tax Supported Fiscal Plan Summary for the FY15-20 Public Services Program, as outlined on the attached pages. This summary reflects:

- (1) current information on projected revenues and non-agency expenditures for the six-year period, which must be updated as conditions change. To keep abreast of changed conditions the Council regularly reviews reports on economic indicators, revenue estimates, and other fiscal data.
- (2) the policy on expanded County reserves established in Resolution No. 17-312 and the amendments to the Revenue Stabilization Fund law in Bill 36-10, which the Council approved on June 29, 2010.
- (3) other specific fiscal assumptions listed in the summary.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

(\$ in Millions)

(\$ in Millions)													
	App FY14	Est FY14	% Chg. FY14-15 App/App	App. FY15	% Chg. FY15-16 Projected	Projected FY16	% Chg. FY16-17 Projected	Projected FY17	% Chg. FY17-18 Projected	Projected FY18	% Chg. FY18-19 Projected	Projected FY19	Projected FY20
Total Revenues													
1	1,504.9	1,508.9	2.3%	1,538.9	2.5%	1,577.2	2.8%	1,621.1	2.8%	1,666.2	3.2%	1,720.1	1,771.5
2	1,299.2	1,365.9	3.2%	1,340.6	9.9%	1,473.5	5.4%	1,553.5	5.4%	1,636.9	4.5%	1,710.6	1,765.7
3	142.3	151.4	12.9%	160.7	5.5%	169.6	6.4%	180.4	7.3%	193.6	7.7%	208.5	220.0
4	0.2	0.3	130.7%	0.5	153.4%	1.3	49.4%	2.0	43.6%	2.8	39.5%	4.0	5.2
5	276.6	288.4	0.4%	277.7	1.4%	281.6	1.6%	286.0	1.6%	290.6	1.7%	295.6	300.9
6	932.0	934.3	2.6%	955.8	-1.4%	942.7	0.4%	946.6	0.4%	950.8	0.4%	954.8	958.7
7	4,155.3	4,247.3	2.9%	4,274.3	4.0%	4,445.9	3.2%	4,589.7	3.3%	4,740.9	3.2%	4,893.6	5,021.9
8													
9	38.4	37.7	12.8%	43.3	-21.5%	34.0	2.5%	34.8	2.6%	35.8	2.4%	36.6	37.5
Net Transfers In (Out)													
10	4,193.7	4,285.0	3.0%	4,317.6	3.8%	4,479.9	3.2%	4,624.6	3.3%	4,776.6	3.2%	4,930.2	5,059.4
11													
Non-Operating Budget Use of Revenues													
12													
13	313.3	305.5	9.8%	344.1	7.3%	369.4	5.7%	390.4	1.4%	395.8	3.9%	411.3	426.2
14	PAYGO	29.5	1.5%	30.0	8.3%	32.5	0.8%	32.7	1.5%	33.2	0.0%	33.2	33.2
15	C/P Current Revenue	54.2	-9.0%	49.4	49.3%	73.7	-6.9%	68.6	5.1%	72.1	8.3%	76.0	78.0
16	Change in Montgomery College Reserves	-8.3	-4.3	-7.6	100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a
17	Change in MNCPPC Reserves	-4.7	-4.3	2.8%	-4.6	102.6%	0.1	0.3%	0.1	2.0%	0.1	18.6%	0.1
18	Change in MCPS Reserves	-27.0	-11.0	-41.5%	-38.2	100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0
19	Change in MCG Special Fund Reserves	-6.6	-18.0	123.9%	1.6	-100.1%	0.0	2014.9%	0.0	-36.4%	0.0	5.1%	0.0
20	Contribution to General Fund Undesignated Reserves	-60.2	2.6	-53.1%	-92.2	99.4%	-0.5	2014.9%	10.1	-36.4%	6.4	5.1%	6.7
21	Contribution to Revenue Stabilization Reserves	21.8	22.3	3.8%	22.6	3.7%	23.5	2.7%	22.9	3.1%	24.8	3.1%	26.3
22	Refiree Health Insurance Pre-Funding	138.0	138.0	-7.4%	127.8	-3.5%	123.4	-0.4%	122.9	0.0%	123.0	-4.3%	117.6
23	Set Aside for other uses (supplemental appropriations)	0.1	-3.5	76.4%	0.1	1590.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
24	Total Other Uses of Resources	450.2	513.0	-3.8%	433.1	48.2%	642.0	4.2%	669.0	1.0%	675.5	2.6%	703.0
Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)													
25	3,743.4	3,772.1	3.8%	3,884.5	-1.2%	3,837.9	3.1%	3,955.6	3.7%	4,101.2	3.3%	4,237.5	4,356.4
26													
27													
Agency Uses													
28													
29	Montgomery County Public Schools (MCPS)	2,084.3	2,069.8	2.6%	2,138.1								
30	Montgomery College (MC)	228.5	221.0	7.0%	244.5								
31	MNCPPC (w/o Debt Service)	104.7	104.7	6.9%	111.9								
32	MCG	1,325.9	1,376.6	4.8%	1,390.0								
33	Agency Uses	3,743.4	3,772.1	3.8%	3,884.5	-1.2%	3,837.9	3.1%	3,955.6	3.7%	4,101.2	3.3%	4,237.5
34	Total Uses	4,193.7	4,285.0	3.0%	4,317.6	3.8%	4,479.9	3.2%	4,624.6	3.3%	4,776.6	3.2%	4,930.2
35	(Gap)/Available	0.0	0.0		0.0	0.0		0.0		0.0		0.0	0.0
Assumptions:													
1. Property taxes are at the Charter Limit with a \$692 credit. The Charter Limit is assumed in FY16-20.													
2. May 2010 fuel/energy tax revenue increase is reduced by 27 percent in FY15-20.													
3. Reserve contributions are at the policy level.													
4. PAYGO, debt service, and current revenue reflect the Approved FY15-20 Capital Improvements Program.													
5. Retiree health insurance Annual Required Contribution for pre-funding is fully funded in FY15-20. The reduction in funding between FY14 and FY15 reflects savings achieved through the planned implementation of the Employer Group Waiver Program (EGWP) for all four operating agencies effective January 1, 2015.													
6. State Aid, including MCPS and Montgomery College, is not projected to increase in FY16-20.													

County Council Approved FY15-20 Public Services Program Tax Supported Fiscal Plan Summary

(\$ in Millions)														
	App. FY14	Est FY14	% Chg. FY14-15	Projected FY15	% Chg. FY15-16	Projected FY16	% Chg. FY16-17	Projected FY17	% Chg. FY17-18	Projected FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20
36 Beginning Reserves														
37 Unrestricted General Fund	204.1	238.9	18.3%	241.5	-38.2%	149.3	-0.4%	148.8	6.8%	158.9	4.0%	165.3	4.1%	172.0
38 Revenue Stabilization Fund	189.0	184.9	9.6%	207.2	10.9%	229.8	10.2%	253.3	9.5%	277.4	9.0%	302.2	8.5%	327.9
39 Total Reserves	393.1	423.8	14.1%	448.7	-15.5%	379.1	6.1%	402.1	8.5%	436.3	7.2%	467.5	6.9%	499.9
40														
41 Additions to Reserves														
42 Unrestricted General Fund	-60.2	2.6	-53.1%	-92.2	99.4%	-0.5	2014.9%	10.1	-36.4%	6.4	5.1%	6.7	-0.7%	6.7
43 Revenue Stabilization Fund	21.8	22.3	3.8%	22.6	3.7%	23.5	2.7%	24.1	3.1%	24.8	3.1%	25.6	2.6%	26.3
44 Total Change in Reserves	-38.4	24.9	-81.1%	-69.6	133.0%	22.9	49.0%	34.2	-8.6%	31.3	3.5%	32.4	1.9%	33.0
45														
46 Ending Reserves														
47 Unrestricted General Fund	143.9	241.5	3.8%	149.3	-0.4%	148.8	6.8%	158.9	4.0%	165.3	4.1%	172.0	3.9%	178.7
48 Revenue Stabilization Fund	210.8	207.2	9.0%	229.8	10.2%	253.3	9.5%	277.4	9.0%	302.2	8.5%	327.9	8.0%	354.1
49 Total Reserves	354.7	448.7	6.9%	379.1	6.1%	402.1	8.5%	436.3	7.2%	467.5	6.9%	499.9	6.6%	532.9
50 Reserves as a % of Adjusted Governmental Revenues	8.1%	10.1%		8.4%		8.6%		9.1%		9.4%		9.8%		10.2%
51 Other Reserves														
52 Montgomery College	4.8	12.2	-3.6%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6
53 M-NCPPC	4.3	8.7	-3.9%	4.1	2.9%	4.2	2.8%	4.3	2.8%	4.5	3.2%	4.6	2.9%	4.7
54 MCPS	14.7	38.2	-99.5%	0.1	0.0%	0.1	0.0%	0.1	0.0%	0.1	0.0%	0.1	0.0%	0.1
55 MCG Special Funds	1.9	(1.0)	-88.0%	0.6	-0.4%	0.6	6.8%	0.7	4.0%	0.7	4.1%	0.7	3.9%	0.7
56 MCG + Agency Reserves as a % of Adjusted Govt Revenues	8.7%	11.4%		8.6%		8.8%		9.3%		9.6%		10.0%		10.3%
57 Retiree Health Insurance Pre-Funding														
58 Montgomery County Public Schools (MCPS)	83.7	83.7		85.5		82.8		85.1		87.2		84.6		81.9
59 Montgomery College (MC)	2.4	2.4		2.0		2.0		2.0		2.0		1.9		1.9
60 MNCPPC	3.0	3.0		1.8		1.5		1.0		0.7		0.3		0.0
61 MCG	48.9	48.9		38.6		37.0		34.9		33.1		30.8		28.6
62 Subtotal Retiree Health Insurance Pre-Funding	138.0	138.0		127.8		123.4		122.9		123.0		117.6		112.5
63 Adjusted Governmental Revenues														
64 Total Tax Supported Revenues	4,155.3	4,247.3	2.9%	4,274.3	4.0%	4,445.9	3.2%	4,589.7	3.3%	4,740.9	3.2%	4,893.6	2.6%	5,021.9
65 Capital Projects Fund	99.3	99.3	24.3%	123.4	1.9%	125.7	-19.8%	100.8	-5.8%	94.9	-4.4%	90.8	3.9%	94.3
66 Grants	108.2	108.2	7.8%	116.6	2.2%	119.2	2.5%	122.2	2.6%	125.4	2.4%	128.5	2.3%	131.4
67 Total Adjusted Governmental Revenues	4,362.7	4,454.7	3.5%	4,514.3	3.9%	4,690.8	2.6%	4,812.8	3.1%	4,961.2	3.1%	5,112.8	2.6%	5,247.6