

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 Recommended Operating Budget and FY15-20 Public Services Program

Isiah Leggett, County Executive
March 2014



Montgomery County, Maryland ▪ Office of Management and Budget



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.

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Please refer to the specific sections for
additional information.

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OFFICE OF THE COUNTY EXECUTIVE
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Isiah Leggett
County Executive

MEMORANDUM

March 17, 2014

TO: Craig Rice, President, County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: FY15 Recommended Operating Budget and FY15-20 Public Services Program

In accordance with the County Charter, I am pleased to transmit to the County Council my FY15 Recommended Operating Budget and FY15-20 Public Services Program.

This budget reflects the concerns and policy issues that I heard County residents express during the many Town Hall Meetings, Budget Forums, On-Line Chats, and other community meetings I held over the past year to better understand the hopes, expectations, and needs of the people of our County. I am also grateful to the County's advisory boards and commissions for their helpful input during my deliberations.

The budget responds to 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

I am recommending a total FY15 Operating Budget of \$4,970,806,004 for Montgomery County Public Schools, Montgomery College, County Government, and Maryland-National Capital Park and Planning Commission (M-NCPPC). Of that total, the recommended tax supported expenditures are \$4,335,880,302.

The County government tax supported budget is \$1,477,914,980, which includes full funding of the County's Retiree Health Benefits - Other Post-Employment Benefits (OPEB). My recommended budget assumes a drop in the property tax rate from \$1.01 per \$100 of assessed value to 99.6 cents.

Effective government must begin with fiscal responsibility, with getting back to basics, and with a County government that pays its bills, lives within its means, and tells the truth about its finances; I believe this budget and my administration have done just that.

Together, we made the difficult decisions. Over an eight-year period, we have closed nearly \$3 billion in budget shortfalls.

First, the County had to stop spending beyond its means. Under the prior administration, tax supported County government spending increased by 36 percent in the three years immediately before I assumed office. That rate of growth was simply unsustainable.

From 1997 to 2007, the number of County employees increased by 2,200. This was a 28 percent increase – nearly twice as fast as the rise in County population. At the same time, the Montgomery County government tax supported budget increased from \$518.8 million in FY97 to \$1,181.3 million in FY07 – an increase of \$662.5 million or 128 percent in 11 years. From 1997 to 2007, the entire County budget increased by over 112 percent while the population increased by only 15 percent.

Just after I assumed office and started the arduous task of crafting a more sustainable budget, the Great Recession hit, and hit hard.

During my first five years, I crafted budget recommendations that did not increase our tax supported budgets. We had no increases, zero, in County government spending despite an eight percent growth in population and a 12 percent increase in inflation during that period. Even with the start of a national recovery in the last years, County government tax supported spending has only increased an average of less than two percent per year during my eight years in office.

Many difficult decisions had to be made – and I made them. Our already financially strapped residents had to pay a little more in taxes, while receiving somewhat less in some services. I recommended and implemented a plan that eliminated 10 percent of the County government's entire workforce. Dedicated County employees experienced layoffs and furloughs; they did not receive negotiated pay raises or cost-of-living increases and paid a larger share of their own health care and retirement costs – saving the County \$469 million from FY10-13, with on-going savings of tens of millions of dollars every year. These were the right and necessary decisions for Montgomery County.

As a result of these difficult decisions, we are in a much better financial position today and as we move forward into the future:

- We maintained our coveted Triple-A bond rating throughout the Great Recession, overcoming Federal government shutdowns, sequestrations, and layoffs. This success is saving taxpayers millions of dollars in borrowing costs every year.
- We have worked aggressively to increase the County's financial reserves to their highest level in our history in order to better protect the taxpayer if faced with budget shortfalls in the future. And we have, for the first time, allocated far more resources in advance to meet weather-related emergencies.
- I also developed a prudent plan to establish a trust fund that sets aside tens of millions of dollars to meet the anticipated health care obligations for retired employees, thereby averting a potentially huge financial crisis for the County in years to come.

- We have brought down the rate of growth in County government from the unsustainable levels prior to my taking office and reassured the bond rating agencies that we can manage effectively through a devastating national economic crisis.

All the while, I sought to protect critically-needed funding for education, public safety, and help for the most vulnerable in our midst. I also made critical investments in our economic infrastructure to lay the foundation for strong job growth and a larger tax base once the recession ended. This effort must be balanced with the equally important goal of preserving Montgomery County's unique environmental quality.

Our balanced approach to addressing these challenges has helped bring the County out of the worst of this economic crisis.

Overview

This budget continues my commitment to prudent fiscal policies that we have mutually agreed are critical to maintaining the County's sound fiscal management. I have increased our reserve levels to the highest in the history of the County to cushion the taxpayer against any additional unanticipated economic setbacks. I have also included in the recommended budget increased funds for retiree health benefits, bringing our total contribution level to the required level – a true accomplishment for all of us in the midst of the current fiscal conditions and placing us far ahead of most jurisdictions. The funding level for retiree health benefits that I am recommending is the minimum funding level that we need to contribute in order to maintain our commitment that we mutually made to the bond rating agencies.

At the same time, as detailed in the following pages, I have focused any available increased revenue on our mutual priorities – priorities that address the critical needs of our growing community. I have increased funding for public education at all levels beyond what is required by State Maintenance of Effort laws, put more police on the beat and in our schools, expanded our Positive Youth Development programs, increased funding for programs critical to our growing senior population, and further boosted funding for life sciences and cybersecurity business growth and high quality job creation.

Recognizing that government works best in partnership with the community, I have increased funding for the many worthy community organizations that provide services to our residents in ways government cannot. For the first time, I have also identified funding for the Council community grants that you and your colleagues have supported in the past.

Economic Context and Fiscal Consequences

Responsible fiscal practices are not only essential but are the foundation for ensuring that government is able to serve our one million residents, our businesses, and our employees, both in the short term and in the long run. I established cost containment strategies and productivity improvements that have dramatically slowed the rate of growth in the operating budget from the prior administration and have therefore saved County taxpayers millions of dollars. In partnership with the Council, I have also reestablished responsible reserve and other fiscal policies that will carry this County into the future with improved, sustainable fiscal health.

As the economy continues to improve, I am committed to maintaining the prudent and fiscally responsible approach we established in the midst of the economic crisis, while finding the balance that will meet the expanding needs of our growing population.

A Sustainable Budget that Meets our Residents' Needs

My FY15 Recommended Operating Budget:

- Funds Montgomery County Public Schools above the required Maintenance of Effort level – which meets 99.3 percent of the Board of Education's request;
- Funds Montgomery College above the required Maintenance of Effort level;
- Provides a 5.2 percent increase in tax supported funding for the Maryland-National Capital Park and Planning Commission;
- Continues my emphasis on public safety by adding 23 new officers including additional School Resource Officers, a Wheaton patrol unit, and a Germantown Central Business District unit, as well as two forensic scientists to assist our officers;
- Boosts services in two of my major initiatives serving potentially at-risk populations – Positive Youth Development and Vital Living for Seniors – and continues to fund programs that protect the most vulnerable among us;
- Increases funding for the creation of affordable housing units, bringing the total spending for new or preserved affordable housing during my administration to \$320 million and increasing this year's total funds available for the Montgomery County Housing Initiative Fund by 10 percent over last year;
- Provides resources to continue County efforts supporting the Great Seneca Science Corridor, the White Oak Science Gateway, and the White Flint Plan, as well as the transition to transit-oriented development around the Shady Grove Metro. These efforts will help create at least 100,000 new, quality jobs in Montgomery County and thousands of additional housing units;
- Fully funds County reserves at the policy level of \$379.9 million – 8.4 percent of total revenues – the highest in the County's history;
- Funds PAYGO in the Capital Improvements Program at 10 percent of current revenue to match bond funding in our capital budget, consistent with our fiscal policy;
- Funds \$105.1 million to meet retiree health benefit obligations – meeting the timeline we set when I took office in 2006;
- Maintains property taxes at the County Charter limit – last year's amount plus inflation; and
- Retains the energy tax at the level approved by the Council in 2013, preserving a broad-based revenue source that includes federal institutions based in the County who otherwise pay no taxes in exchange for County services.

As we continue on the prudent course that has been set, I believe Montgomery County is emerging from this recession with a sustainable budget that maintains my commitment to quality services, while increasing efficiency and maintaining sensible fiscal policies that will serve us well into the future. Given the continued budget uncertainty at the Federal level, and the potential impact this turmoil can have on the local economy, we must remain cautious in our spending. We cannot return to the unsustainable spending of the past. This budget also keeps faith with the people who pay the bills – our County taxpayers – by matching our critical needs with the revenues available or necessary.

The spending that I have proposed in FY15 is strategically focused on our highest priorities – education, public safety, economic development, our youth and seniors:

- I recommend a total County budget for all agencies (which includes debt service, grants, and enterprise funds) for FY15 of \$4,970,806,004, an increase of \$159.6 million from the FY14 Approved Budget – a 3.3 percent increase.
- The overall FY15 tax supported budget of \$4,335,880,302 (including debt service) will increase by \$141,082,328 from the FY14 budget. This represents a 3.4 percent increase.
- I recommend to the County Council that tax supported funding for Montgomery County government increase by \$17.1 million or 1.2 percent.
- Funding for the Montgomery County Public Schools will increase by \$79.8 million – a 3.8 percent increase from FY14 and an increase of \$54.6 million in County funding over last year. The budget funds 99.3 percent of the Board of Education's tax supported request.
- I am recommending an increase to the County contribution for Montgomery College of \$11 million, or an 11% increase. The budget funds 97 percent of the College's tax supported request. Total funds for the College are \$290 million.
- Funding for the M-NCPPC increases by \$5.8 million, a 5.2 percent increase and 97 percent of Park and Planning's tax supported request.

Priorities in the FY15 Recommended Budget

Education

As a teacher, a grandfather with children in our public schools, and as someone who would not be where I am today without the power of education, I know that nothing is more important than investing in quality schools.

I have increased the County's contribution to Montgomery County Public Schools (MCPS) school construction by 36 percent over eight years. I have proposed an historic high -- **\$1.1** billion in County money – in the capital budget now before you.

To effectively address the future overcrowding in our schools requires the State to significantly increase resources for school construction – over and above what we now receive. Since I became County Executive, we have received \$262 million in State school construction monies – \$60 million more than the County received in the seven years before I took office. This achievement is despite the difficult fiscal challenges of the last seven years. However, more funding is required. That is what all of us in Montgomery County are fighting for in Annapolis right now, along with our allies in Prince George's and Baltimore counties. We will continue this fight to provide the necessary classrooms for our children to learn.

As important as school construction dollars are, most critical is what goes on inside our schools. That is where we light the lamp of learning for the doctors and lawyers, entrepreneurs and musicians, doers and dreamers, and teachers that will put their mark on this County long after we have passed from the scene.

My FY15 Recommended Operating Budget includes a record-high of \$2.164 billion for the Montgomery County Public Schools, an increase of \$79.8 million – or 3.8 percent. Within this total, I am recommending an unprecedented County contribution of \$1.502 billion, \$26 million over the Maintenance of Effort requirement

of the State of Maryland and 99.3 percent of the Board of Education's request – a 3.8 percent increase in County funding. I have included a minimum of \$11 million from the MCPS fund balance to help fund the Board's request.

I am also recommending a significantly larger investment in Montgomery College – an educational institution serving thousands of County residents searching for a quality and affordable higher education.

For Montgomery College, my FY15 Recommended Operating Budget totals \$237.3 million, a \$8.9 million increase – or 3.9 percent. The County contribution is \$110.6 million – \$11 million over Maintenance of Effort and an 11 percent increase over last year.

Public Safety

When I first assumed office, one of my highest priorities was creating “safe streets.” And, right now the streets are safer, in large part because we have provided the resources needed to reduce crime. Between 2007 and 2014, while our tax supported County government budget went up 12 percent – our Police Department spending was more than double that amount – increasing nearly 28 percent. Despite our trying economic times, I increased full-time positions in the Police department – sworn and civilian – by more than 100.

The result is that in 2013, serious crime was down seven percent and all crime was down nine percent. Over the first seven years of my administration, serious crime was down 33 percent – more than twice the decrease in crime nationally over roughly the same time period. All crimes in the County were down 26 percent over the past seven years – almost three times lower than the national rate of nine percent, and the largest reduction in crime over the past twelve years.

All the men and women who work for the Montgomery County Police Department deserve our appreciation and respect. They have worked harder and smarter and more creatively to protect the lives and property of the residents of Montgomery County – and these numbers are proof of their dedication and success.

I have also made other improvements in public safety, such as opening our Family Justice Center to establish a one-stop shop to better serve families who are victims of domestic violence. My Positive Youth Development Initiative – a joint initiative of the Departments of Police, Recreation, and Health and Human Services – has established award-winning after-school programs aimed at at-risk youth, provided resources for intervention to pull kids out of gangs, and resources to suppress gang activity.

My recommended budget recognizes that there is always room for improvement. I am including a five percent, \$13 million increase for our Police Department, which includes funding for 23 additional officers and two forensic scientists. This increase is part of my multi-year plan to add 120 new sworn officers and 14 Police civilian employees – for a total of 134 additional staff. The proposal includes increasing the number of School Resource Officers, adding a Wheaton patrol unit, and also a Germantown Central Business District unit.

Under my administration, the Montgomery County Fire and Rescue Service (MCFRS), career and volunteer, have made substantial improvements in protecting the lives and property of County residents. Over the past seven years, Fire and Rescue response times have improved dramatically. For example, from the 911 call to arrival, advanced life support ambulance calls in urban areas of the County took about 16 minutes in 2007. That time has been reduced to 11.5 minutes – about a 27 percent reduction. Suburban response times were reduced by 20 percent and in rural areas by 21 percent. All of these improvements have been made despite significant population growth and a major recession.

In 2007, the time it took for fire dispatches to arrive at suburban areas of the County was 13.5 minutes. By 2013, this response time dropped to less than nine minutes, nearly a 33 percent reduction. And the response time was nearly 40 percent faster in urban areas of the County.

Montgomery County civilian fire deaths dropped from 13 in 2009 to two in 2012 and to four in 2013. Most of those fatalities were older residents. To address this troubling fact, I am including \$100,000 in the MCFRS' budget to strengthen our on-going outreach to seniors in the County who are most at risk for fire deaths. In total, I am recommending \$224.3 million for the Fire and Rescue Service, an increase of 3.4%.

Libraries

Due to the recession, the Department of Public Libraries saw some of the deepest reductions in County government, 26 percent between FY07 and FY12. Over the past two budgets, I started the process of rebuilding the most essential library services – hours, materials, and staffing. Just this spring, we have reopened renovated libraries in Gaithersburg and Olney.

My recommended budget continues to restore funds and services to the Department of Public Libraries. I have included nearly \$37.2 million for Libraries, a 6.7% increase from FY14. My recommended budget represents a 30 percent increase in Library funding since FY12.

This fall we will celebrate the opening of the new Silver Spring Library – and this budget includes the funding to fully staff that long-awaited facility. In addition, I am continuing my effort to increase services to library patrons around the County by increasing hours at 11 library branches: Davis, Marilyn Praisner, Potomac, Aspen Hill, Chevy Chase, Damascus, White Oak, Kensington Park, Little Falls, Long Branch, and Twinbrook. Altogether, library public service hours will increase by over five percent.

Positive Youth Development

The County's Police, Recreation, and Health and Human Services departments are working closely with community groups in my Positive Youth Development Initiative. This program ensures a coordinated, comprehensive approach to provide positive after-school opportunities for at-risk youth, interventions to keep them out of gangs, and resources to prevent and stop gang activity.

I am proud to say that these efforts have resulted in an almost 50 percent reduction in gang-related crimes from 2007 to 2012.

Last year, I added a sixth middle school site for our award-winning "Excel Beyond the Bell" Middle School program and added the summer component to all existing "Excel" middle schools. This year, I propose expanding "Excel" to an additional site in the Watkins Mill Cluster and adding a High School Sports Academy as well. I am also adding a new Linkages to Learning site at South Lake Elementary School. The successful multi-faceted program that brings together County government and MCPS' resources in the Kennedy Cluster will be expanded to the Watkins Mill Cluster. This program significantly expands services and targets the comprehensive needs of at-risk students and their families.

Senior Initiatives

My recommended budget expands our efforts to make Montgomery County a “community for a lifetime.”

My FY14 budget included a variety of enhancements to services for our senior population. For example, I improved senior transportation options through a public/private partnership with the Jewish Commission on Aging, which transports residents to and from our five senior centers – and to points in-between. We also expanded senior housing options through a \$6 million commitment to help develop 140 units of senior housing in Silver Spring.

My FY15 budget continues that focus. In addition to more resources dedicated to senior fire safety, I am proposing to restore operating hours at the County’s three senior centers that were reduced during the Great Recession. I am increasing County resources for adult protective services, adult foster and day care, for a senior ombudsman, and for caregiving services. I am increasing the income eligibility guidelines for the County’s Call ‘N’ Ride program to make sure more seniors can use the program. This change will increase services for over 900 residents of Montgomery County. We are also increasing funding for Ride On’s Kids and Seniors Ride Free programs.

Economic Development

Creating the jobs of the future in Montgomery County has been one of my top priorities.

In December 2013, the County’s unemployment rate fell to 4.1 percent – the lowest since 2008 and a nearly 30 percent decrease since its high during the Great Recession. Over the past two years of recovery, Montgomery County jobs are up three percent – a higher rate of job growth than in Fairfax County. Construction of new residential units in the County has more than tripled in the last three years. Non-residential construction has gone up more than 140 percent during that period – and its value has more than doubled.

Understanding their importance to our economic future, I provided leadership on critically-important County master and sector plans. In my first year, I successfully negotiated the purchase of Site Two in the East County from Washington Suburban Sanitary Commission. This parcel is crucial to ensuring the success of our White Oak Science Gateway. Working with businesses, the community, the Planning Board, and the Council, we will create 100,000 new jobs in the County through the Smart Growth Initiative, the Great Seneca Science Corridor, the White Flint sector plan, and the White Oak Science Gateway. That will be the biggest single growth in jobs in County history – more jobs than were added over the last 20 years combined. These projects will grow life sciences, stimulate quality jobs and commerce, and foster walkable communities, connected by transit, where residents can live and work.

My FY15 Recommended Operating Budget includes funding to repurpose the William Hanna Innovation Center to become the National Cybersecurity Center of Excellence. It increases Life Sciences and Incubator support by \$400,000. I am also recommending \$500,000 in County funding for BioHealth Innovation, the public-private partnership designed to take our County’s biotech excellence to the next level by enhancing the commercialization of critical research done in the County. This budget also provides continued County support for our successful Local Small Business Reserve Program and for the American Film Institute.

Under my administration, Montgomery County was the first local jurisdiction in the nation to establish a local Biotech Tax Credit, to give incentives for investment in local biotech firms. This year the County provided \$500,000 to eligible firms. Thanks to Council approval this spring, we also have a local Cybersecurity Tax Credit to similarly stimulate investments in County-based firms. My budget includes \$500,000 in available cybersecurity incentives in FY15.

Affordable Housing

Providing affordable housing opportunities for Montgomery County residents has been a priority of mine since I assumed office. This budget brings the County's total investment in affordable housing, during the last eight years, to nearly \$320 million, increasing the total resources available to spend in the Housing Initiative Fund by 10 percent over last year's level. This funding has enabled us to add housing units to the inventory of affordable housing and continue affordability for units which otherwise would have become unaffordable to our low and moderate income residents. These efforts have made housing available and affordable to 9,000 families in the County. Another benefit to the County has been the \$1billion investment in housing development and rehabilitation leveraged with these funds during this recent period of economic uncertainty.

While many of the units produced and preserved were rental, we have also used some of these resources to provide direct rental assistance to 1,925 households in FY14, increasing to 2,069 in FY15 – an increase of 7.5 percent.

Funding in this budget continues our efforts to reduce the incidences of foreclosure in the County. In partnership with the State of Maryland Department of Housing and Community Development and local housing counseling agencies, we have held nearly 400 workshops and counseled over 13,000 residents facing foreclosure. These efforts have directly contributed to the decline of foreclosures in the County outpacing most in the region. We will continue our efforts to keep families in their homes. Preventing homelessness is the most effective means of addressing the homeless issue.

Health and Human Services

I have long believed that how we care for our most vulnerable residents is the best indicator of the quality of our community. I have included in my recommended budget significant additional resources for a variety of public health, behavioral health, and other critical safety net services.

These additional resources provided to HHS will include among other initiatives:

- Replace the federal Community Services Block Grant shortfall to continue service provision for low-income persons to achieve greater self-sufficiency;
- Replace the federal Emergency Solutions Grant shortfall to continue providing housing services to individuals and families experiencing a housing crisis or homelessness;
- Add funds for the Developmental Disability Supplement to support program growth due to increased enrollment and expanding service requirements among current clients;
- 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;
- 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 a Social Worker position in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new bank mandatory reporting requirements;
- 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;

- Add funds for a Caregiver Support Senior Fellow and operating costs to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers;
- 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;
- Add a therapist 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;
- Expand the Kennedy Cluster Project, a multi-agency collaborative service model, to enhance early childhood services, add one Linkages to Learning site at South Lake Elementary School, and increase staff support to reduce institutional barriers for students and families in the high-need areas to engage school activities and improve academic achievement;
- Create a Children's Trust to direct resources to county inter-agency and across-system collaborations among County agencies, MCPS, businesses, and communities in order to aggressively close the academic achievement gaps in Montgomery County and impact the social determinants that affect outcomes for children and their families;
- Enhance Saturday School Program through the George B. Thomas Learning Academy to serve the County's most at-risk students;
- Enhance the County's Welcome 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;
- Provide a two percent adjustment for the developmental disability supplement and other tax supported contracts with non-profit organizations and residential treatment providers; and
- Add funds to support the Financial Reporting and Management Institute for Nonprofit Montgomery and to improve the capacity of nonprofit organizations and strengthen collaborations among all stakeholders.

Community Grants

As our County grows larger and more diverse, it becomes more challenging to meet the needs of that growing population. County government cannot and should not do it alone. We depend on the incredibly rich array of community organizations to supplement and augment County services. Very often, these groups are able to accomplish our mutual goals in a more cost-effective and culturally appropriate manner that best serves the community. They are also able to leverage other resources that are simply unavailable to County government.

These organizations provide services that include public health, behavioral health, safety net services, housing, the arts, early childhood, positive youth, seniors, veterans' services, and many other community building services. Montgomery County would not be the community we are without their existence.

I have made partnerships with these organizations an important hallmark of my administration and my recommended budget reflects the importance of these relationships. I am increasing the funds for community grants by nearly \$975,000 for a total of nearly \$5.9 million. Also, I have included approximately \$1.08

million within my CIP amendments for capital improvement grants to our community partners. In addition, I am including \$1.6 million for the separately determined Council community grants. This amount represents the total request by organizations that have historically received funding through the Council. However, as is true in the past, the Council determines the amount and distribution of community grant funding for their grant program.

In keeping with my belief that our County's diversity contributes to its strength, my Recommended Budget increases County funding for English adult literacy programs by 10 percent. In addition, this budget increases County funding for the Arts and Humanities by \$440,000 – or more than 11 percent.

Funding the Budget

My budget holds the line on property taxes for County homeowners at the Charter limit. In fact, the average County homeowner will see a \$17 reduction in property taxes over the next year. I am recommending a reduction in the property tax rate from \$1.01 per \$100 of assessed value to 99.6 cents. Because of the many difficult decisions we have made, along with prudent fiscal management, for the last three years, property taxes have been well below the rate of inflation. The property tax for each owner-occupied residence will include a credit of \$692 to limit the burden on homeowners and maintain a progressive property tax structure in the County.

During my administration, all County taxes, as a share of personal income, have gone down from an average of 4.41 percent in FY07 to a projected 4.0 percent in FY15 – a ten percent reduction.

My FY15 recommended budget assumes no increase in the Water Quality Protection Charge or the solid waste charges for County residents.

I am recommending a Washington Suburban Sanitary Commission (WSSC) budget that would result in an increase in water and sewer rates of six percent in FY15 in accordance with the budget recently approved by the WSSC.

Focusing on Productivity, Performance, and Accountability

We should continue to make every effort to make our operations more efficient, productive, and effective.

My CountyStat initiative continues its significant progress in tracking the County's performance in addressing challenges using real-time data and holding departments and agencies accountable for the results in a number of operational and policy areas. The CountyStat program provides a forum for on-going monitoring and measurement of the effectiveness and efficiency of County government services. This program has been a major success in improving the responsiveness and efficiency of the County government.

Our CountyStat meetings are open to the public and all CountyStat reports can be found at <https://www.montgomerycountymd.gov/countystat/>. The availability of information from this impartial source offers our residents and taxpayers an opportunity to fully examine some of the more critical resource issues in County government.

Montgomery County's nationally recognized new one-stop, non-emergency 311 phone and online system represents a significant step forward in responsiveness and accountability. We have expanded MC 311's hours in order to better serve working families and commuters and opened up the Call Center 24/7 during emergencies to complement County emergency efforts. In order to provide residents with the 24- hour ability

to request service, the 311 web portal was created. So far, the 311 system has fielded more than two million calls since inception – and we're well prepared to accommodate millions more. Additionally, more than 40,000 service requests annually are made through the County's 311 web portal.

I launched the County's Open Data program in December 2012, a good example of a program that is bearing positive results, increasing the transparency of County government and saving resources. The program is looked upon as a model among local governments. I met with agency heads and the heads of our municipalities in January 2014 to launch a Cross-agency Open Government Partnership in Montgomery County. These steps are in line with my belief that having already achieved much success with accountability systems such as MC311 and CountyStat, a responsive and accountable County government can continue to facilitate sustainability and resilience in the profit and not-for-profit sectors in our community.

In the future, we must continue to expand the Open Data program to unlock the power of government data to spur innovation, economic development, and improve the quality of services and life for our community. I have asked that the Open Data program be extended within County government to additional internal uses. Several departments are using it to collaborate internally and with external entities to develop programs in food recovery, right-of-way projects, and inspections of County managed assets. We are also working on extending Open Data uses to publishing an Open Checkbook and On-line Budgets.

Final Thoughts

Working together, we have accomplished a great deal under difficult economic circumstances. Thanks in part to the tough decisions we have made in these past, challenging years, Montgomery County is strong – and growing stronger. We are fortunate to live in one of the nation's best places to raise a family, obtain an education, earn a living, and build a business.

We have put our financial house in order and our budgetary foundation is much stronger. As a result, we are able to move forward to better provide the services and programs for our communities. Our job market is expanding. Our streets are safer. Our public school system is excelling. Our County is emerging ever-stronger from the recession, but much remains to be done.

I believe that the future begins here – in Montgomery County. And I think this budget continues the work we have already begun to build a future where there is opportunity for all.

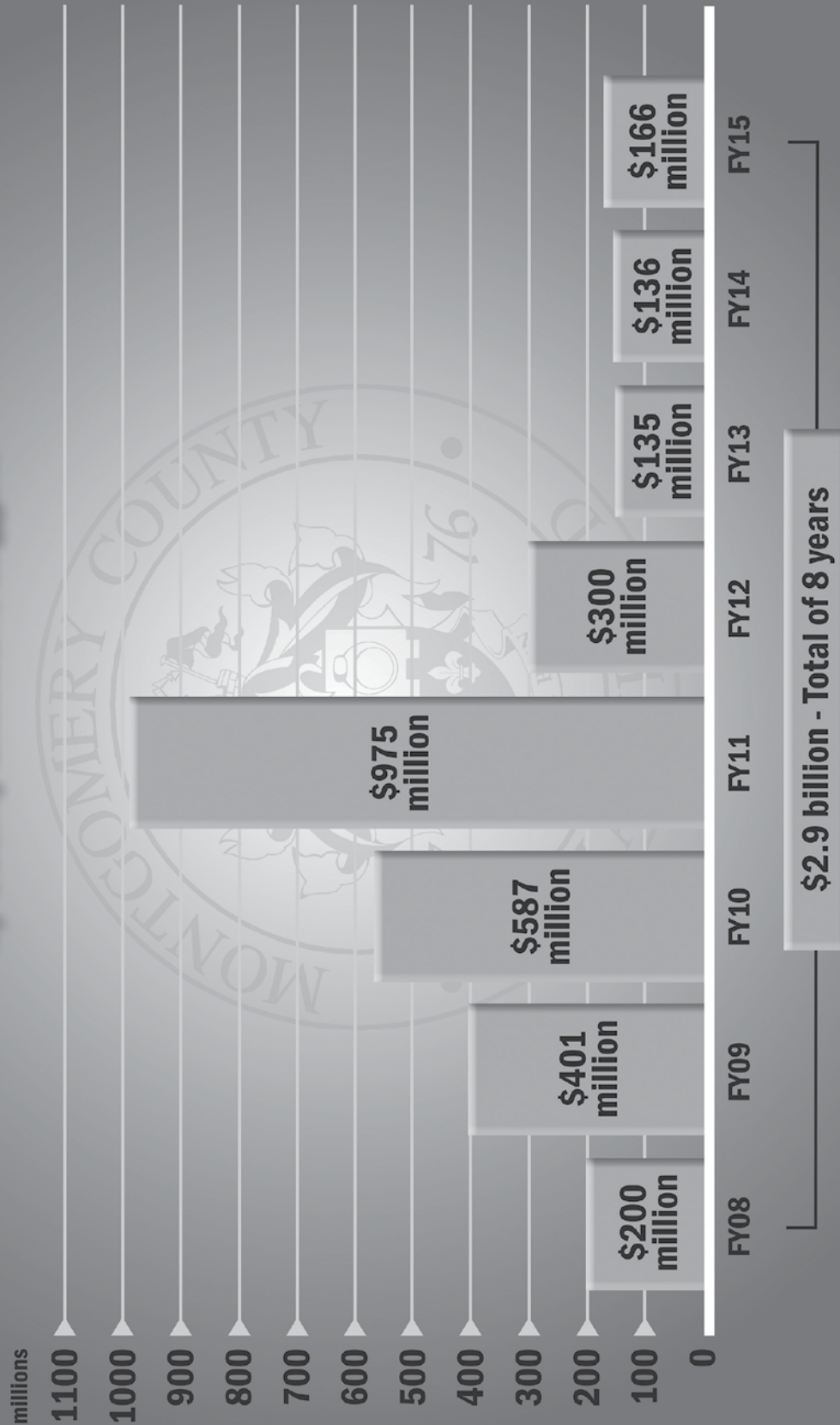
Finally, I want to thank those who contributed to the development of this spending plan including the Board of Education and the Superintendent at Montgomery County Public Schools; the Trustees and President of Montgomery College; the Chair of the Maryland-National Capital Park and Planning Commission and the Planning Board; the Commissioners and General Manager of the Washington Suburban Sanitary Commission; individual residents, as well as members of boards, commissions, and committees; community-based organizations; and directors, employees, and employee representatives of departments in all agencies.

Highlights of my recommendations are set forth on the following pages and details can be found in the departmental sections. The full budget can be viewed on the County's website at <http://www.montgomerycountymd.gov/omb/>. Details of the budget requests for MCPS, the College, M NCPPC, and WSSC can be seen in the separate budget documents produced by those agencies.

I look forward to working with the Council over the next two months on spending priorities and policy issues that arise. As always, Executive Branch staff is ready to assist you in your review and deliberations.

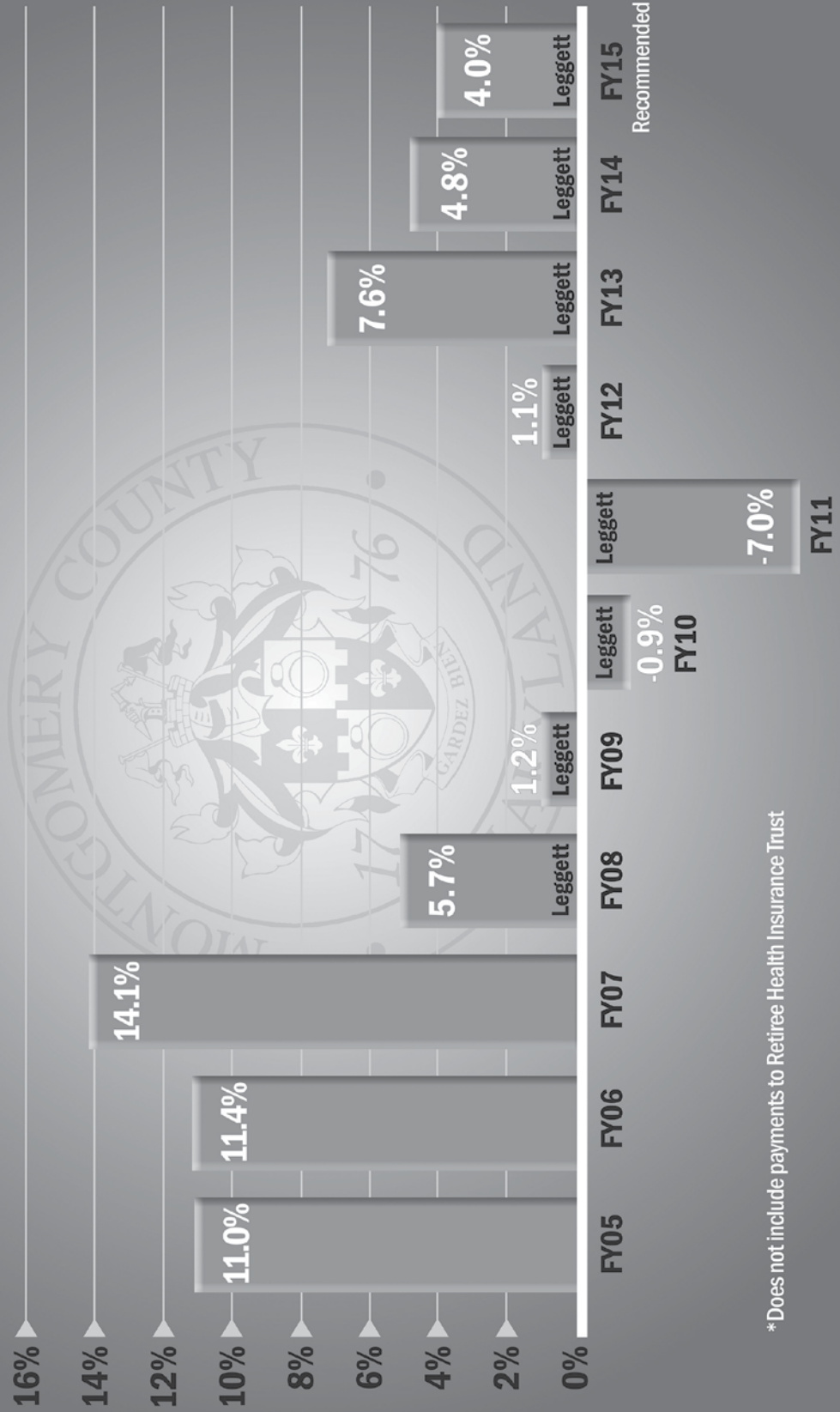
Budget Shortfalls Closed

by County Executive Leggett



County Government Spending

(Tax Supported)



Reducing Property Taxes

	FY14	FY15
Average Assessment	\$443,591	\$448,118
Property Tax Rate	\$1.010	\$0.996
Tax Credit	\$692	\$692
Estimated Tax Bill	\$3,788	\$3,771
Percent Increase/Decrease	2.06%	-0.45%
Inflation	2.24%	1.50%

The average Montgomery County homeowner will pay \$17 less in FY 2015, well below the rate of inflation.

Results by the Numbers:

Good News in the Midst of the Great Recession

Job Growth
2011-2013
Up 3%

Higher than Fairfax

County Reserves
FY10-FY15
Up 390%

New Residential
Construction
2010-2013
Up 300%

Increase in
Residential Road Repair
2007-2015 vs 1999-2006
Up 676%

All Crime Over 7 Years
Down 26%

Serious Crime Over 7 Years
Down 33%

Unemployment Rate
Since 2010
Down 30%

All County Taxes as
% of Personal Income
2007-2015
Down 10%

Fire and Rescue
Response Times
Down 11-38%

What's Up

What's Down



A Responsive and Accountable County Government...

- Montgomery County received the following awards in 2013:
 - Named the top digital county government in the United States by the Center for Digital Government, the National Association of Counties (NACo), and through the 2013 Digital Counties Survey;
 - NACo Achievement awards for ASK the CIO (Chief Information Officer), the Bike Share Research Tool, and the openMontgomery program;
 - National Technology Award for the County's openMontgomery Program; and
 - A finalist in the 2012 Information Security Executive North America Award.
- Continue implementation of the openMontgomery Initiative and deploy the GovStat module to measure and publish departmental performance data and publish an interactive, electronic budget book.
- CountyStat received a Certificate of Excellence Award from the International City/County Management Association Center for Performance Measurement; Montgomery County was one of only 28 jurisdictions in the United States to receive this highest level of recognition.
- Implementing a comprehensive modernization of the Tax Assessment System and an upgrade for the 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.
- 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, such as adding reporting modules for grant/capital projects and positions.
- Implementing the ERP Oracle Warehouse Management and Tax Assessment Management modules.

- *County Report This Week* was named by the Alliance for Community Media the best Public, Education, and Government (PEG) News Program in America. The weekly half hour program is produced collaboratively by members of PEG Governance Board.
- Provide direct communication with residents through social media sites, YouTube, Facebook, and Twitter; and through electronic publications such as “The Paperless Airplane.”
- Improve service and convenience for residents by implementing an enhancement that supports the scheduling of next trash collection day’s pickup by the Department of Environmental Protection Solid Waste. Requests are accepted until midnight on the prior day.
- Expanded Executive Branch communications through a new half hour radio show broadcast on WOL 1450 AM, “Montgomery Mosaic,” and new cable television shows such as “My Green Montgomery,” “Mosaic: An African American Perspective,” and “Montgomery Al Dia.”
- Started projects through 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 technology/data-driven County events: 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.
- Reduced fuel consumption through increased utilization of alternative fuel and advanced technology vehicles.
- Integrated the installation of radio and video equipment into the initial prepping of new vehicles; reducing the amount of time needed to prep the new vehicles.
- 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 Savings Performance Contracting Pilot Project to save over \$200,000/year in energy costs.
- 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.

Affordable Housing in an Inclusive Community...

- Invest over \$26.9 million for Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$15.9 million from the Affordable Housing Acquisition and Preservation Capital Improvements Program (CIP) project. This increases dedicated funding by more than 10% 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 million.
- Use resources from the MHI fund to support rental assistance programs to the Department of Housing and Community Affairs (DHCA), Health and Human Services (HHS), and the Housing Opportunities Commission (HOC). A total of 1,925 households were assisted in FY14 and 2,069 households in FY15 – an increase of 7.5 percent.
- Funding from Federal Grants (Community Development Block Grant (CDBG), the HOME Partnership Grant (HOME), and the Emergency Solutions Grant (ESG)) continues, which provides funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.
- Broke ground on a new public/private partnership redevelopment project on the current site of Public Parking 3 in the Fenton Street Village area of Silver Spring. Phase I of the project, now in construction, involves a mix of market rate and affordable housing and street front retail above a two-level County owned public parking garage. The project also involves a significantly sized area of green space as a public amenity.
- Administer the State funded Weatherization Assistance Program which provides energy saving housing renovations for income eligible County residents.
- Special Needs Housing expanded the Housing Initiative Program (HIP) by 45 households in FY14, which includes a new initiative for 25 medically vulnerable adults identified using a medical vulnerability assessment that is based on the vulnerability index utilized by the 100,000 Homes Campaign.

- Replace the federal Emergency Solutions Grant shortfall to continue providing housing services to individuals and families experiencing a housing crisis or homelessness.

An Effective and Efficient Transportation Network...

- Administer 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 bike ride in the County as well as partner with the jurisdictions of the District of Columbia, Arlington, and Alexandria.
- 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.
- Implemented new bus service in Germantown, Gaithersburg, Potomac, and White Flint; and implemented new “Meet the MARC” bus service from Clarksburg to Germantown.
- Extend the hours by one hour for the Kids Ride Free Program Monday through Friday from 2pm until 8pm.
- Oversee an expanded resurfacing program, which went from 24 lane miles in FY14 to 129 lane miles in FY15.
- Initiated the County’s first Light Emitting Diode (LED) street lighting project 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.
- Completed Pedestrian Safety measures for Reddie Drive; Randolph and Selfridge Roads’ measures are under construction; and initiated the Fenton Street Pedestrian Road Safety Audit.
- Replace the on-street parking meters and meters in public parking lots in Silver Spring with a combination of new, more customer friendly “Smart” parking meters and Pay By Space systems.

- Open the Capital Crescent Garage (Public Parking Garage 31) in Bethesda at Woodmont and Bethesda Avenues in FY15. 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.
- Select a vendor for a Power Purchase Agreement (PPA) based on the solar generation of electricity. The PPA vendor will own, install, and maintain solar panels located on the rooftops of selected County owned garages and will provide the generated power to the County at negotiated below market rates under a 20 to 30 year agreement.
- Received 40 new buses and accelerated bus replacement plan with the retirement of Champion buses.
- Developed and implemented customer service strategic plan to

Children Prepared to Live and Learn...

- Provide resources to accommodate the enrollment of 154,178 students in the school system.
- Make a County contribution to MCPS of \$1,541.1 million, including \$38.2 million in carryover and \$37.8 million of local contribution for State retirement. The County contribution exceeds the State Maintenance of Effort Law requirements by \$26.0 million.
- Support MCPS programs through expenditures in other County departments, such as HHS, Public Libraries, Recreation, Community Use of Public Facilities (CUPF), Environmental Protection, and Police, totaling \$68.5 million in FY15, an increase of \$16.8 million from FY14.
- Expand the Kennedy Cluster Project to the Watkins Mill Cluster, a multi-agency collaborative service model, to enhance early childhood services, add one Linkages to Learning site at South Lake Elementary School, and increase staff support to reduce institutional barriers for students and families in the high-need areas to engage school activities and improve academic achievement.
- Create the Children's Trust, which will support services to improve educational outcomes for children (from birth to age 18) and families by addressing social determinants that impact the educational achievement gap. The Executive is launching this multi-disciplinary partnership approach to support student and family success. The approach is a collaboration led by a Governing Board made up of County leaders and supported by Department Directors

through an Operations Committee with financial management and private sector fund leveraged through the Community Foundation.

- Enhance the Excel Beyond the Bell program to add Excel Beyond the Bell at Montgomery Village Middle School.
- Add an additional high school Sports Academy program in January 2015 to Watkins Mill High School in the effort to address needs in the upper County area.
- Enhance Saturday School program through the George B. Thomas Learning Academy to serve the County's most at-risk students.
- The new Montgomery County Early Childhood Advisory Council (ECAC) was formed in 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.
- Create a new Positive Youth Development initiative to provide a Summer Teen Mobile Recreation Program to six Montgomery County Public Schools' summer nutrition sites (summer lunch). This program will pair physical activity and healthy eating, enhance connections to Recreation departmental resources, and reduce the overall idleness of young people.

Healthy and Sustainable Communities...

- Replace the federal Community Services Block Grant shortfall to continue service provision for low-income persons to achieve greater self-sufficiency through technical assistance and case management so they can access public and community resources.
- Add funds to the Developmental Disability Supplement to support program growth due to increased enrollment and expanding service requirements among current clients.
- Increase the number of clients able to attend an Adult Day Care program two days per week for socialization and medical supervision.
- Add funds for a Caregiver Support Senior Fellow and operating costs to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers.
- Raise the Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.

- 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.
- 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 resulting from new bank mandatory reporting requirements.
- Linkages to Learning (LTL) implemented the Massachusetts Family Self Sufficiency Scales and Ladders Assessment to measure the progress and outcomes for families in areas including housing, employment, health, and youth and family development.
- Add funding to support a 2% inflationary adjustment for the developmental disability supplement and tax supported contracts with non profit organizations and residential treatment providers.
- Enhance the County's Welcome 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.
- Extend Senior Nutrition Program's congregate meals to the newly opened White Oak Community Center three days per week, serving 25-30 meals per day.
- Continue to work with multiple non-profit organizations to provide computers, bicycles, building supplies, books, and other items to people recommended through social service agencies and educational institutions.
- The Commission on Veterans Affairs (CVA) obtained 65 vouchers in housing subsidies for the County's homeless veterans through the Federal Veterans Affairs Supported Housing program from the U.S. Department of Housing and Urban Development.
- 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.
- Continue to address the increase in Stormwater Management projects throughout the County by adding additional staff and project support proportionally to the number of projects in the current implementation schedule.

- Continue the multimedia program begun in FY14 to increase awareness of the County's recycling program and the updated County goal of recycling 70% of materials in the waste stream.
- 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 inspection into the Stormwater Management Facility Inspection Program.
- 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.
- 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 in accordance with the new Water Quality Protection Charge (WQPC) legislation.
- Led efforts to pass legislation to protect and increase the amount of tree canopy through planting following development. As a result of this legislation, 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.



Safe Street and Secure Neighborhoods...

- In 2013, overall crime decreased in Montgomery County by nine percent from 2012.
- In the past seven years, “serious” crime dropped by 33 percent in the County, twice the decrease nationally during the same period.
- In the past seven years, “all crime” has dropped by 26 percent in the County, three times the decrease in all crime nationally during the same period.
- Opened the new state-of-the-art Animal Services and Adoption Center in Derwood, which replaced the outdated and undersized Animal Shelter in Rockville.
- Continue implementation of the Police Department’s Staffing Plan, based on analysis of crime statistics, workload analysis, and deployment software.
- Recruited, hired, and trained over 240 law enforcement personnel to address an unprecedented number of retirements.
- Promote public safety with enhanced patrol staffing in Wheaton (4D) and Montgomery Village (6D) and the addition of two School Resource Officers, approaching the goal to provide a police officer in every public high school in the County.
- 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 persons incidents.
- Opened 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.
- The Circuit Court increased the number of staff attorneys at its Family Law Self Help Center in FY14, hiring an attorney who is bilingual to serve the increasing number of Spanish-speaking residents who seek assistance with their family law matters.

- Continue Montgomery County Fire and Rescue Service multi-year initiative of civilianizing select positions. FY15 initiatives include:
 - Complete the civilianization of uniformed inspectors to non-uniformed inspectors in the Fire Code Compliance Section for an anticipated savings of \$1.0 million annually;
 - Civilianize 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 multi-year initiative to civilianize uniformed dispatch positions in the Emergency Communications Center (ECC). Once completed the annual savings is projected to be approximately \$2.0 million.
- 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 Emergency Medical Services (EMS) emergencies; the station opened with a four-person Advanced Life Support (ALS) paramedic engine and a basic life support EMS transport unit.
- The Office of Consumer Protection (OCP) assumed its new role as Patient Advocate regarding the EMS Insurance Reimbursement program. OCP developed and implemented a program of high level customer service to both County and non-County residents and will continue to serve as a liaison with Fire and Rescue Service's third party vendor to ensure that any billing issues are promptly resolved.
- 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.
- Replace expired federal funds through the ARREST grant with County funding, continuing the services provided at the Montgomery County Family Justice Center (FJC) by funding three bilingual Client Assistance Specialists.
- The "Choose Respect – Teen Dating Conference," sponsored by the Domestic Violence Coordinating Council and the Family Justice Center, successfully completed its fifth annual event.
- The new space expansion at the Family Justice Center 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.

A Strong and Vibrant Economy...

- Support funding for the Green Technology Investor Incentive Program and the Cybersecurity Investment Tax Credit Supplement Program; and introduced two programs in FY14 to promote strategic industry growth by providing incentives for private investments in green technology and Cybersecurity companies.
- The County'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.
- Expand the Life Sciences Incubator Programming and Support.
- Partnered with the State of Maryland and the National Institute of Standards and Technology (NIST) to become the new home to the National Cybersecurity Center of Excellence, positioning the County to be the epicenter of this emerging and fast growing industry.
- Support funding of the Montgomery Moving Forward initiative to assist unemployed and underemployed County residents in gaining employment in the health and wellness industry.
- Convert the William Hanna Innovation Center to become the National Cybersecurity Center of Excellence.
- Through 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.
- Through the Economic Development Fund, facilitated the retention and expansion of businesses in the County, including the addition of 242 new jobs to the 818 employee base for Sodexo, Emergent Biosolutions, Inc., and Precision for Medicine, Inc.
- Executed a general development agreement with a private partner for the redevelopment of Wheaton. This project will include an office building to house the headquarters of the Maryland National Park and Planning Commission (M-NCPPC), as well as, the County Departments of Permitting Services and Environmental Protection. It also includes a 400 space public parking garage and a large Town Square as a public meeting and event space. In conjunction with the project, the private partner will be building a mixed use retail/residential building on the Wheaton site and a second retail/residential complex on the site of the former M-NCPPC headquarters in Silver Spring.

- 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.

Vital Living for All of Our Residents...

- Open the new Silver Spring Library in fall of 2014. Silver Spring Library will open with 69 Public Service Hours (PSH), an increase of 18 PSH over the current Silver Spring Library; Library PSH will increase overall by 62 per week to a total of 1,189, a 5.5% increase.
- Expand Public Service Hours by up to four per week at the following eleven library branches: Davis, Marilyn Praisner, Potomac, Aspen Hill, Chevy Chase, Damascus, White Oak, Kensington Park, Little Falls, Long Branch, and Twinbrook.
- Continue to support individuals seeking the opportunity to learn English by increasing the Montgomery Coalition for Adult English Literacy's (MCAEL) budget by \$100,000; these additional funds will be used for capacity building grants that directly support English language programs.
- Provide for the staffing and operating costs associated with the re-opening of the Scotland Neighborhood Recreation Center in the fall of 2014.
- Restore hours at three Senior Centers that were cut during the financial crisis. This includes restoration of Friday hours (8) at the Margaret Schweinhaut Senior Center, the afternoon hours (8) at the Damascus Senior Center, and the Saturday hours (7) at the Holiday Park Senior Center. By increasing these hours, we will be able to offer 15-25% more programs, services, classes, etc. each week to help meet the growing needs of our seniors.
- Create a one-stop service solution through ActiveNet software, in which constituents will now go to one online place for services such as registration, memberships, and payments for M-NCPPC, CUPF, the Charles W. Gilchrist Center for Cultural Diversity, and the Department of Recreation. Recreation is leading this effort, which is currently in the transitional phase. The Technology Modernization CIP project will be 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.

- The Montgomery County Commission on People with Disabilities worked to have a special hiring authority to promote the hiring of qualified people with disabilities similar to the federal government, which was overwhelmingly supported by County voters during the 2012 election. Since July 2013, nine persons with severe disabilities have been hired using the special hiring non-competitive process. An additional four persons have been hired under contract.
- The Montgomery County Commission on People with Disabilities and Commission on Veterans Affairs worked with the County to pass legislation to create a hiring preference for initial appointment to a County Merit System position for veterans with a disability, veterans without a disability, and for persons with a disability.
- Continue to help fund the operation of the Piney Branch Elementary School Pool in Takoma Park by providing \$73,000 in contractor costs.
- Provide a contract professional to operate and support the new management/theater company of the Silver Spring Black Box Theater for one year.
- Provide financial support to victims through the Partnership Fund for victims of hate violence incidents.
- Coordinated the First Annual Friendship Picnic with the Committee on Hate Violence, advocating community unity and non-violence.
- 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 (LGBT) Forum on Civil Rights Issues and Public Safety.
- Using staff, volunteers, contract support, and private funding raised through the Fund for Montgomery, the Community Engagement Cluster sponsored or played a major role in 27 community events, with a combined participation of more than 200,300 residents of Montgomery County.

Funding The Budget...

- Recommend a total County budget from all sources of \$4,970,806,004, which is \$159.6 million, or 3.3 percent, more than the FY14 budget.
- Recommend tax-supported funding for Montgomery County Government of \$1,477.9 million, an increase of 1.2 percent.
- Funding for Montgomery College's tax-supported programs increases by \$8.9 million, a 3.9 percent increase compared to FY14. County funding for Montgomery College is recommended to increase by \$11 million or 11 percent.
- Funding for MCPS will increase by \$79.8 million, a 3.8 percent increase from FY14 and an increase of \$54.6 million in County funding over last year. The budget funds 99.3 percent of the Board of Education's tax-supported request.
- Tax-supported funding for M-NCPPC increases by \$5.8 million or 5.2 percent from FY14.
- Recommend property taxes at the Charter limit with a \$692 homeowner's property tax credit to support a progressive property tax structure.
- Fund WSSC's FY15 operating and capital budgets in conjunction with a 6.0 percent rate increase consistent with the spending control limits adopted by the Montgomery County Council.
- Promote existing mechanisms for senior citizens and those on limited incomes to assist them as needed with property tax increases, such as the Senior Tax Credit program that benefits eligible residents who are at least 70 years of age. This credit is calculated as 25 percent of the combined State Homeowners' Tax Credit and County Supplement.
- Retains the energy tax at the level approved by the Council in 2013, preserving a broad-based revenue source that includes federal institutions located in the County.

FY15 Budget

The County Executive's Initiatives to Build Accountability for Results

The Montgomery County Results

"However beautiful the strategy, you should occasionally look at the results."
Winston Churchill

Following his election, County Executive Isiah Leggett asked a group of 150 residents representing diverse interests and cultures to identify the qualities of life in Montgomery County that matter most. They identified what are now called the Montgomery County Results, also known as Montgomery County priority objectives:

- 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

Building a Culture of Accountability for Results

The County Executive believes that local government can – and must – continually strive to do a better job in its use of finite public resources to help achieve and sustain the Montgomery County Results. However, to achieve this goal the County Executive realized that a culture change was required. To establish and maintain a results-based culture, the County Executive, therefore implemented the following initiatives. These initiatives work together in a coordinated fashion to use data and objective measures to improve performance and the use of all County resources.

▪ Results-Based Budgeting

At the direction of the County Executive, the Office of Management and Budget, CountyStat, and County operating departments, realigned the County's budget process to focus on results rather than annual, incremental changes. Results-Based Budgeting ensures resource allocation based on County priority objectives to make government more responsive, programs and initiatives are operating effectively and efficiently, and tax dollars are spent wisely through the use of performance data as a primary basis for review and analysis of budgetary requests. The fiscal year (FY) 2009 Operating Budget, as a first step, introduced Department Headline Performance Measures, which are described below. Beginning in the FY10 budget, the Headline Measures were supplemented by the inclusion of program level measures. Beginning in FY11, operating budgets were systematically

reviewed in multi-departmental groups. Group reviews were designed to ensure the interrelationship and risk of proposals for reductions or increments in each department were fully evaluated and collaboratively presented to the County Executive. When fully implemented, Results-Based Budgeting will:

- Rely on historical and projected performance data and other reliable and relevant evidentiary data to justify budgetary allocations through the demonstration of performance results;
- Document the “return on investment” expected from budget expenditures by assessing the impact of those expenditures on the customers of County services (“customer results”), the quality of life in Montgomery County, and the Montgomery County Results;
- Enhance opportunities for cross departmental/agency coordination and resource allocation decisions, since the corresponding impact of resource changes on performance can be evaluated in a timely and objective manner;
- Use data systematically and transparently to drive the decision-making processes by which finite resources are allocated to achieve both customer results and the Montgomery County Results;
- Provide a better basis for decision making and administration of annual budgets, including additional investments or budgetary reductions, since these decisions would be based on alignment with priority objectives and performance data. This includes changes of the use of base funding if such changes will improve results, as opposed to limiting such decisions to only new or incremental funding;
- Routinely seek improvements to productivity and no-cost or low-cost solutions to problems; and
- Be used for the annual budget development and review process, as well as any mid-year decisions.

Moving to a results-based accountability system is a work in progress requiring a continual evolution in the County’s corporate culture and internal systems and processes to focus management and staff efforts on improving performance and achieving the County’s priority objectivess.

■ **CountyStat**

CountyStat is a component of the County’s results-based accountability system, and a mechanism for performance management in Montgomery County government. Its goal is to improve government performance through greater accountability and better transparency into County challenges and successes, thereby, moving the County forward towards a culture of “managing for results” and a more effective and efficient County government. CountyStat is guided by four simple principles: require data-driven performance; promote strategic governance; increase government transparency; and foster a culture of accountability. CountyStat meetings, led by the Chief Administrative Officer, are held on a routine basis as a tool to examine the results of departments’ activities and make continual adjustments in the direction of programs in order to achieve the objectives.

CountyStat provides an array of facilitation and analytic support services not always realized through a formal CountyStat meeting. These services allow the County government to make informed decisions based on rigorous analysis. CountyStat staff focuses on strategic-level decision-making processes that lead to systemic change. This work includes, but is not limited to, consultation on departmental strategic planning, cost benefit analysis, program evaluation, quantitative and qualitative investigative studies and extensive survey development, implementation and analysis.

CountyStat manages the following results-based accountability tools:

□ **Department Headline Performance Measures & Departmental Performance Plans**

The County Executive directed department directors to focus their management on the achievement of “customer results.” As a first step, each department identified, not just their customers and the services they deliver to those customers but, most importantly, the outcomes they hope to achieve for those customers.

Departments then identified “Department Headline Performance Measures,” data to gauge: (1) the extent to which the desired results are being achieved, and (2) the efficiency of each department in achieving its results. Headline measures do not attempt to measure all the work performed by the Departments do; instead they focus on the core missions of departments and, with a small set of outcome measures, are used to monitor department performance.

In addition to the Headline Measures, all County departments developed Department Performance Plans. Each Plan begins with the Department Headline Performance Measures, gauging how well customer results are being achieved, as well as the department’s operational efficiency. Then the Performance Plan provides a succinct analysis and an action plan, including a budget, for improving performance – as measured by the trend lines of the Department Headline Performance Measures. These documents are used by Departments as strategic planning devices and by the County Executive to hold Department Directors accountable for outcome results.

□ **Montgomery County Performance Measurement Dashboard**

CountyStat created an online-accessible performance reporting dashboard, which includes all departments’ Headline Performance Measures. This dashboard, located on the County’s website at www.montgomerycountymd.gov/countystat, serves as a valuable tool for policymakers and residents enabling them to monitor County performance over time to ensure the needs and priorities of residents are consistently met by County policies. It is a key component of the County Executive’s goal of increasing governmental transparency.

■ **openMontgomery**

In 2012, the County launched the openMontgomery program - the latest phase in the County’s open government program to promote even greater transparency and accessibility than previously achieved with CountyStat, MC311, and the County’s improved, mobile-enabled web portal. The openMontgomery program, including the accompanying Montgomery County Digital Government Strategy document, is acclaimed as the first of its kind among local governments. openMontgomery (<http://montgomerycountymd.gov/open>) is comprised of four pillar platforms:

- **dataMontgomery** (<http://data.montgomerycountymd.gov>) provides a centralized portal for users to access County government data in consumable formats. dataMontgomery provides the public with an opportunity to review and analyze

raw data and use it for a variety of purposes, including building custom and mobile applications and connecting them to County government services. These offerings benefit County residents, and facilitate economic activity and vibrant communities. Datasets published include: the FY14 Operating Budget, Food Inspection Results, Employee Salaries, MC311 Service Requests, Residential and Commercial Building Permits, Spending Disclosure, Contracts, Real Employee Tuition Assistance, Reported Sanitary Sewer Overflows, Cable Complaints and Inspections, Election Polling Places Maps (including Early Voting), and maps for all public Schools, libraries and Health and Human Services facilities. dataMontgomery is expected to reduce the need for the number of Freedom of Information Act requests, which can be expensive for both the County government and the requesting entity.

- **engageMontgomery** (<http://engage.montgomerycountymd.gov>) provides the public another way to participate in open government. It provides on-line channels and forums where the public can offer ideas and feedback, voice concerns, and participate in online discussions with County government on any number of concurrent subjects. The Executive Branch utilized engageMontgomery to consult with the public on the FY14 and FY15 budget formulation. Other topics included transportation and the environment.
- **mobileMontgomery** (<http://montgomerycountymd.gov/open/mobile.html>) presents the County's web sites and applications (apps) on mobile devices (e.g., tablets, Smartphones) for use anytime and anywhere. Using these services, the public can access information (some in real time) about the budget, emergencies, services (e.g., bus arrivals, snow/debris removal, etc.) and through the mobile MC311 system can make non-emergency service requests, receiving status and notifications.
- **accessMontgomery** (<http://montgomerycountymd.gov/open/access.html>) provides direct on-line access to critical county information and publications related to the budget, County government performance, including MC311, CountyStat, internal audits, Inspector General audits, and spending disclosures. Also, accessMontgomery contains information about the County's contracts, open solicitations, and locations where the County offers free Wi-Fi. The County implemented on-line tools to measure customer satisfaction and web-portal activity. The adjustments resulting from these measurements have improved customer satisfaction with constituents by over 15 percent.

The four platforms work together to open the County's data sets in consumable formats; consult the public on topics of importance to them; serve County services on Smartphones and other mobile devices in 72 languages; and provide access to County documents and reports not previously available. The FY15 budget funds further expansion of the openMontgomery program to improve customer services.

■ **Montgomery County Indicators Project**

CountyStat worked with Departmental, Agency, and community stakeholders to develop a set of indicators that represent a high-level barometer of County performance and reflect the quality-of-life in Montgomery County, benchmarked against a regional and national grouping of comparable jurisdictions. This is an additional data tool for the County, as it assesses its progress towards achieving its priority objectives.

To connect all of these various performance management and data driven decision-making tools, CountyStat mapped the interrelationships between the priority objectives, County indicators and related benchmarking, departmental headline performance measures, and results-based budgeting. All of these tools work together to assist County government in its effort to create an environment of transparency and accountability.

- **Focusing on Customer Results**

The County Executive has launched several initiatives, in addition to Results-Based Budgeting, focused on improving “customer results,” including:

- **MC311/Constituent Relationships Management System**

The deployment of **the County’s nationally-recognized 311 one-stop, non-emergency phone and online system** has represented a significant leap in responsiveness to our residents. In the three and a half years since the June 2010 launch of MC311, over two million requests have been handled. In 2012, the County expanded MC311’s hours by two hours to 7 PM Monday through Friday, in order to better serve working families and commuters.

The MC311 web portal (www.MC311.com) is available 24/7 to obtain information and to create service requests for County Government programs. On average, over 41,000 customers visit the web portal each month.

The CRM system offers residents a single point of contact for telephone and online inquiries and complaints and is an important tool to assist the County in making resource allocation decisions and tracking department responsiveness

- **Enterprise Resources Planning System**

The County is modernizing its Core Business Systems to improve efficiency, effectiveness, and responsiveness. The Enterprise Resource Planning system (ERP) provides a significant upgrade to the County’s financial, procurement, human resources, and budgeting systems, streamline business processes, and produce enhanced reports for data-driven decision making – all key to improving customer results. In FY11, the County successfully implemented the financial, procurement, and human resource systems on-time and within budget. In FY12, the County effectively implemented PeopleSoft Retiree Pension, Oracle Compensation Workbench, Inventory, Work Orders, iExpense, iSupplier, iReceivable, and Advanced Collection. In FY13, the County successfully implemented Hyperion Operating and Capital Budgeting, Performance Management, Learning Management, Identity Management, Enterprise Reporting, and Zylmage. During FY14, the County is implementing Warehouse Order Management and Tax Assessment.

- **Decision Making that is Transparent and Driven by Data**

In addition to focusing on customer results, the County Executive is committed to decision making that is both transparent and data-driven. Results-Based Budgeting fundamentally embodies the County Executive’s commitment to these values. Other initiatives that embody these values include:

- **Town Hall Meetings and Budget Forums**

Starting in January 2007, the County Executive has held “Town Hall” Meetings across the County and online. The Town Hall Meetings provide a forum for free and candid dialogue. The County Executive also hosted a series of Budget Forums to seek input from residents on operating and capital budget priorities for the FY08-FY15 budgets. The total number of Town Hall and Budget Forums held by County Executive Leggett

to date is over 40. In addition, online chats have provided monthly opportunities for direct input to the County Executive. As a further commitment to free and candid dialogue, a virtual Town Hall environment is provided by the engageMontgomery program discussed above.

□ **Results-Based Accountability Successes**

The Departmental performance plans, Headline Performance Measures, Program Performance measures, and high-level indicators of County performance and quality of life mentioned above, as well as internal training and budgeting process changes, serve as a base to further develop a results-oriented culture. CountyStat and the Office of Management and Budget (OMB) work together to ensure that the data mined by CountyStat is used in making budget decisions. Additionally, CountyStat responds to OMB's need for data and information. New data available from the MC311 customer service system has opened up new avenues for data-driven customer responsiveness, including:

■ **Multi-Department Review of Budget Proposals**

After the departments submitted their budgets, the County's Chief Administrative Officer and the OMB Director established five high-level working groups known as "clusters" that consisted of the directors of departments (or their designee) with related functions. The five clusters were organized based on current cross-cutting issues affecting multiple departments, including:

- Collective Bargaining
- Maintenance of the County's Buildings
- Positive Youth Development
- Seniors
- Worker's Compensation

The goal of these clusters – which represented a more collaborative approach to budgeting in the County – was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across the County to strengthen services provided to constituents. The conclusions and recommendations of the clusters were presented to the County Executive and Chief Administrative Officer and used by them in making their final decisions on the budget.

■ **Rewarding Excellence Program**

The Rewarding Excellence Bonus Incentive Award Program is designed to encourage and promote new, innovative ideas, concepts, and strategies for cost effective delivery of County services and products. The program rewards bargaining unit employees, general salary schedule employees, and first-line supervisors for sustainable implemented recommendations that improve efficiency, increase productivity, reduce costs, streamline operations, and enhance customer satisfaction. When cost savings are realized, employees receive a portion of the cost savings in the form of a bonus on a 50/50 basis for the first year. Thereafter, the County retains the savings. This program helps achieve one of the County's key goals – to make County government more responsive and accountable. During FY13, the Rewarding Excellence teams demonstrated savings of \$570,000 through two initiatives:

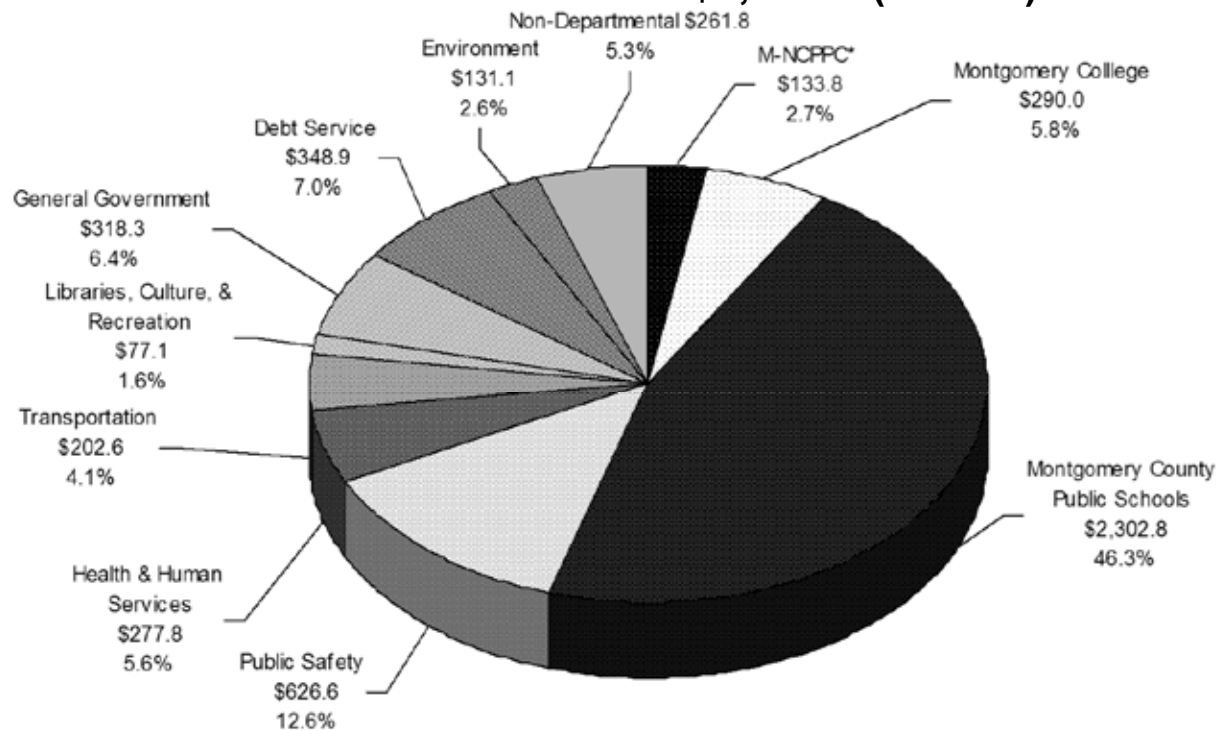
- *The Smarter Buying Plan* team of the Division of Fleet Management in the Department of General Services demonstrated approximately \$41,000 in cost savings by implementing a smarter buying plan for use at their Fleet Management shops.

- *The Underground Storm Water Facility Maintenance Program Savings* team of the Division of Storm water Management in the Department of Environmental Protection proposed savings of approximately \$529,000 in savings, by recommending that underground storm-water facilities be maintained every three years, instead of every year to match State standards.

In June 2013, the National Association of Counties (NACo) recognized the Rewarding Excellence program with its Achievement Award. This Award recognizes innovative County Government programs that provide an example of “best practices” from counties across the nation.

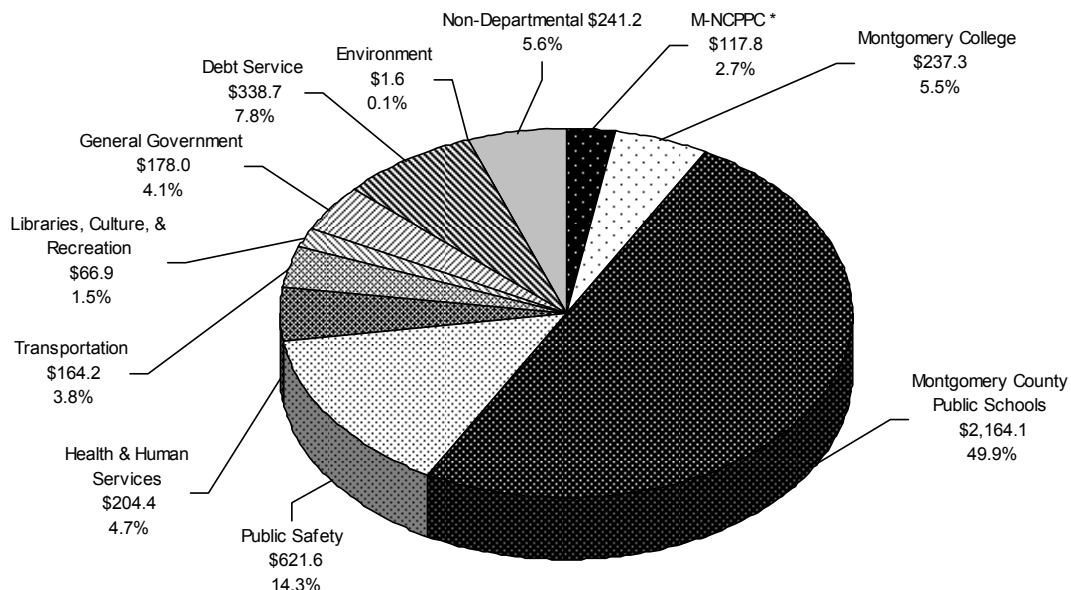
FY15 EXPENDITURES BY FUNCTION

TOTAL EXPENDITURES - \$4,970.8 (million)



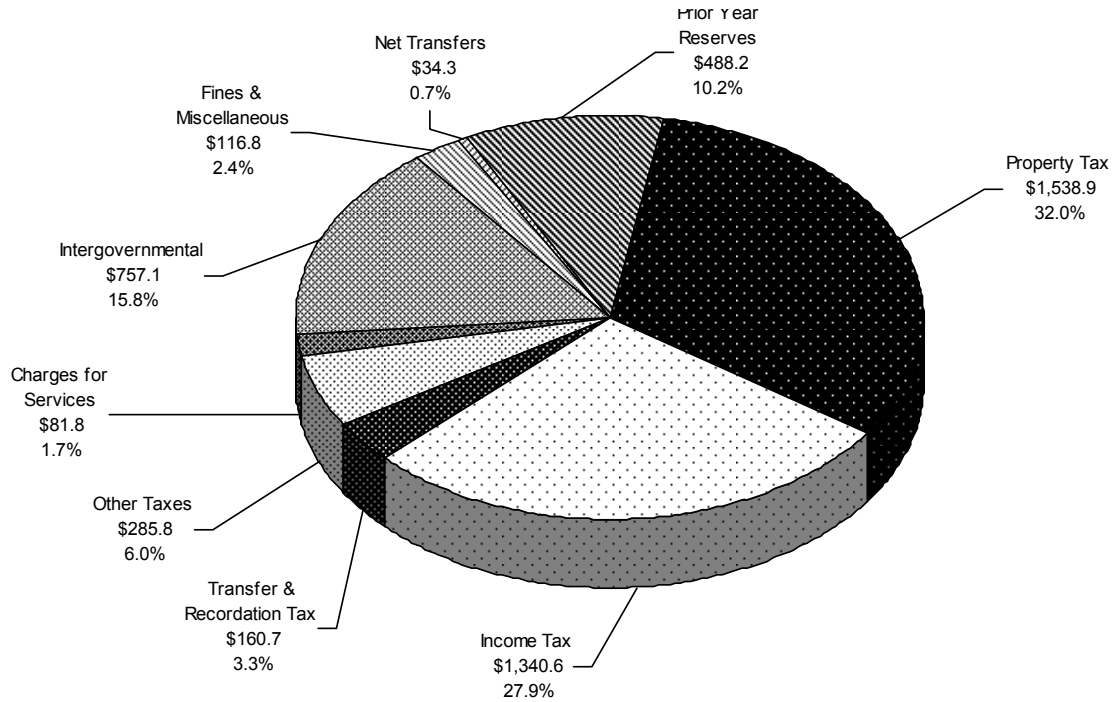
*Total M-NCPPC includes \$5.4 million debt service.

TAX SUPPORTED EXPENDITURES - \$4,335.9 (million)

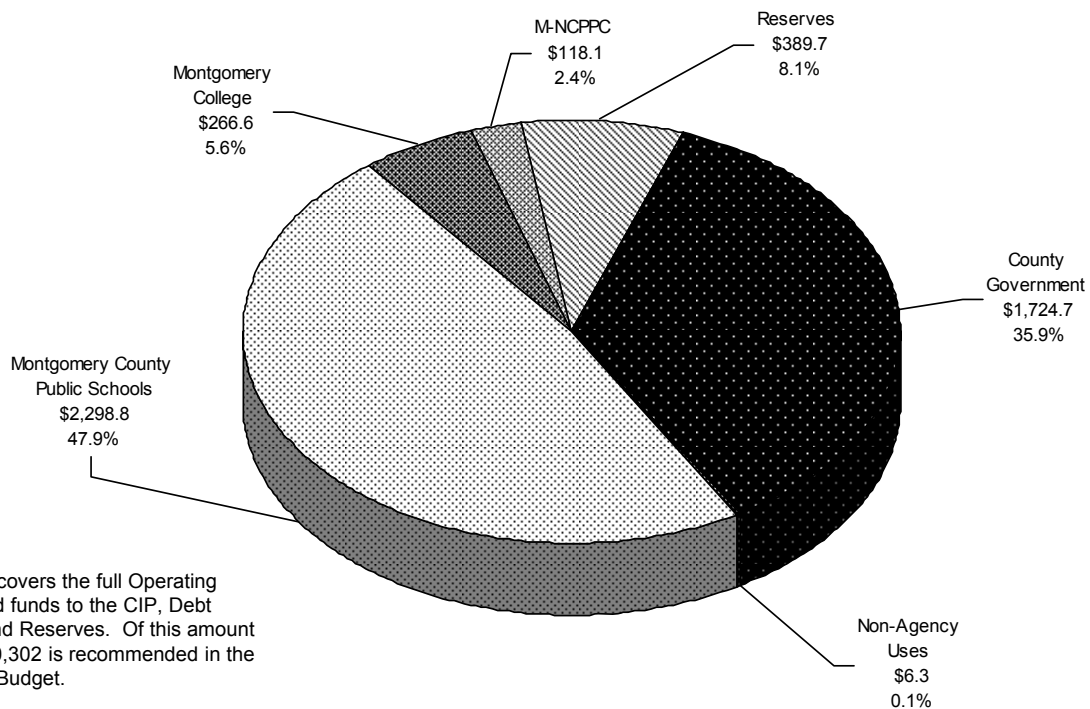


FY15 TAX SUPPORTED AGENCIES AND FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$4,804.2 (million)



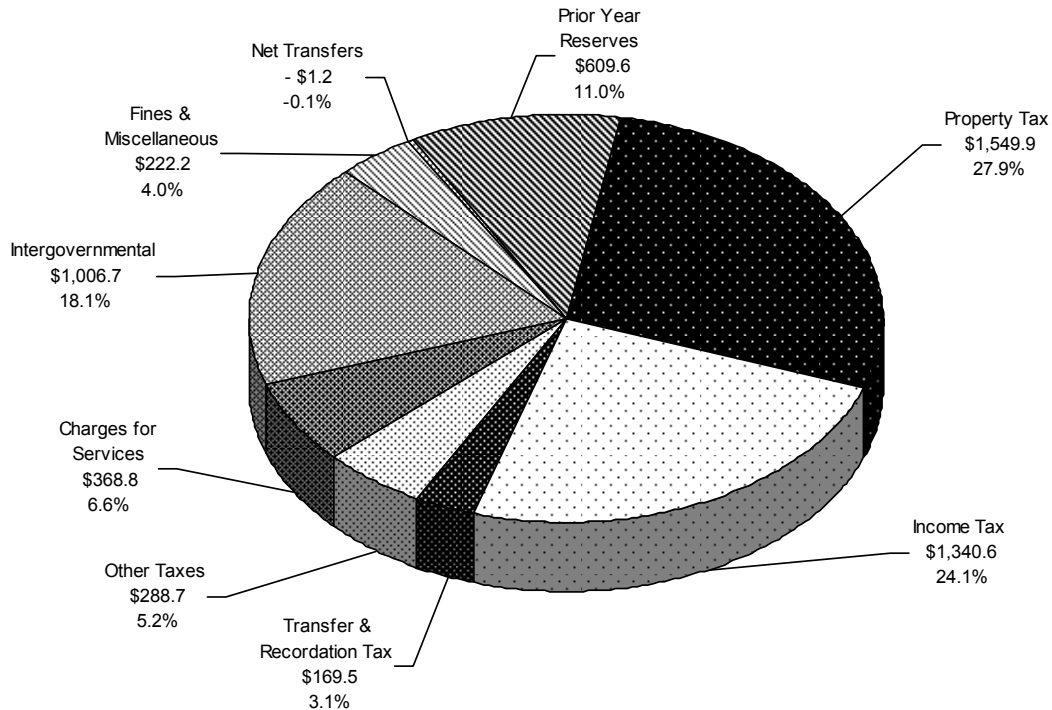
WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$4,804.2 (million)



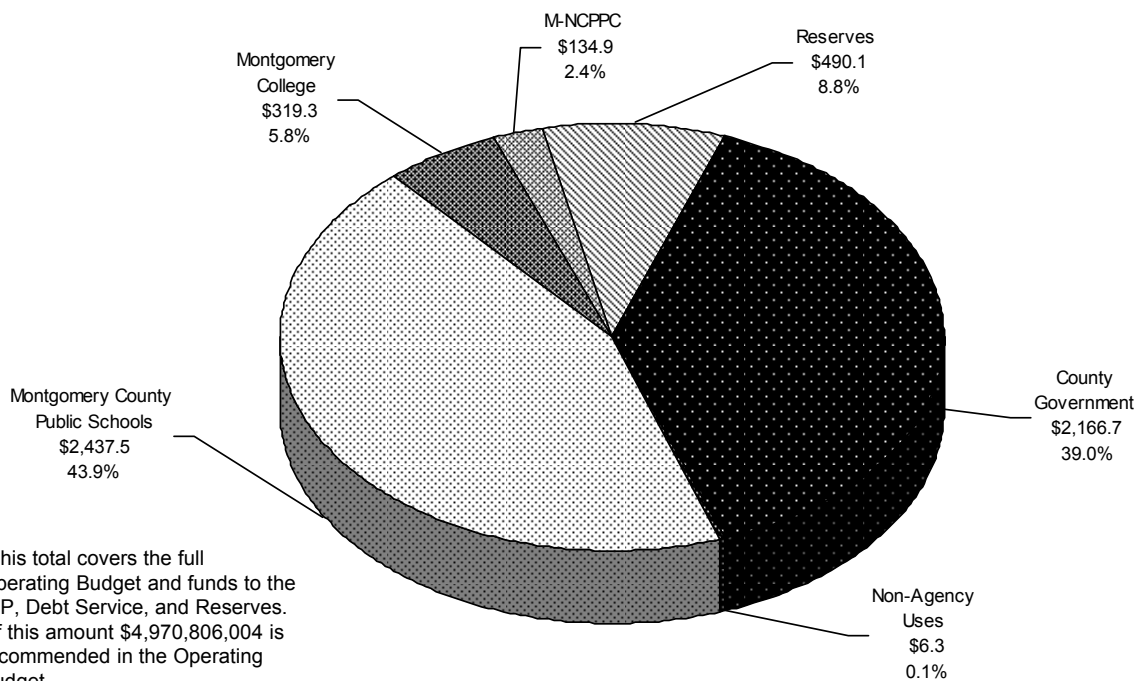
*This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount \$4,335,880,302 is recommended in the Operating Budget.

FY15 ALL AGENCIES / ALL FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$5,554.8 (million)



WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$5,554.8 (million)



*This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount \$4,970,806,004 is recommended in the Operating Budget.

How to Read the Budget

INTRODUCTION

The County Executive's Recommended Operating Budget and Public Services Program contains a comprehensive picture of the Executive's recommendations for the budget year beginning July 1, including changes from the previous fiscal year, department accomplishments and initiatives, and performance measures.

This book is published annually and transmitted to the County Council by March 15 as required by the County Charter. The final budget is approved by the County Council in late May and published by mid-July. All publications are available on the County's website: www.montgomerycountymd.gov.

CONTENTS OF THE OPERATING BUDGET DOCUMENT

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

County Executive's Budget Message and Highlights

The County Executive's message summarizes the financial status of the County, major recommended expenditure priorities for the upcoming fiscal year, and how the budget is funded. The highlights provide a listing of major program initiatives and changes recommended in the Executive's budget.

Operating Budget Process

This chapter provides a brief introduction and refers to the legal requirements for the annual budget process, and includes descriptions of government structure and government accounting methods and funds.

Fiscal Policy

This chapter describes the policies of Montgomery County government with respect to taxes, spending, and debt management, including short-term policies and initiatives. The purpose of fiscal policy is to provide guidance for sound public practice in the planning and financing of public expenditures, including the policy assumptions under which budget and tax decisions are made.

Revenues

This chapter provides assumptions used to project revenues for funding the budget, including:

- demographic, economic, and fiscal trends that identify potential impacts on the County's overall expenditure requirements and revenues over the next six years, and
- detailed information and estimates on revenue categories and major sources of funds.

Capital Improvements Program (CIP)

This chapter describes the impacts of the annual Capital Budget and biennial Capital Improvements Program (CIP) on the Operating Budget and six-year Public Services Program (PSP), including a list of major CIP projects and funding sources for all agencies. The six-year CIP implies on-going commitment of resources in the PSP for: long- and short-term debt service; cash for non-debt eligible expenditures and debt avoidance; and costs to equip, open, staff, and maintain newly constructed facilities.

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.

Workforce/Compensation

This chapter includes detailed information about negotiated settlements with certified employee bargaining units and unrepresented employees. General data related to group insurance, disability protection, and employee retirement plans are also presented.

Agency Summaries

The County Executive is required by the Charter to include recommendations on agency budgets for which the County Council sets tax rates or approves budgets. The Executive recommends expenditure levels and funding support, where applicable, for the budgets of the 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 Executive's recommended operating budget appropriation. In addition, a section describing the Montgomery County Revenue Authority is provided, as copies of the Revenue Authority budget are not available until after May 1 of each calendar year, as required by County Code.

County Government Recommended Department Budgets

The recommended 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; recommended expenditure, revenue, and workforce allocations for the department; recommended 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.

Glossary

The Glossary contains definitions of terms and acronyms commonly used throughout both the PSP and CIP budget documents.

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: recommended 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 recommended 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 Recommended Changes: a table displays the recommended 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 recommended budget actions. Budget changes that relate to a unique program are listed individually within each program recommended changes chart. Budget changes that affect more than one program, such as compensation changes, are summarized in a multi-program 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 County Executive's recommended 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.

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

- Additional items funded in next year's recommended 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.

- Proposed compensation adjustments.
- Group insurance and retirement rate adjustments.
- Rate adjustments for other expenses such as motor pool, printing and mail, 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 recommended 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 current fiscal year approved and next fiscal year’s recommended expenditures and 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.

Future Fiscal Impacts: provides potential future fiscal impacts of the department’s programs by fund over a six-year period when measured against the Executive’s recommended budget for the next fiscal year.

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

Six-Year Public Services Fiscal Plan: estimates of costs over the six-year planning period are included as overall projections of total resources and use of resources for many Montgomery County non-tax supported funds such as the Permitting Services Fund and Solid Waste Disposal and Collection Funds. These figures are based on major known commitments, and the projected assumptions are explained.

Service Maps and Other Exhibits: additional information (e.g., location of Police, Fire, Library, or Recreation facilities) relevant to the department is provided, as applicable.

Operating Budget Process

INTRODUCTION

The Montgomery County Charter, approved by the voters in 1968 and implemented in 1970, provides for a County Council/Executive form of government. Under this form of government, the Executive develops and recommends budget proposals; the Council then authorizes expenditures and sets property tax rates. The Charter also provides for an annual six-year Public Services Program, Operating Budget, and Capital Budget and a biennial six-year Capital Improvements Program (CIP). These budgets and related fiscal and programmatic plans provide the basis for understanding, coordinating, and controlling County government programs and expenditures.

This section provides a brief introduction and refers to the legal requirements for the annual budget process, and includes descriptions of government structure and government accounting methods and funds.

THE BUDGET PROCESS

Fiscal Year

The 12-month period used to account for revenues and expenditures in Montgomery County commences on July 1 of each year and ends on June 30 of the following year. A Budget Process Flow Chart timeline appears later in this section, which displays the relationships between the Capital Budget/Capital Improvements Program (CIP), Operating Budget/Public Services Program (PSP), and Growth Policy processes across the year.

Operating and Capital Budgets

The complete County Executive's Recommended Budget includes the CIP, published by January 15 in even-numbered calendar years; the Capital Budget, published annually by January 15; and this document, the Operating Budget and PSP, published annually by March 15.

Further information about the PSP can be found later in this section. For further information about the CIP/Capital Budget, please refer to the Capital Improvements Program (CIP) section of this document.

Spending Affordability Process

The Spending Affordability process for the Operating Budget is required by Section 305 of the County Charter and Chapter 20 of the Montgomery County Code.

The County Council must set Spending Affordability Guidelines (SAG) for the Operating Budget by the second Tuesday in February after a public hearing. The guidelines must specify a ceiling on funding from property tax revenues and a ceiling on the aggregate operating budget. In adopting SAG, the Council considers the condition of the economy, the level of economic activity in the County, personal income levels, and the impact of economic and population growth on projected revenues among other relevant factors.

Along with the guidelines, the Council also adopts recommended spending allocations for the tax supported budgets of County Government, the Board of Education, Montgomery College, the Maryland-National Capital Park and Planning Commission, debt service, and current revenue funding for the CIP.

By March 31, each agency and the Executive must also specify how, if necessary, they would reduce the budget request to reach the Council allocation.

The Charter requires the Council to approve the Operating and Capital Budgets by June 1. An aggregate operating budget that exceeds the aggregate operating budget for the preceding fiscal year by a percentage increase greater than the annual average increase of the Consumer Price Index for all urban consumers (CPI-U) in the Washington-Baltimore Metropolitan area (or any successor index) for the 12 months preceding December first of each year requires the affirmative vote of six Councilmembers. An aggregate operating budget which exceeds the SAG ceiling on the aggregate operating budget then in effect requires the affirmative vote of seven Councilmembers. The Council approved spending affordability guidelines and allocations are displayed in the Spending Affordability Comparison chart at the end of this chapter.

Limits on Revenues

Section 305 of the County Charter includes a limit on the annual increase in property tax revenues. An amendment approved in 2008 requires that real property tax revenues, with the exception of new construction and property whose zoning or use has

changed, may not increase by more than the prior year revenues plus the percentage increase in the Washington-Baltimore Metropolitan area CPI-U unless there is a unanimous vote of nine Councilmembers to exceed that limit.

Operating Budget Preparation and Executive Review

Requirements for submission of, and action on, County budgets are contained in Article 3 of the County Charter. Departments and agencies prepare budget requests within guidelines established by the Executive (for the departments) and by law (for other agencies of government). These are submitted on scheduled dates for analysis by the Office of Management and Budget (OMB) and are reviewed by the Executive during the period January-March. The Executive recommends a budget which balances all agency expenditures with projected revenues to the Council by March 15.

Public Hearings

Citizen participation is essential to a fair and effective budget process. Many citizens and advisory groups work with specific departments to ensure that their concerns are addressed in departmental requests. The County Charter requires the Council to hold a public hearing not earlier than 21 days after receipt of the budget from the Executive.

Public hearings are advertised in County newspapers. Speakers must register with the Council Office to testify at the public hearings. Persons wishing to testify should call the Council Office to register 240.777.7803. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged. For further information and dates of the Council's public hearings on the County Executive's Recommended Operating Budget, contact the Legislative Information Office at 240.777.7910. Hearings are held in the Council Hearing Room of the Stella B. Werner Council Office Building, unless otherwise specified.

Council Budget Review

After receiving input from the public, the Council begins its review of the Executive's Recommended Operating Budget. Each agency budget is reviewed by a designated Council committee. Agency and Office of Management and Budget (OMB) representatives meet with these committees to provide information and clarification concerning the recommended budget and agency programs. In April and May, the full Council meets in regular sessions, reviews the recommendations of its committees, and takes final action on each agency budget.

Operating and Capital Budget Approval

The Charter requires that the Council approve and make appropriations annually for the operating and capital budgets by June 1. In even-numbered calendar years, the Council also approves a six-year Capital Improvements Program. Prior to June 30, the Council must set the property tax levies necessary to finance the budgets. Other sections of the Charter provide for Executive veto or reduction of items in the budget approved by the Council. The Charter prohibits expenditure of County funds in excess of available unencumbered appropriations.

Amending the Approved Operating and Capital Budgets

The Operating and Capital Budgets may be amended at any time after adoption by the Council.

Supplemental appropriations are recommended by the County Executive, specify the source of funds to finance the additional expenditures, and may occur any time after July 1 of the fiscal year. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State, or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Executive may disapprove or reduce a supplemental appropriation, and the Council may re-approve the appropriation, as if it were an item in the annual budget.

Special appropriations are recommended by either the County Executive or County Council, specify the source of funds to finance the additional expenditures, and are used when it is necessary to meet an unforeseen disaster or other emergency or to act without delay in the public interest. The Council may approve a special appropriation after public notice by news release, and each special appropriation must be approved by six members of Council.

Transfers of appropriation which do not exceed ten percent of the original appropriation, may be accomplished by either: the County Executive, for transfers within or between divisions of the same department; or by the County Council, for transfers between departments or to new accounts.

PUBLIC SERVICES PROGRAM (PSP)

Projections of County revenues relative to anticipated expenditure requirements constrain the level of public services affordable. The Public Services Program (PSP) looks to balance the growth in revenues, based on the County Executive's

current revenue and fiscal policies, with the pressures affecting the future cost of services. The Charter (Section 302) requires the County Executive to submit an annual comprehensive six-year program for public services and fiscal policy. The PSP includes:

- a statement of program objectives;
- recommended levels of public service;
- an estimate of costs over the six-year period;
- a statement of revenue sources;
- estimated impact of the PSP on County revenues and the capital budget; and
- projected revenues and expenditures for all functions of the County government.

The Charter requires that the annual budget, submitted in conjunction with the PSP, be consistent with the six-year program. Recommended levels of public service can be seen in the six-year projections of expenditures for each special fund. Expenditures are projected based on major, known commitments. Actual costs, over time, are the result of several variables, including collective bargaining, government policy, and objectives of fairness between agencies and employee groups.

An estimate of the impact of the Public Services Program on County revenues is included, where applicable, in the program descriptions or in the fiscal data for the department or agency. Impact on the program of the Capital Budget is included, where applicable, in the program descriptions; Future Fiscal Impacts; or in facility plans, when the program or service delivery will require expanded, additional, or replacement facilities that are scheduled in the Capital Improvements Program (CIP).

RESULTS BASED BUDGETING

A responsive and accountable County government is one of the Executive's priorities. As a way to achieve that goal, he has adopted a results based approach to budgeting. This technique starts with the ends that are desired, in terms of program outcomes described using quantifiable results, and works backward to the means, or resources, that are required to achieve those results.

When allocating resources under this approach, increases or decreases in budgeted resources must be evaluated and justified by projected changes in measurable outcomes supported by research or other evidence and must be consistent with predefined objectives or results areas. The department chapters that follow in this recommended budget show the results areas and the performance measures that have been established for each department.

APPENDICES TO THIS SECTION

Government Structure

This section shows the organizational entities that compose Montgomery County.

Government Accounting Methods and Funds

This section describes the funds and accounting mechanisms used to manage County resources.

Spending Affordability Comparison

This section includes the Council approved spending affordability guidelines and allocations.

Montgomery County Functional Organization Chart

This chart displays the organizational structure of departments and agencies for the County government.

Montgomery County Government Public Documents

This table contains a list of all budget-related public documents, including the approximate dates of publication and how they may be obtained.

Budget Process Flow Chart

This chart follows the Capital/CIP and Operating/PSP budget process from the start of the process in August to the final approval of the budgets in June for all agencies.

Montgomery County Map

This map displays the major roads in the County, and the County's location in the State of Maryland.

GOVERNMENT STRUCTURE

County Government Organization

Montgomery County includes several organizational components and joint ventures, including:

Montgomery County Government (MCG), which includes Executive departments (such as Recreation, Environmental Protection, and Police) and offices (such as County Attorney), the County Council's legislative offices and boards, the Circuit Court, and judicial offices;

Montgomery County Public Schools (MCPS), under the authority of the Board of Education (BOE);

Montgomery College (MC), the County's two-year community college, under the authority of its Board of Trustees;

Maryland-National Capital Park and Planning Commission (M-NCPPC), a bi-county agency which manages public parkland and provides land use planning, with administration shared with Prince George's County;

Washington Suburban Sanitary Commission (WSSC), a bi-county agency which provides water and sewer service to Montgomery and Prince George's Counties;

Housing Opportunities Commission (HOC), the County's public housing authority; and

Montgomery County Revenue Authority, a public corporation for self-supporting enterprises of benefit to the County.

Bethesda Urban Partnership, a not-for-profit organization, executes service contracts for the benefit of one of the Primary Government's special taxing districts (Bethesda Urban District).

Along with M-NCPPC and WSSC, the following organizations are also considered joint ventures of the County: Washington Suburban Transit Commission (WSTC), Washington Metropolitan Area Transit Authority (WMATA), Metropolitan Washington Council of Governments (COG), and Northeast Maryland Waste Disposal Authority (NEMWDA).

An organization chart is included at the end of this section to assist the reader to understand the relationship between the Executive's Recommended Budget and the various agencies of government in Montgomery County.

GOVERNMENT ACCOUNTING METHODS AND FUNDS

The accounting records of Montgomery County government for tax supported funds are maintained on a modified accrual basis, with revenues being recorded only when available and measurable, and expenditures recorded when goods or services are received and liabilities incurred. Accounting records for proprietary and trust funds are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. The principal funds of the County government are:

Tax Supported Funds:	Non-Tax Supported Funds:
MCPS: Current Fund	MCPS: Grant, Food Service, and other Enterprise Funds
Montgomery College: Current and Emergency Repair Funds	Montgomery College: Grant, Continuing Education, Cable Television, and Auxiliary Funds
M-NCPPC: Administration, Parks, and ALARF Funds	M-NCPPC: Grant, Enterprise, Property Management, and Special Revenue Funds
Montgomery County Government:	Montgomery County Government:
General, Recreation, Urban Districts, Noise Abatement Districts, Mass Transit, Fire Tax District, and Economic Development Funds	Grant, Solid Waste (Collection and Disposal), Vacuum Leaf Collection, Parking Districts, Cable Television, Liquor Control, Permitting Services, Community Use of Public Facilities, Water Quality Protection, and Montgomery Housing Initiative Funds
Debt Service associated with General and Special Tax Supported Funds	Debt Service associated with Non-Tax Supported Funds
Current Revenue to the CIP (including PAYGO)	HOC and Revenue Authority
Revenue Stabilization Fund contributions	WSSC

General Fund

The General Fund is the principal operating fund for the County government. It is used to account for all financial resources except those required by law, County policy, and generally accepted accounting principles to be accounted for in another fund.

Special Revenue Funds

Special revenue funds account for activities supported, in part, by special taxes on specific geographical areas, user charges or service fees from those benefiting from special services, or a combination of both. Special revenue funds have been established as follows:

Tax Supported Special Revenue Funds

Economic Development Fund: accounts for grant, loan, and loan repayment activity to assist in attracting and retaining business operations in Montgomery County.

Fire Tax District Fund: accounts for fiscal activity related to the receipt of dedicated property taxes for fire service and the provision of fire and rescue services throughout Montgomery County.

Mass Transit Facilities Fund: accounts for fiscal activity related to planning, developing, and operating County government transit programs.

Noise Abatement District Funds: account for the receipt and use of resources to pay debt service on bonds issued to finance construction of noise abatement barriers at specific locations along interstate highways.

Recreation Fund: accounts for the receipt and use of recreation taxes, program fees, and other resources for the County's Recreation District.

Revenue Stabilization Fund: accounts for the accumulation of resources during periods of economic growth and prosperity, when revenue collections exceed estimates. Funds may then be drawn upon during periods of economic slowdown, when collections fall short of revenue estimates.

Urban District Funds: account for the receipt and use of resources related to the maintenance and enhancement of the Bethesda, Silver Spring, and Wheaton business districts.

Non-Tax Supported Special Revenue Funds

Cable TV Fund: accounts for fiscal activity related to the receipt and use of grants from the County's cable television franchisees (Comcast, RCN, and Verizon) and receipts due to the County over several years as the result of the transfer of ownership of the cable system from the original franchisee to the current owner. Franchise fee payments from the cable company are deposited in this Fund and used to defray costs of cable-related activities of various departments and agencies of County government and to pay municipal co-franchisor expenses as required by County law. Income in excess of the Cable fund's operating requirements may be transferred to the General Fund and used to finance general government operations.

Grants Fund: accounts for the Federal and State grant-funded activities of the tax supported General Fund and Special Revenue Funds.

Montgomery Housing Initiative Fund: accounts for fiscal activity related to financing, supplementing, and constructing affordable residential facilities for eligible participants.

Water Quality Protection Fund: accounts for fiscal activity related to maintenance of certain stormwater management facilities, a related loan program to help property owners upgrade such facilities, and a water quality protection charge on certain properties.

Internal Service Funds

These funds are used for the financing of goods and services provided by one department or agency to other departments and agencies of the County government on a cost-reimbursement basis. The following are the Internal Service Funds used by Montgomery County government:

Central Duplicating Fund: accounts for fiscal activity related to printing and postage services provided to the user agencies, including assessments to departments for mail services and "chargeback" transfers from departments using printing and photocopy services.

Employee Health Benefits Self Insurance Fund: accounts for fiscal activity related to health, life, vision, dental, and long-term disability insurance needs of the participating governmental agencies.

Motor Pool Fund: accounts for operating revenues and expenses related to the automotive and other motorized equipment needs of the user departments of Montgomery County.

Liability and Property Coverage Self-Insurance Fund: accounts for fiscal activity related to liability, property, and workers' compensation needs of participating governmental agencies.

Debt Service Fund

The Debt Service Fund accounts for fiscal activity related to the payment of principal, interest, and related costs of general obligation debt, long-term leases, and short-term financing.

Capital Projects Fund

The Capital Projects Fund accounts for fiscal activity related to the acquisition or construction of major capital facilities.

Permanent Funds

Permanent funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs -- that is, for the benefit of the government or its citizenry.

Enterprise Funds

Enterprise funds account for activities: 1) that are financed with debt secured solely by a pledge of the net revenues from the fees and charges of the activity; 2) where the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service; or 3) in certain situations, where a fee is charged to users for goods and services. The following are the Enterprise Funds used by Montgomery County government:

Community Use of Public Facilities Fund: accounts for fiscal activity related to making public space, such as schools, available to community organizations, commercial users, and others during non-school hours.

Liquor Fund: the Montgomery County Department of Liquor Control has a monopoly on all wholesale sales of alcoholic beverages and retail sales of distilled spirits in the County. This fund accounts for the operations of the County government's liquor retail stores, the liquor warehouse, and the administration of the Department of Liquor Control. Income in excess of the Department's operating requirements is transferred to the General Fund and used to finance general government operations.

Parking Lot District Funds: account for fiscal activity related to serving parking needs of those who work and shop in four central business/parking lot districts (Silver Spring, Bethesda, Wheaton, and Montgomery Hills).

Permitting Services Fund: accounts for all fiscal activity related to the collection and use of building permit fees and other charges related to the development process.

Solid Waste Fund: accounts for fiscal activity of all solid waste disposal operations, including recycling, for the County; County contracted refuse collection within the Solid Waste Collection District.

Vacuum Leaf Collection Fund: provides two vacuum leaf collections to residents in the downcounty during the late fall/winter months.

Fiduciary Funds

Fiduciary funds account for assets held by the County in a trustee capacity or as an agent for individual private organizations, other governmental units, and/or other funds. The following are the Fiduciary Funds used by Montgomery County government:

Agency Funds: account for the administration of assets that are received by the County incidentally in connection with the discharge of its responsibilities. The County uses these funds for special assessment development districts and holding property tax payment.

Private-Purpose Trust Funds: include trust arrangements under which principal and income benefit individuals, private organizations, or other governments. Also included in these funds is the endowment fund for the Strathmore Hall Foundation, to which the County has contributed and which provides funds for operation of the facility.

Investment Trust Fund: accounts for the external portion of the County's external investment pool that belongs to legally separate entities and non-component units.

Pension and Other Employee Benefit Trust Funds: account for resources that are required to be held in trust for the members and beneficiaries of such pension and employee benefit plans.

Other Special Revenue Funds

Other special revenue funds do not have appropriations within the Operating Budget; however, their fund balances are re-appropriated as part of the miscellaneous provisions of the appropriation resolution.

Drug Enforcement Forfeitures Fund: accounts for the receipt of cash and other property forfeited to the County during drug enforcement operations. Fund resources are used for law enforcement and drug education programs.

New Home Warranty Security Fund: accounts for the collection of warranty fees from builders and the payment of homeowner claims against builders.

Rehabilitation Loan Fund: a revolving loan fund, established with General Fund money, to help income-eligible homeowners finance rehabilitation required to make their homes conform to applicable Montgomery County Code requirements.

Restricted Donations Fund: accounts for donations and contributions received by the County that are restricted for use in specific County programs.

SPENDING AFFORDABILITY COMPARISON

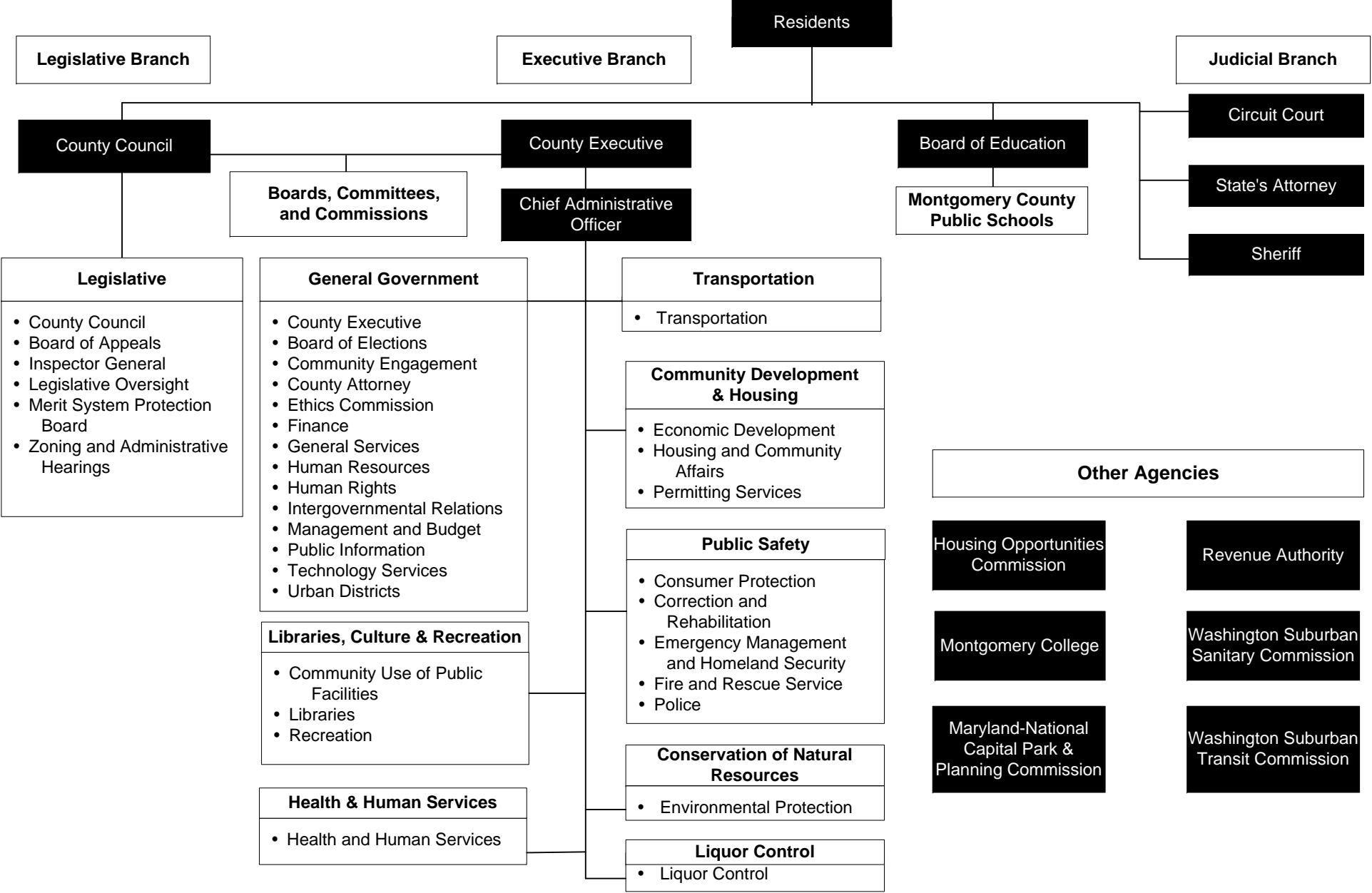
(Dollars in Millions)

A CATEGORY	B FY14 CC Approved 5-24-12	C FY14 Estimate	D FY15 CC SAG 2-11-14	E FY15 CE Recommended 3-17-14	F FY15 % Chg App / Rec	G FY15 \$ Chg App / Rec
Property Tax	1,504.9	1,506.9		1,538.9	2.3%	34.0
Income Tax	1,299.2	1,365.9		1,340.6	3.2%	41.5
Transfer/Recordation Tax	142.3	151.4		160.7	12.9%	18.4
Other Tax	276.6	288.4		285.8	3.3%	9.1
General State/Fed/Other Aid	732.1	737.7		757.1	3.4%	25.0
All Other Revenue	200.1	196.9		198.6	-0.7%	(1.5)
Revenues	4,155.3	4,247.3		4,281.7	3.0%	126.4
Net Transfers In (Out)	38.4	37.7		34.3	-10.6%	(4.1)
Set Aside: Potential Supplementals	-	(10.0)		-	n/a	-
Set Aside: Other Claims	(0.1)	(12.1)		-	-100.0%	0.1
Beginning Reserve: Total	465.3	519.6		488.2	4.9%	22.9
Revenue Stabilization Fund	189.0	184.9		207.2	9.6%	18.2
Reserve: Undesignated	276.3	334.7		281.0	1.7%	4.7
TOTAL RESOURCES	4,658.9	4,782.5		4,804.2	3.1%	145.3
APPROPRIATIONS						
Capital Budget:						
CIP Current Revenue	(54.2)	(56.2)	(61.1)	(46.2)	-14.8%	8.1
CIP PAYGO	(29.5)	(29.5)	(40.5)	(32.5)	10.0%	(3.0)
Operating Budget:						
MCPS	(2,084.3)	(2,069.8)	(2,127.2)	(2,164.1)	3.8%	(79.8)
College, Total	(228.5)	(221.0)		(237.3)	3.9%	(8.9)
Less College Tuition	85.6	82.1		82.2	-3.9%	(3.3)
College, Net	(142.9)	(138.9)	(141.9)	(155.1)	8.5%	(12.2)
County Government	(1,325.9)	(1,369.6)	(1,311.1)	(1,379.1)	4.0%	(53.2)
M-NCPPC	(104.7)	(104.7)	(103.7)	(110.6)	5.6%	(5.8)
Retiree Health Insurance Prefunding	(138.0)	(138.0)	(134.3)	(100.6)	-27.1%	37.4
Other: (Unallocated) / GAP	-	-		0.0	n/a	0.0
Total Operating Budget:	(3,881.5)	(3,903.1)		(3,991.8)	2.8%	(110.3)
Debt Service:						
All County Debt Service	(283.7)	(279.9)	(348.6)	(311.1)	9.7%	(27.5)
M-NCPPC Debt Service	(4.2)	(4.2)	-	(5.4)	29.7%	(1.2)
MCG Long Term Leases (b)	(25.5)	(21.5)	-	(27.6)	8.2%	(2.1)
TOTAL APPROPRIATIONS	(4,278.5)	(4,294.3)	(4,268.4)	(4,414.5)	3.2%	(136.0)
(incl. Capital, Operating & Debt Service)						
Aggregate Operating Budget (excludes College tuition)	(4,193.0)	(4,212.2)	(4,268.4)	(4,332.3)	3.3%	(139.3)
Revenue Stabilization Fund (new \$s)	(21.8)	(22.3)		(22.7)	3.9%	(0.8)
Ending Reserve: Total	380.4	488.2		389.7	2.5%	9.3
Revenue Stabilization Fund	210.8	207.2		229.9	9.0%	19.0
Ending Reserve: Designated	-	-		-	n/a	-
Ending Reserve: Undesignated	169.5	281.0		159.8	-5.7%	(9.7)

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.

Montgomery County, Maryland Functional Organization Chart



MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

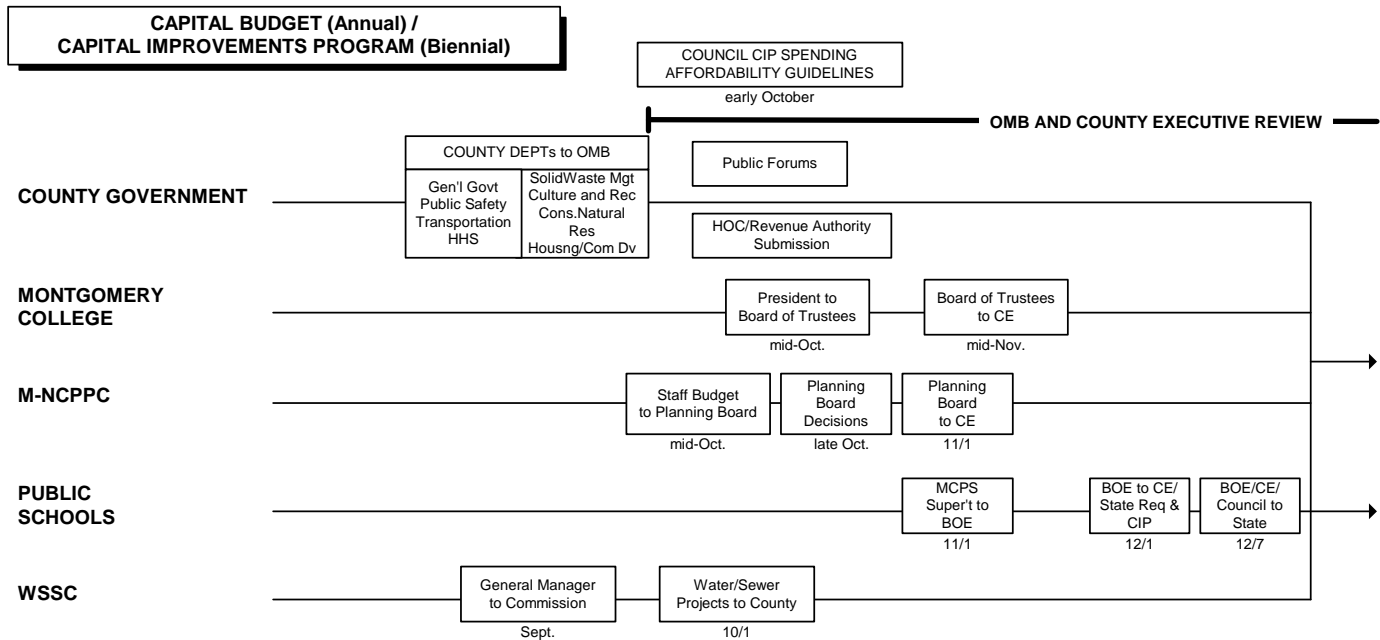
<u>DATE</u>	<u>ITEM</u>	<u>AVAILABILITY</u>
January 15 (even calendar years)	COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND CAPITAL IMPROVEMENTS PROGRAM (CIP) County Executive's Transmittal; Introductory Sections; County Government Departments; HOC; Revenue Authority; MCPS; Montgomery College; M-NCPPC; WSSC	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
January 15 (odd calendar years)	COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND AMENDMENTS TO (PRIOR YEAR) CAPITAL IMPROVEMENTS PROGRAM County Executive's Transmittal; Capital Budget; Amendments	www.montgomerycountymd.gov/omb
March 15	COUNTY EXECUTIVE'S RECOMMENDED OPERATING BUDGET AND PUBLIC SERVICES PROGRAM County Executive's Transmittal; Financial Summaries; Legislative, Judicial, Executive Branch Departments; MCPS; Montgomery College; M-NCPPC; WSSC	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
March 31	FISCAL PLAN Contains estimates of costs and revenues over the six-year planning period for all Montgomery County special and enterprise funds and many Agency funds.	www.montgomerycountymd.gov/omb Office of Management and Budget (240.777.2800)
June 15 (odd calendar years)	PLANNING BOARD RECOMMENDED GROWTH POLICY - STAFF DRAFT	Reference copies from M-NCPPC (301.495.4610)
mid-July (even calendar years)	APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED CAPITAL IMPROVEMENTS PROGRAM PSP and CIP Appropriation and Approval Resolutions; Operating Budget, CIP and Capital Budget Summaries; Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
mid-July (odd calendar years)	APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED AMENDMENTS TO THE CAPITAL IMPROVEMENTS PROGRAM PSP and CIP Appropriation and Approval Resolutions; Operating and Capital Budget Summaries; and selected Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
August 1 (odd calendar years)	PLANNING BOARD RECOMMENDED GROWTH POLICY – FINAL DRAFT	Reference copies from M-NCPPC (301.495.4610)

MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

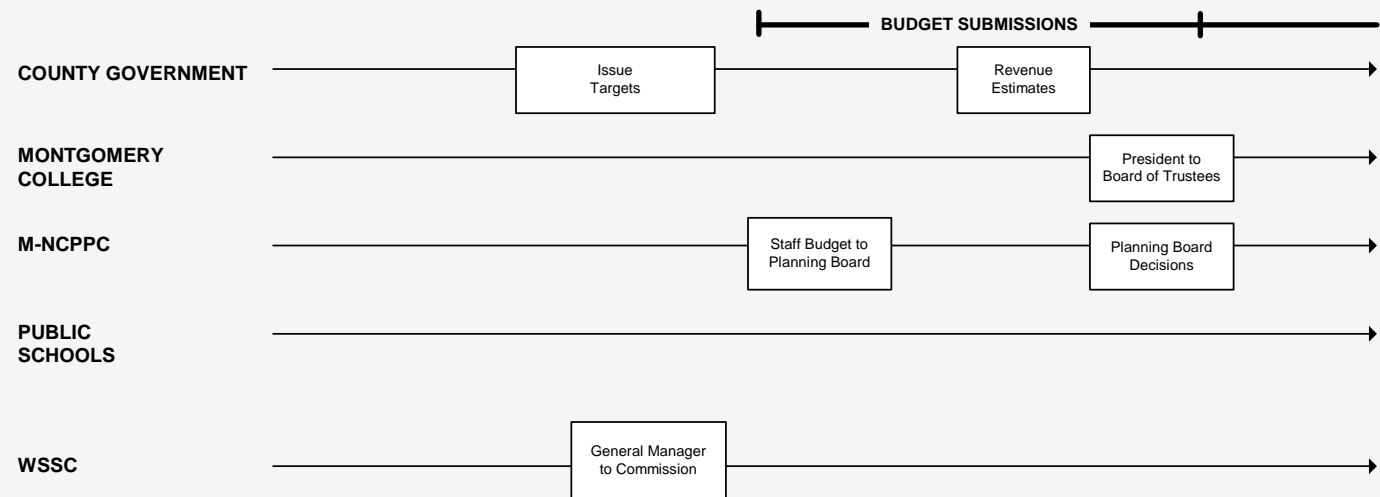
<u>DATE</u>	<u>ITEM</u>	<u>AVAILABILITY</u>
Late December	COMPREHENSIVE ANNUAL FINANCIAL REPORT	www.montgomerycountymd.gov/finance Reference copies at public libraries Department of Finance (240.777.8822) (on limited basis)
Quarterly	ECONOMIC INDICATORS	www.montgomerycountymd.gov/finance Department of Finance (240.777.8866)
Monthly (To update the Economic Indicators Report)	ECONOMIC UPDATE	www.montgomerycountymd.gov/finance Department of Finance (240.777.8866)
Annually	ANNUAL INFORMATION STATEMENT	Reference copies from the Department of Finance (240.777.8866) (on limited basis)
Available throughout the year	MONTGOMERY COUNTY HISTORICAL SOCIETY INFORMATION	Montgomery County Historical Society (301.340.2825) www.montgomeryhistory.org
Available throughout the year	MONTGOMERY COUNTY DEMOGRAPHIC INFORMATION	Maryland-National Capital Park and Planning Commission: Montgomery County Planning Board (301.495.4600) www.montgomeryplanning.org/research

BUDGET PROCESS FLOW CHART

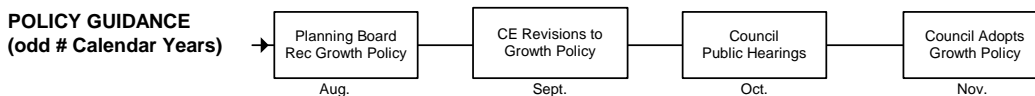
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	
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OPERATING BUDGET/PUBLIC SERVICES PROGRAM

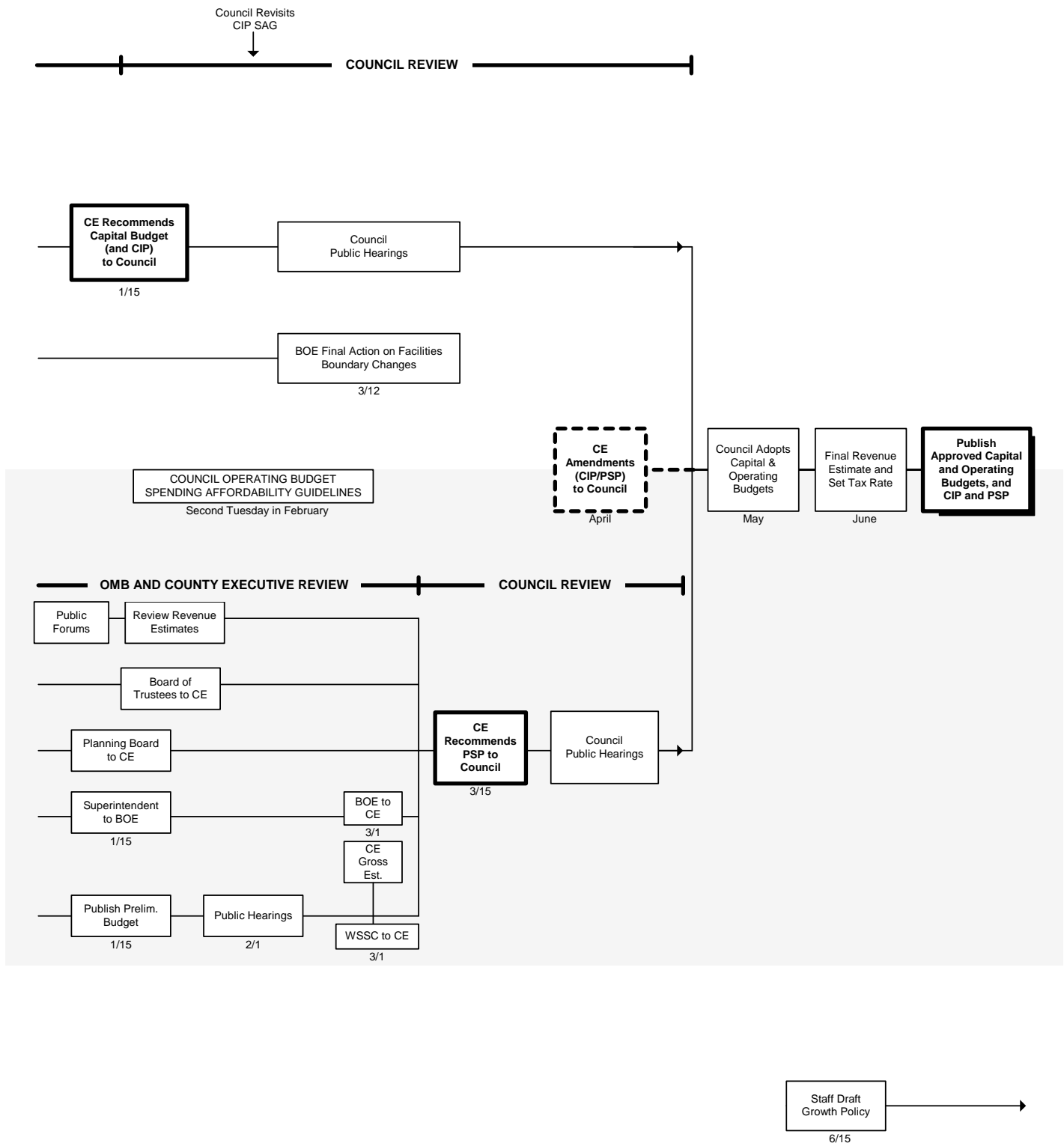


GROWTH POLICY (M-NCPPC)



JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	
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JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY
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Fiscal Policy

INTRODUCTION

Definition and Purpose of Fiscal Policy

Fiscal policy corresponds to the combined practices of government with respect to revenues, expenditures, and debt management. Fiscal planning, generally done within the context of the Public Services Program (PSP)/Operating Budget and the Capital Improvements Program (CIP)/Capital Budget, reflects and helps shape fiscal policy.

The budget process not only reflects those fiscal policies currently in force, but is itself a major vehicle for determining and implementing such policies. The fiscal policy statements presented on the following pages are not static. They evolve as the economy and fiscal environment change and as the County population and requirements for government programs and services change.

The purposes of fiscal policy for the PSP/Operating Budget are:

- **Fiscal Planning for Public Expenditures and Revenues.** Fiscal policy provides guidance for good public practice in the planning of expenditures, revenues, and funding arrangements for public services. It provides a framework within which budget, tax, and fee decisions should be made. Fiscal policy provides guidance toward a balance between program expenditure requirements and available sources of revenue to fund them. Fiscal planning considers long-term trends and projections in addition to annual budget planning.
- **Setting Priorities Among Programs.** Clearly defined and quantified fiscal limits encourage setting priorities by government managers and elected officials, thus helping to ensure that the most important programs receive relatively more funding.
- **Assuring Fiscal Controls.** Fiscal policies relating to County procurement of goods and services, to payment of salaries and benefits, to debt service, and to other expenditures are all essential to maintaining control of government costs over time.

Organization of this Section

Following are the major fiscal policies currently applied to the PSP/Operating Budget and financial management of Montgomery County (see the Recommended CIP for policies that relate more directly to the CIP). Numerous other fiscal policies that relate to particular programs or issues are not included here but are believed to be consistent with the guiding principles expressed below.

The presentation of fiscal policies is in the following order:

- Policies for fiscal control
- Policies for expenditures and allocation of costs
- Short-term fiscal and service policies
- Current CIP fiscal policies
- Policies for governmental management
- Policies for revenues and program funding
- Fiscal policy for user fees and charges
- Framework for fiscal policy

FISCAL CONTROL POLICIES

Structurally Balanced Budget

The County must have a goal of a structurally balanced budget. Budgeted expenditures should not exceed projected recurring revenues plus recurring net transfers minus the mandatory contribution to reserves for that fiscal year. Recurring revenues should fund recurring expenses. No deficit may be planned or incurred.

Reserves

The County must have a goal of maintaining an unrestricted General Fund balance of five percent of the prior year's General Fund revenues and building up a total reserve of 10 percent of revenues including the Revenue Stabilization Fund by 2020, as defined in the Revenue Stabilization Fund law (Section 20-65, Montgomery County Code).

Use of One-Time Revenues

One-time revenues and revenues in excess of projections must be applied first to restoring reserves to policy levels or as required by law. If the County determines that reserves have been fully funded, then one-time revenues should be applied to non-recurring expenditures which are one-time in nature, PAYGO for the CIP in excess of the County's targeted goal, or to unfunded liabilities. Priority consideration should be given to unfunded liabilities for retiree health benefits (OPEB) and pension benefits prefunding.

PAYGO

The County should allocate to the CIP each fiscal year as PAYGO at least 10 percent of the amount of General Obligation bonds planned for issue that year.

Fiscal Plan

The County should adopt a fiscal plan that is structurally balanced, and that limits expenditures and other uses of resources to annually available resources. The fiscal plan should also separately display reserves at policy levels, including additions to reserves to reach policy level goals.

Budgetary Control

The County will exercise budgetary control (maximum spending authority) over Montgomery County government through County Council approval of appropriation authority within each department and special fund in two categories: Personnel Costs and Operating Expenses; over the Montgomery County Public Schools and Montgomery College through appropriations in categories set forth by the State; over the County's portion of the Maryland-National Capital Park and Planning Commission (M-NCPPC) activities through approval of work programs and budgets; and over the Washington Suburban Transit Commission through appropriation of an operating contribution.

Budgetary control over the Washington Suburban Sanitary Commission (WSSC) is exercised following joint review with Prince George's County through approval of Operating and Capital Budgets, with recommended changes in sewer usage charges and rates for water consumption.

Budgetary control over the Housing Opportunities Commission (HOC) and the Montgomery County Revenue Authority is limited to approval of their capital improvements programs and to appropriation of an operating contribution to the Housing Opportunities Commission.

Financial Management

The County will manage and account for its Operating and Capital Budgets in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

Basis of Budgeting/Accounting Method

The County's basis of accounting used in the preparation and presentation of its Comprehensive Annual Financial Report (CAFR) is consistent with GAAP for governments.

The County maintains its accounting records for tax-supported budgets (the General Fund, special revenue funds, and Capital Projects fund supported by general tax revenues) and permanent funds on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when the services or goods are received and the liabilities are incurred. Accounting records for proprietary funds and fiduciary funds, including private-purpose trust funds, are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. Agency funds are also accounted for on the full accrual basis of accounting.

The County's basis of budgeting for tax-supported and proprietary and trust fund budgets is consistent with the existing accounting principles except as noted below.

- The County does not legally adopt budgets for trust funds.
- The County legally adopts the budgets for all enterprise funds.

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- For the Motor Pool and Central Duplicating Internal Service Funds, the appropriated budgets for those funds are reflected in the appropriated budgets of the operating funds (General Fund, special revenue funds, etc.) that are charged back for such services, and in a reappropriation of the prior year's Internal Service Fund fund balance. For the Liability and Property Coverage Self-Insurance and Health Self-Insurance Internal Service Funds, appropriation exists both in a separate legally adopted budget for each fund, and in the appropriated budgets of the operating departments that are charged back for such services.
 - Debt service payments and capital outlay are included in the operating budgets of proprietary funds.
 - Proprietary fund budgets do not include depreciation and amortization. Instead, capital outlay and construction costs, as applicable, are budgeted in the operating and capital funds, respectively, at the time of purchase and/or encumbrance. Proprietary fund budgets also do not include bad debts.
 - The County budgets certain capital lease payments in tax supported funds; however, these lease costs are reclassified to the Debt Service fund for accounting purposes.
 - The County does not budget for the retirement of Commercial Paper Bond Anticipation Notes (BANs) through the issuance of general obligation bonds.
 - Certain amounts, such as those relating to the purchase of new fleet vehicles and certain inter-fund services such as permitting and solid waste services, are budgeted as fund expenditures but are reclassified to inter-fund transfers for accounting purposes.
 - Year-end GAAP incurred but not reported (IBNR) adjustment amounts in the self-insurance internal service funds are not budgeted; any such adjustments to IBNR claims reserve as of year-end are incorporated into the budget preparation process of the following fiscal year.
 - Proprietary fund budgets include the annual required contribution to pre-fund retiree health insurance benefit costs; however, certain pre-funded retiree health insurance related costs in the proprietary funds and General Fund may be reclassified for accounting purposes.
 - Proceeds from debt issued specifically for Montgomery Housing Initiative (MHI) affordable housing/property acquisition is classified as a resource in the MHI fund.
 - The County does not budget for the annual change in fair market value of its investments, which is included in revenue for accounting purposes.
 - The County does not budget for the operating results of the Montgomery County Conference Center, owned by the County and administered by a third party; instead, the budget includes cash distributions between the parties that represent distribution of net operating revenues and reimbursement for net operating losses.

Internal Accounting Controls

The County will develop and manage its accounting system to provide reasonable assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits requires estimates and judgments by management.

Audits

The County will ensure the conduct of timely, effective, and periodic audit coverage of all financial records and actions of the County, its officials, and employees in compliance with local, State, and Federal law.

POLICIES FOR EXPENDITURES AND ALLOCATION OF COSTS

Content of Budgets

The County will include in the Operating Budget all programs and facilities which are not included in the Capital Improvements Program. There are three major impacts of the Capital Improvements Program (CIP) on Operating Budgets: debt service, current revenues applied to the CIP for debt avoidance or for projects which are not debt-eligible; and presumed costs of operating newly opened facilities. Please refer to the Capital Improvements Program (CIP) section in this document for more detail.

Expenditure Growth

The Charter (Section 305) requires that the County Council annually adopt and review spending affordability guidelines for the Operating Budget, including guidelines for the aggregate Operating Budget. The aggregate Operating Budget excludes Operating Budgets for: enterprise funds; grants; tuition and tuition-related charges of Montgomery College; and the Washington Suburban Sanitary Commission. County law implementing the Charter requires that the Council set expenditure limits for each agency, as well as for the total, in order to provide more effective guidance to the agencies in the preparation of their budget requests.

Spending affordability guidelines for the Capital Budget and Capital Improvements Program are adopted in odd-numbered calendar years. They have been interpreted in subsequent County law to be limits on the amount of general obligation debt and Park and Planning debt that may be approved for expenditure for the first and second years of the CIP and for the entire six years of the CIP.

Any aggregate budget that exceeds the guidelines then in effect requires the affirmative vote of seven councilmembers for approval.

The Executive advises the Council on prudent spending affordability limits and makes budget recommendations for all agencies consistent with realistic prospects for the community's ability to pay, both in the upcoming fiscal year and in the ensuing years.

Consistent with the Charter (Section 302) requirement for a six-year Public Services Program, the Executive continues to improve long-range displays for operating programs.

Allocation of Costs

The County will balance the financial burden of programs and facilities as fairly as possible between the general taxpayers and those who benefit directly, recognizing the common good that flows from many public expenditures, the inability of some citizens to pay the full costs of certain benefits, and the difficulty of measuring the relationship between public costs and public or private benefits of some services.

Tax Duplication Avoidance

In accordance with law, the County will reimburse those municipalities and special taxing districts which provide public services that would otherwise be provided by the County from property taxes.

Expenditure Reduction

The County will seek expenditure reductions whenever possible through efficiencies, reorganization of services, and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness. The County will seek inter-agency opportunities to improve productivity.

Shared Provision of Service

The County will encourage, through matching grants, subsidies, and other funding assistance, the participation of private organizations in the provision of desirable public services when public objectives can be more effectively met through private activity and expertise and where permitted by law.

Public Investment in Infrastructure

The County will, within available funds, plan and budget for those facilities and that infrastructure necessary to support its economy and those public programs determined to be necessary for the quality of life desired by its citizens.

Cost Avoidance

The County will, within available funds, consider investment in equipment, land or facilities, and other expenditure actions, in the present, to reduce or avoid costs in the future.

Procurement

The County will make direct or indirect purchases through a competitive process, except when an alternative method of procurement is specifically authorized by law, is in the County's best interest, and is the most cost-effective means of procuring goods and services.

Use of Restricted Funds

In order to align costs with designated resources for specific programs or services, the County will generally first charge expenses against a restricted revenue source prior to using general funds. The County may defer the use of restricted funds based on a review of the specific transaction.

SHORT-TERM FISCAL AND SERVICE POLICIES

Short-term policies are specific to the budget year. They address key issues and concerns that frame the task of preparing a balanced budget that achieves the County Executive's priorities within the context of current and expected economic realities.

Preparation of the FY15 operating budget has been greatly influenced by the need to deal with the continuing fiscal pressures and uncertainties associated with the economic downturn and the fragile economic recovery. While there were signs of economic improvement and modest revenue growth, the outlook going into the FY15 budget cycle was one of considerable uncertainty and continued strains on County resources and programs. The following factors and events shaped the budget environment and helped to drive budget planning for FY15:

- The high volatility of tax supported local revenues, coupled with relatively high unemployment (the unemployment rate has declined from its high of 5.8 percent, but it is still above historical levels for the County).
- Rising public school enrollment and continuing pressure to meet the State's Maintenance of Effort requirement on school spending. This mandate, which requires that there be no decrease in locally funded per pupil expenditures adjusted for enrollment growth, was strengthened by the General Assembly in 2012, making it effectively impossible to fund public schools below the Maintenance of Effort level, regardless of the state of the economy and the impact on other departments and services. Furthermore, any funding provided above that level becomes a permanent part of the base and raises the Maintenance of Effort level for the next year.
- Continued uncertainty over the effects of budget turmoil at the Federal level, including the October government shutdown, and the potential impacts of other Federal fiscal decisions on aid to the County and the local economy.
- The need to absorb significant emergency response and storm cleanup costs associated with multiple winter weather mobilizations.
- Increased costs associated with labor agreements, employee health insurance and retirement plans, worker's compensation, pre-funding of retiree health insurance, the operating costs of new facilities, and other costs related to programmatic obligations.
- The cumulative effects of the many efficiencies and reductions the County had implemented in the previous five years to cope with shrinking revenues and tight budgets. These actions have limited the County's flexibility in responding to the further fiscal pressures.

The FY14 Six-Year Fiscal Plan, approved by the County Council in June 2013, projected a 5.0 percent decline in resources available to fund the budgets of County Government departments, Montgomery County Public Schools, Montgomery College, and the Maryland-National Capital Park and Planning Commission driven largely by relatively modest revenue growth and increased obligations related to debt service and retiree health insurance. The Budget Director estimated an FY15 budget gap of \$166 million in the December 2013 Fiscal Plan Update and cautioned departments to develop contingency plans for reductions of up to 5 percent in their budget requests for FY15. At the same time, the County Executive emphasized that the County would continue to focus on preserving core services: education, public safety, programs for youth, and services to the most vulnerable (including senior citizens).

To cope with these fiscal challenges while ensuring that the County Executive's priorities are met, recognizing the signs of economic recovery, and acknowledging the sacrifices of County employees and the cumulative efforts of County departments to curtail spending during the past several years, the County implemented a number of new or modified short-term policies and initiatives to control FY14 spending and reduce the FY15 budget gap:

- Continued the hiring freeze that began in January 2008 but limited it to senior level employees;
- Continued restrictions on new procurements, though making them apply only to procurement requests over \$50,000 by departments that overspent their FY13 budgets. (Grants, non-tax supported funds, and capital improvements program procurements continued to be exempt.)
- Continued initiatives undertaken to maintain the County's fiscal policies and its commitments to the bond rating agencies to protect its AAA bond rating.

To help ensure compliance with these policies and address the projected budget gap, the instructions for preparing the FY15 operating budget included the following requirements:

- No requests for new or enhanced programs and services would be considered for FY15 unless needed to support stated County Executive priorities or to respond to legal mandates. The County Executive stated that he would entertain only limited increases in resources for his highest priorities.
- Based on the fiscal forecast, departments were urged to develop contingency plans for reductions of up to 5 percent.
- New position requests were specifically discouraged as they add to ongoing future costs.

Furthermore, in developing the Capital Improvements Program, priority was given to meeting school capacity issues. After several years of reduced general obligation bond issuance, the FY15-20 Capital Improvement Program assumed increased bond issuance to reduce overcrowding in public schools. Constrained resources for non- school capacity projects led to decisions to defer and reduce some previously programmed expenditures. Funds for new projects or increases to existing projects which were not related to addressing the school capacity issue were only recommended when needed to preserve County infrastructure, leverage non-County funding, or support job creation. As a way to offset the increased costs of general obligation bond borrowing, increases in short-term financing were significantly curtailed.

After the departments submitted their budgets, the Budget Director established five high-level working groups or “clusters.” The clusters focused on the following cross-cutting issues affecting multiple departments:

- Positive Youth Development
- Seniors
- Collective Bargaining
- Worker’s Compensation
- Maintenance of County Facilities

The clusters included all departments affected by – or affecting – the cluster issue. Department heads or designees attended cluster meetings. The purpose of these clusters, which facilitates a collaborative approach to budgeting in the County, was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across the County to strengthen services provided to the public. The conclusions and recommendations of the clusters were presented to the County Executive and Chief Administrative Officer and used by them in making their final decisions on the budget.

These short-term policies and actions have been critical in shaping the County Executive’s proposed FY15 operating budget. Together with the long-term policies described elsewhere in this chapter, the short-term policies described here have allowed the County to construct a balanced, fiscally responsible budget that is consistent with current economic and fiscal realities while achieving the County Executive’s key priorities.

CURRENT CIP FISCAL POLICIES

Policy on Eligibility for Inclusion in the CIP

Capital expenditures included as projects in the CIP should:

- Have a reasonably long useful life, or add to the physical infrastructure and capital assets of the County, or enhance the productive capacity of County services. Examples are roads, utilities, buildings, and parks. Such projects are normally eligible for debt financing.
- Generally have a defined beginning and end, as differentiated from ongoing programs in the PSP.
- Be related to current or potential infrastructure projects. Examples include facility planning or major studies. Generally, such projects are funded with current revenues.
- Be carefully planned to enable decision makers to evaluate the project based on complete and accurate information. In order to permit projects to proceed to enter the CIP once satisfactory planning is complete, a portion of “programmable expenditures” (as used in the Bond Adjustment Chart) is deliberately left available for future needs.

Policy on Funding CIP with Debt

Much of the CIP should be funded with debt. Capital projects usually have a long useful life and will serve future taxpayers as well as current taxpayers. It would be inequitable and an unreasonable fiscal burden to make current taxpayers pay for

many projects out of current tax revenues. Bond issues, retired over approximately 20 years, are both necessary and equitable.

Projects deemed to be debt eligible should:

- Have a useful life at least approximately as long as the debt issue with which they are funded.
- Not be able to be funded entirely from other potential revenue sources, such as intergovernmental aid or private contributions.
- Special Note: With a trend towards more public/private partnerships, especially regarding projects aimed at the revitalization or redevelopment of the County's central business districts, there are more instances when public monies leverage private funds. These instances; however, generally bring with them the "private activity" or private benefit (to the County's partners) that make it necessary for the County to use current revenue as its funding source. It is County fiscal policy that financing in partnership situations ensure that tax-exempt debt is issued only for those improvements that meet the IRS requirements for the use of tax-exempt bond proceeds.

Policy on General Obligation Debt Limits

General obligation debt usually takes the form of bond issues, and pledges general tax revenue for repayment. Paying principal and interest on general obligation debt is the first claim on County revenues. By virtue of prudent financial management and the long-term strength of the local economy, Montgomery County has maintained the highest quality rating of its general obligation bonds, AAA. This top rating by Wall Street rating agencies, assures Montgomery County of a ready market for its bonds and the lowest available interest rates on that debt.

Debt Capacity

To maintain the AAA rating, the County adheres to the following guidelines in deciding how much additional County general obligation debt may be issued in the six-year CIP period:

Overall Debt as a Percentage of Assessed Valuation. This ratio measures debt levels against the property tax base, which generates the tax revenues that are the main source of debt repayment. Total debt, both existing and proposed, should be kept at about 1.5 percent of full market value (substantially the same as assessed value) of taxable real property in the County.

Debt Service as a percentage of the General Fund. This ratio reflects the County's budgetary flexibility to adapt spending levels and respond to economic condition changes. Required annual debt service expenditures should be kept at about ten percent of the County's total General Fund. The General Fund excludes other special revenue tax supported funds. If those special funds supported by all County taxpayers were to be included, the ratio would be below ten percent.

Overall Debt per Capita. This ratio measures the burden of debt placed on the population supporting the debt and is widely used as a measure of an issuers' ability to repay debt. Total debt outstanding and annual amounts issued, when adjusted for inflation, should not cause real debt per capita (i.e., after eliminating the effects of inflation) to rise significantly.

Ten Year Payout Ratio. This ratio reflects the amortization of the County's outstanding debt. A faster payout is considered a positive credit attribute. The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any ten-year period.

Per Capita Debt to Per Capita Income. This ratio reflects a community's economic strength as an indicator of income levels relative to debt. Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita income to rise significantly above about 3.5 percent.

These ratios will be calculated and reported each year in conjunction with the capital budget process, the annual financial audit and as needed for fiscal analysis.

Policy on Terms for General Obligation Bond Issues

Bonds are normally issued in a 20-year series, with five percent of the series retired each year. This practice produces equal annual payments of principal over the life of the bond issue, which means declining annual payments of interest on the outstanding bonds, positively affecting the pay-out ratio (see Debt Limits, below). Thus annual debt service on each bond issue is higher at the beginning and lower at the end. When bond market conditions warrant, or when a specific project would have a shorter useful life, then different repayment terms may be used.

Policy on Other Forms of General Obligation Debt

The County may issue other forms of debt as appropriate and authorized by law. From time to time, the County issues Commercial Paper/Bond Anticipation Notes (BANs) for interim financing to take advantage of favorable interest rates within rules established by the Internal Revenue Service.

Policy on Use of Revenue Bonds

Revenue bonds are secured by the pledge of particular revenues to their repayment in contrast to general obligation debt, which pledges general tax revenues. The revenues pledged may be those of a Special Revenue fund, or they may be derived from the funds or revenues received from or in connection with a project. Amounts of revenue debt to be issued should be limited to ensure that debt service coverage ratios shall be sufficient to ensure ratings at least equal to or higher than ratings on outstanding parity debt. Such coverage ratios shall be maintained during the life of any bonds secured by that revenue stream.

Policy on Use of Appropriation-backed Debt

Various forms of appropriation-backed debt may be used to fund capital improvements, facilities, or equipment issued directly by the County or using the Montgomery County Revenue Authority or another entity as a conduit issuer. Under such an arrangement, the County enters into a long-term lease with the conduit issuer and the County lease payments fund the debt service on the bonds. Appropriation-backed debt is useful in situations where a separate revenue stream is available to partially offset the lease payments, thereby differentiating the project from those typically funded with general obligation debt. Because these long-term leases constitute an obligation of the County similar to general debt, the value of the leases is included in debt capacity calculations.

Policy on Issuance of Taxable Debt

Issuance of taxable debt may be useful in situations where private activity or other considerations make tax-exempt debt disadvantageous or ineligible due to tax code requirements or other considerations. The cost of taxable debt will generally be higher because investors are not able to deduct interest earnings from taxable income. Taxable debt may be issued in instances where the additional cost of taxable debt, including legal, marketing, and other up-front costs and the interest cost over the life of the bonds, is outweighed by the advantages in relation to the financing objectives to be achieved.

Policy on Use of Interim Financing

Interim Financing may be useful in situations where project expenditures are eligible for long term debt, but permanent financing is delayed for specific reasons, other than affordability. Interim Financing should have an identified ultimate funding source, and should be repaid within the short term. An example for interim financing would be in a situation where an offsetting revenue will be available in the future to pay off a portion of the amounts borrowed, but the exact amounts and timing of the repayment are uncertain.

Policy on Use of Short Term Financing

Short term financing (terms of seven years or less) may be appropriate for certain types of equipment or system financings, where the term of the financing correlates to the useful life of the asset acquired, or in other cases where the expected useful life is long, but due to the nature of the system, upgrades are frequent and long term financing is not appropriate. Short term financings in the CIP are also of a larger size or magnitude than smaller purchases typically financed with short term Master Lease financing in the Operating Budget.

Policy on Use of Current Revenues

Use of current revenues to fund capital projects is desirable as it constitutes “pay-as-you-go” financing and, when applied to debt-eligible projects, reduces the debt burden of the County. Decisions to use current revenue funding within the CIP have immediate impacts on resources available to annual operating budgets, and require recognition that certain costs of public facilities should be supported on a current basis rather than paid for over time.

Current revenues from the General Fund are used for designated projects which have broad public use and which fall outside any of the specialized funds. Current revenues from the Special and Enterprise Funds are used if the project is associated with the particular function for which these funds have been established.

The County has the following policies on the use of current revenues in the CIP:

- Current revenues must be used for any CIP projects not eligible for debt financing by virtue of limited useful life.
- Current revenues should be used for CIP projects consisting of limited renovations of facilities, for renovations facilities which are not owned by the County, and for planning and feasibility studies.

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- Current revenues may be used when the requirements for capital expenditures press the limits of bonding capacity.
 - Except for excess revenues which must go to the Revenue Stabilization Fund, the County will, whenever possible, give highest priority for the use of one-time revenues from any source to the funding of capital assets or other nonrecurring expenditures so as not to incur ongoing expenditure obligations for which revenues may not be adequate in future years.

Policy on Use of Federal and State Grants and Other Contributions

Grants and other contributions should be sought and used to fund capital projects whenever they are available on terms that are to the County's long-term fiscal advantage. Such revenues should be used as current revenues for debt avoidance and not for debt service.

Policy on Minimum Allocation of PAYGO

PAYGO is current revenue set aside in the operating budget, but not appropriated, and is used to replace bonds for debt eligible expenditures. To reduce the impact of capital programs on future years, the County will fund a portion of its CIP on a pay-as-you-go basis. Pay-as-you-go funding will save money by eliminating interest expense on the funded projects. Pay-as-you-go capital appropriations improve financial flexibility in the event of sudden revenue shortfalls or emergency spending. It is the County's policy to allocate to the CIP each fiscal year as PAYGO at least ten percent of the amount of general obligation bonds planned for issue that year.

Policy on Operating Budget Impacts

In the development of capital projects, the County evaluates the impact of a project on the operating budget and displays such impacts on the project description form. The County shall not incur debt or otherwise construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.

Policy on Taxing New Private Sector Development

As part of a fair and balanced tax system, new development of housing, commercial, office, and other structures should contribute directly toward the cost of the new and improved transportation and other facilities required to serve that development. To implement this policy, the County has established the following taxes:

Impact Tax – Transportation. The County Council established new rates and geographical boundaries for transportation impact taxes in December 2007. These taxes are levied at four rate schedules: for the majority of the County (the general impact tax area), for designated Metro station areas, for Clarksburg and for six designated MARC station areas.

Impact Tax - Schools. Most residential development in Montgomery County is subject to an impact tax for certain school facilities. The rates are the same Countywide but vary by housing type, commensurate with the average student generation rates of that type of residential development.

School Facilities Payment. A school facilities payment is applied at subdivision review to residential development projects located in a school cluster where enrollment exceeds adopted standards. The school facilities payment is made on a per-student basis, based upon standard student generation rates of that type of residential development.

Development Approval Payment (DAP). In November 1993, the Council created an alternative voluntary review procedure for Metro station policy areas as well as limited residential development. The DAP permits development projects to proceed in certain areas subject to development restrictions. Due to the voluntary nature of this payment, DAP revenue is an unpredictable funding source and is not programmed for specific transportation improvements until after the revenue has been collected. In October 2003, the County Council revised the Annual Growth Policy to replace the Development Approval Payment with an alternative payment mechanism based upon impact tax rates.

Expedited Development Approval Excise Tax (EDAET). The EDAET, also known as Pay-and-Go, enacted by the Council in October 1997, allows certain private development to proceed with construction in moratorium and non-moratorium policy areas after the excise tax has been paid. The tax is assessed on the project based on the intended use of the building, the square footage of the building, and whether the building is in a moratorium policy area. The purpose of the four-year EDAET is to act as a stimulus to residential and commercial construction within the County by making the development approval process more certain. A few subdivisions are permitted to retain the EDAET approval longer than four years. As of December 2003, no new subdivisions may use the EDAET procedure, but several projects previously approved under the procedure have not yet acquired building permits.

Development Districts. Legislation enacted in 1994 established a procedure by which the Council may create a development district. The creation of such a special taxing district allows the County to issue low-interest, tax-exempt bonds that are used to finance the infrastructure improvements needed to allow the development to proceed. Taxes or other assessments are levied on property within the district, the revenues from which are used to pay the debt service on the bonds. Development is,

therefore, allowed to proceed, and improvements are built in a timely manner. Only the additional, special tax revenues from the development district are pledged to repayment of the bonds. The County's general tax revenues are not pledged. The construction of improvements funded with development district bonds is required by law to follow the County's usual process for constructing capital improvements and, thus, must be included in the Capital Improvements Program.

Transportation Improvement (Loophole) Credits. Under certain conditions, a developer may choose to pay a transportation improvement credit in lieu of funding or constructing transportation improvements required in order to obtain development approval. These funds are used to offset the cost of needed improvements in the area from which they are paid.

Systems Development Charge (SDC). This charge, enacted by the 1993 Maryland General Assembly, authorized WSSC to assess charges based on the number and type of plumbing fixtures in new construction, effective July 19, 1993. SDC revenues may only be spent on new water and sewerage treatment, transmission, and collection facilities.

GOVERNMENTAL MANAGEMENT POLICIES

Productivity

The County will seek continuous improvement in the productivity of County programs in terms of quantity of services relative to resources expended, through all possible strategies.

Employee Involvement

The County will actively encourage and make use of the experience and expertise of its workforce for optimum program effectiveness and cost-efficiency of public service delivery through training, teamwork, employee empowerment, and other precepts of quality management.

Intergovernmental Program Efforts

The County will seek program efficiencies and cost savings through cooperative agreements and joint program efforts with other County agencies, municipalities, regional organizations, and the State and Federal governments.

Alternative Service Delivery

The County will consider obtaining public service delivery through private or nonprofit sectors via contract or service agreement, rather than through governmental programs and employees, when permitted by law, cost-effective, and consistent with other public objectives and policies.

Risk Management

The County will control its exposure to financial loss through a combination of commercial and self-insurance; self-insure against all but highest cost risks; and aggressively control its future exposure through a risk management program that allocates premium shares among agencies based on loss history.

Employee Compensation

The County will seek to provide total compensation (pay plus employee benefits) that is comparable to jobs in the private sector; comparable among similar jobs in the several County departments and agencies; and comparable between employees in collective bargaining units and those outside such units.

The government will act to contain the growth of compensation costs using various strategies including organizational efficiencies within its departments and agencies, management efficiencies within its operations and service delivery, and productivity improvements within its workforce.

Pension Funds

The County will, to assure the security of benefits for current and future retirees and the solvency of the Employee Retirement System of Montgomery County, provide for the judicious management and investment of the fund's assets through the Board of Investment Trustees (BIT), and strive to increase the funding ratio of assets to accrued liability. The BIT also selects the service providers and investment options available for employees participating in the Retirement Savings Plan and the Deferred Compensation Plan. The Montgomery County Union Employees Deferred Compensation Plan is administered by the three unions representing Montgomery County employees.

Retiree Health Benefits Trust

The County intends to comply with GASB Statement 45 by reporting its expenses related to retiree health insurance benefits on its financial statements, starting with the fiscal year beginning July 1, 2007 (FY08). The County also intends to phase in to full pre-funding of its Annual Required Contribution (ARC), from the current pay-as-you-go approach, beginning with contributions to one or more trust funds established for that purpose, over an eight-year period beginning with FY08. This approach allows the County to use a discount rate higher than its operating investment rate for accounting and budgeting purposes, which will result in lower costs and liabilities than if the County did not have a Trust in place.

Surplus Property

The County will maximize the residual value of land parcels or buildings declared excess to current public needs through public reuse, lease to appropriate private organizations, or sale, in order to return them to the tax base of the County. Disposition of goods which have become obsolete, unusable, or surplus to the needs of the County will be accomplished through bid, auction, or other lawful method to the purchaser offering the highest price except under circumstances as specified by law.

Fiscal Impact Reviews

The County will review proposed local and State legislation for specific findings and recommendations relative to financial and budgetary impacts and any continuing and potential long-term effects on the operations of government.

Economic Impact Statements

The County will review proposed local and State legislation for specific findings and recommendations relative to economic impacts for any continuing and potential long-term effects on the economic well-being of the County.

Resource Management

The County will seek continued improvement in its budgetary and financial management capacity in order to reach the best possible decisions on resource allocation and the most effective use of budgeted resources.

POLICIES FOR REVENUES AND PROGRAM FUNDING

Diversification of Revenues

The County will establish the broadest possible base of revenues and seek alternative revenues to fund its programs and services, in order to:

- Decrease reliance on general taxation for discretionary but desirable programs and services and rely more on user fees and charges;
- Decrease the vulnerability of programs and services to reductions in tax revenues as a result of economic fluctuations; and
- Increase the level of self-support for new program initiatives and enhancements.

Revenue Projections

The County will estimate revenues in a realistic and conservative manner in order to minimize the risk of a funding shortfall.

Property Tax

The County will, to the fullest extent possible, establish property tax rates in such a way as to:

- Limit annual levies so that tax revenues are held at or below the rate of inflation, or justify exceeding those levels if extraordinary circumstances require higher rates;
- Avoid wide annual fluctuations in property tax revenue as economic and fiscal conditions change; and
- Fully and equitably obtain revenues from new construction and changes in land or property use.

A 1990 amendment to the County Charter (Section 305), "Question F," limits the annual increase in real property tax revenue to the rate of inflation plus that associated with new construction, rezoning, changes in property use, and development districts. As a result of a Charter amendment approved by voters in 2008, this limit may not be overridden without an affirmative vote of nine councilmembers.

County Income Tax

The County will maintain the rate for the local personal income tax within the limits specified in the Maryland Code, Tax-General Article, Section 10-106.

Special Districts

The County has established special districts within which extra services, generally not performed countywide, are provided and funded from revenues generated within those districts. Examples are the Urban, Recreation, and Parking Lot Districts. The County will also abolish special districts when the conditions which led to their creation have changed.

Most special districts have a property tax to pay all or part of the district expenses. Such property taxes are included in the overall limit set on annual real property tax revenue increases by Section 305 of the County Charter.

Special Funds

The revenues and expenditures of special districts are accounted for in special revenue funds or, in the case of Parking Lot Districts, in enterprise funds. As a general principle, these special funds pay an overhead charge to the General Fund to cover the management and support services provided by General Fund departments to these special fund programs.

When the fund balances of special funds grow to exceed mandated or otherwise appropriate levels relative to district public purposes, the County may consider transferring part of the fund balance to support other programs, as allowed by law. For example, portions of the fee and fine revenue of the Parking Lot Districts (PLDs) are transferred to the Mass Transit Fund and a portion of the PLDs' fee revenue is transferred to the Urban Districts.

Enterprise Funds

The County will, through pricing, inventory control, and other management practices, ensure appropriate fund balances for its enterprise funds while obtaining full cost-recovery for direct and indirect government support, as well as optimal levels of revenue transfer for General Fund purposes.

One-Time or "Windfall" Revenues

Except for excess revenues which must go to the Revenue Stabilization Fund (see below), the County will, whenever possible, give highest priority for the use of one-time revenues from any source to the funding of capital assets or other nonrecurring expenditures so as not to incur ongoing expenditure obligations for which revenues may not be adequate in future years.

Intergovernmental Revenues

The County will aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the County's interest. Where possible, Federal or State funding for the full cost of the program will be requested, including any indirect costs of administering a grant-funded program. For reasons of fiscal prudence, the County may choose not to solicit grants that will require an undeclared fiscal commitment beyond the term of the grant.

User Fees and Charges

The County will charge users directly for certain services and use of facilities where there is immediate and direct benefit to those users, as well as a high element of personal choice or individual discretion involved, rather than fund them through general taxation. Such charges include licenses, permits, user fees, charges for services, rents, tuition, and sales of goods. This policy will also be applied to fines and forfeitures. See also: "Policies for User Fees and Charges," later in this Fiscal Policy section.

Cash Management and Investments

The objective of the County's cash management and investment program is to achieve maximum financial return on available funds while assuring a high level of safety. Cash will be pooled and invested on a daily basis reflecting the investment objective priorities of capital preservation, liquidity, and yield.

Reserves and Revenue Stabilization

The County will maintain an unrestricted General Fund balance (or, an "operating margin reserve") of five percent of prior year's General Fund revenues and the Revenue Stabilization Fund (or, "rainy day"). It is the County's policy to increase and maintain the budgeted total reserve of the General Fund and the Revenue Stabilization Fund to 10 percent of Adjusted Governmental Revenues by 2020. As defined in the Revenue Stabilization Fund law, Adjusted Governmental Revenues include the tax supported revenues of the County Government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and Maryland-National Capital Park and Planning Commission, plus the revenues of the County Government's grant fund and capital projects fund.

Reserves in the County Government's other tax supported funds should be minimized to support the policy of maximizing reserves in the General Fund.

The County's Revenue Stabilization Fund was established to accumulate funds during periods of strong economic growth in order to provide budgetary flexibility during times of funding shortfalls. Contributions of at least 0.5 percent of Adjusted Governmental Revenues up to the 10 percent total reserve goal must be made to the Revenue Stabilization Fund. If greater, 50 percent of certain excess revenues must be transferred to the Fund. By an affirmative vote of six Council members, the Council may transfer any amount from the Fund to the General Fund to support appropriations which have become unfunded.

The budgeted reserve levels for non-tax supported funds are established by each government agency and vary based on the particular fiscal requirements and business functions of the fund as well as any relevant laws, policies, or bond covenants.

The table at the end of this chapter displays the projected ending fund balance for each major fund in the County's operating budget and includes an explanation of changes greater than 10 percent.

POLICIES FOR USER FEES AND CHARGES

To control the growth of property taxation as the County's principal revenue source, there is a need to closely allocate certain costs to those who most use or directly benefit from specific government programs and services. Fees and charges are those amounts received from consumers of government services or users of facilities on the basis of personal consumption or private benefit rather than individual income, wealth, or property values. Significant government revenues are and should be obtained from licenses, permits, user fees, charges for services, transit fares, rents, tuition, sales, and fines. The terms "fee" and "charge" are used here interchangeably to include each of these types of charges.

Purpose of User Fee Policy

Access to programs and services. The imposition of and level of fees and charges should be set generally to ensure economic and physical access by all residents to all programs and services provided by the government. Exceptions to this basic public policy are: the pricing of public goods (such as parking facilities) in order to attain other public policy objectives (such as public use and support of mass transit); and using a charge to enforce compliance with laws and regulations, such as fines for parking violations.

Fairness. User fees and charges are based on the idea of equity in the distribution of costs for government programs and services, with the objective of sharing those costs with the individual user when there is individual choice in the kind or amount of use, and of adjusting charges in accordance with individual ability to pay when there is no choice.

Diversification of revenue sources. User fees and charges enhance the government's ability to equitably provide programs and services which serve specific individuals and groups and for which there is no other alternative provider available. The policy objective is to decrease reliance on general revenues for those programs and services which produce direct private benefits and to fund such programs and services through revenues directly related to their costs and individual consumption.

Goals

Goals for the imposition of user fees and charges include:

- Recovery of all, or part, of government costs for the provision of certain programs and services to the extent that they directly benefit private individuals or constituencies rather than the public at large;
- Most efficient allocation of available public resources to those programs meeting the broadest public need or demand;
- More effective planning and alternative choices for future programs, services, and facilities through "market" information from actual user demand;
- Improved cost-effectiveness and accountability for the spending of public funds by allowing individual citizens to choose their level of use from among those programs, services, and facilities where individual choice may be exercised; and
- Ensuring dedicated sources of funds to cover the costs of programs and services of direct benefit to designated special areas or user groups rather than the County as a whole.

Criteria

Within these goals, government officials must consider a variety of factors in deciding whether to employ fees and charges and what rates to charge. Each proposal for a new or increased fee is evaluated according to these criteria.

Public benefit. Many programs benefit the public as a whole as well as those who directly use the service. By definition, all programs offered by government have some public benefit or they should not be undertaken. However, the rate set must balance the private benefit with the public good so that there is maximum overall benefit to the community, and the costs are fairly allocated.

This balance may be achieved either by specifying a percentage of cost recovery (from users) or by a tax subsidy for each service (from the general public). The greater the public benefit, the lower the percentage of cost recovery that is appropriate. On one end of the scale, public utilities such as water and sewer should be paid for almost entirely on the basis of individual consumption, with full cost recovery from consumer-users; on the other, public education and public safety (police and fire service) are required for the overall public good and so are almost entirely supported through general taxation.

In between are services such as public health inspections or clinic services which protect the public at large but which are provided to specific businesses or individuals; facilities such as parks which are available to and used by everyone; and playing fields, golf courses, or tennis courts which serve only special recreational interests. Services that have private benefit for only a limited number of persons (such as public housing, rent or fuel subsidies) should not be “free” unless they meet very stringent tests of public good, or some related criteria such as essential human needs.

Ability to pay. Meeting essential human needs is considered a basic function of government, and for this reason programs or services assisting the very poor are considered a “public good” even though the benefit may be entirely to individuals. Whether to assess fees and how much to charge, depends on the ability to pay by those who need and make use of programs and services provided by government.

Without adjustment, fees are “regressive” because rates do not relate to wealth or income. For this reason, services intended mainly for low-income persons may charge less than otherwise would be the case. Policies related to fee scales or waivers should be consistent within similar services or as applied to similar categories of users. Implementation of fee waivers or reductions requires a means for establishing eligibility that is fair and consistent among programs. The eligibility method also must preserve the privacy and dignity of the individual.

User discretion. Fees and charges are particularly appropriate if the user has a choice about whether or not to use a particular program or service. Individuals have choices as to: forming a business that requires a license; use of particular recreational facilities; obtaining post-secondary education; or in transportation and related facilities. When fines represent a penalty to enforce public law or regulation, citizens can avoid the charge by compliance; fines should be set at a point sufficient to deter non-compliant behavior. The rates for fines and licenses may exceed the government cost of providing the related “service” when either deterrence or rationing the special “benefit” is desired as a matter of public policy.

Market demand. Services which are fee-supported often compete for customer demand with similar services offered by private firms or by other public jurisdictions. Fees for publicly-provided goods cannot be raised above a competitive level without loss of patronage and potential reduction in cost-effectiveness. Transit fares, as a user charge, will compete with the individual’s real or perceived cost of alternative choices such as the use of a private automobile. In certain cases, it may be advisable to accept a loss of volume if net revenue increases, while in others it may be desirable to set the fee to encourage use of some other public alternative.

Specialized demand. Programs with a narrow or specialized demand are particularly suitable for fees. The fee level or scale may be set to control the expansion of services or programs in which most of the public does not need or elect to participate. Services that have limitations on their availability may use fee structures as a means of rationing available capacity or distributing use over specific time periods. Examples include golf courses, parking, and transit fares, all of which have differentiated levels related to time of use. Even programs or services which benefit all or most residents may appropriately charge fees if their benefits are measurable but unequal among individuals. Charges based on consumption, such as water and sewer provision, are examples. In addition, because they do not pay taxes, nonresidents may be charged higher rates than residents (as with community college tuition), or they may be charged a fee even if a program is entirely tax supported for County residents.

Legal constraints. State law may require, prohibit, regulate, or preempt certain existing or proposed user charges. In general, local government has no authority to tax unless specifically authorized by State law. Localities are generally able to charge for services if those charges are authorized by local ordinance and not prohibited, regulated, or preempted by State law. If a proposed fee is legally construed as a tax, then the fee may be invalidated until authorized as a tax by the State. Federal or State law may also prohibit or limit the use of charges for certain grant programs, and other Federal or State assistance may require the local authority to “match” certain amounts through imposition of charges. It should be noted that law on such issues is frequently in dispute; particular fees, or the level of charge, may be subject to legal challenge.

Program cost. The cost of a program or service is an important factor in setting user charges. Costs may include not only the direct personnel and other costs of operating a program, but also indirect costs such as overhead for government support

services. In addition, a fee may be set to recover all or part of facilities construction or debt service costs attributable to a program. Recovery of any part of the costs of programs benefiting specific individuals should identify and consider the full cost of such programs or services to acknowledge the cost share which will be borne by the public at large.

Reimbursement. A decision on whether to use fees is influenced by the possibility of reimbursement or shifting of real costs that can lower the net cost to the resident. For example, some County taxes are partially deductible from Federal or State income tax, while fees and charges may not be deducted. Hence, the same revenue to the County may cost less to the resident if it is a tax rather than a fee. Charges may also be reimbursed to (shifted from) the paying individual from (or to) other sources, either governmental or private. For example, ambulance transport charges may be payable under health insurance. In general, the County will use fees to minimize the real cost to residents, within the context of equity and other criteria noted.

Administrative cost. The government incurs administrative costs to measure, bill, and collect fee revenues. In general, it is less expensive to collect tax revenue. If a potential user fee revenue will cost more to collect than it will produce, it may not be appropriate to assess a fee even if otherwise desirable and appropriate. It is important to develop ways to measure the use of services which do not cost more than the usefulness or fairness of doing the measurement. For example, “front footage” has been used as a measurement basis for assessing certain charges related to road improvements and supply of water and sewer, to avoid the administrative cost of precisely measuring benefit. Similarly, the cost of effective collection enforcement must be weighed against total benefits of the charge, including the value of deterrence if the charge is punitive.

Preserving the real value of the charge. During the period when a fee has been in effect, costs have usually risen and inflation has cut the real value of revenue produced by the fee. In some instances, adjustments to user charges have either not been imposed or have lagged behind inflation. The rate of the charge should be increased regularly to restore the former value of the revenue involved. Most fees and charges should be indexed so that their per unit revenues will keep up with inflation.

FRAMEWORK FOR FISCAL POLICY

Legal Framework

Fiscal policy is developed and amended, as necessary, according to:

- Federal law and regulation;
- Maryland law and regulation;
- Montgomery County Charter; and
- Montgomery County law and regulation.

Fiscal Planning Projections and Assumptions

Various trends and economic indicators are projected and analyzed for their impacts on County programs and services and for their impact on fiscal policy as applied to annual Operating Budgets. Among these are:

- Inflation, as measured by change in the Consumer Price Index (CPI) for the Washington-Baltimore area, is an important indicator of future costs of government goods and services, including anticipated wage and salary adjustments. The CPI change also specifies the increase in property tax revenue allowed by Section 305 of the Charter without a unanimous vote of nine councilmembers.
- Growth of population and jobs, which are principal indicators of requirements for new or expanded programs and services.
- Demographic change in the numbers or location within the County of specific age groups or other special groups, which provides an indication of the requirements and costs of various government services and programs.
- The assessable property tax base of the County which is the principal indicator of anticipated property tax collections, a major source of general revenues.
- Personal income earned by County residents, which is a principal basis for projecting income tax revenues as one of the County’s major revenue sources, as well as being a basis for determining income eligibility status for certain government programs.
- Employment growth and unemployment rates within the County, as indicators of personal income growth as a revenue source, as well as being indicators of various service or program needs, such as day care or public welfare assistance.

Generally Accepted Accounting Principles (GAAP)

The application of fiscal policy in the financial management of annual operating expenditures must be in conformity with GAAP standards. This involves the separate identification of, and accounting for, the various operating funds; adherence to required procedures such as transfers between funds and agencies; and regular audits of general County operations and special financial transactions such as the disbursement of Federal grants.

Credit Markets and Credit Reviews

The County's ability to borrow cost-effectively depends upon its credit standing as assessed by the three major credit rating agencies: Moody's, Standard and Poor's, and Fitch. While key aspects of maintaining the highest credit rating are related to the management of the County's Capital Improvements Program (CIP), others are directly applicable to the annual Operating Budgets:

- Maintenance of positive fund balances (reserves) to ensure continued County liquidity for debt repayment; and
- Assurances through County law and practice of an absolute commitment to timely repayment of debt and other obligations.

Intergovernmental Agreements

Fiscal policy for operating budgets must provide guidance for, and be applied within, the context of agreements made between the County and other jurisdictions or levels of government relative to program or service provision. Examples include agreements with:

- Incorporated municipalities or special tax districts for reimbursement of the costs of various services provided by those units for their residents which would otherwise have to be expended by the County;
- State agencies for shared costs of various social service programs and for participation in various grant and loan programs;
- Federal agencies to obtain support to meet mutual program objectives through programs such as the Community Development Block Grant; and
- Prince George's County on the annual approval of the budgets of the Washington Suburban Sanitary Commission and the Maryland-National Capital Park and Planning Commission.

Change in Ending Fund Balance

	FY14 Approved Ending Fund Balance	FY15 Projected Ending Fund Balance	Change in Fund Balance	% Change
Tax Supported				
Montgomery County Government				
County General Fund	143,861,771	150,017,283	6,155,512	4.28 %
Bethesda Urban District	89,173	95,377	6,204	6.96 %
Silver Spring Urban District	274,874	82,326	-192,548	-70.05 %
Wheaton Urban District	47,025	46,367	-658	-1.40 %
Mass Transit	348,730	432,243	83,513	23.95 %
Fire	939,939	603,023	-336,916	-35.84 %
Recreation	215,506	133,936	-81,570	-37.85 %
Revenue Stabilization Fund	210,816,199	229,851,465	19,035,266	9.03 %
Montgomery College				
Current Fund MC	3,996,538	4,023,113	26,575	0.66 %
Emergency Repair Fund	765,201	566,072	-199,129	-26.02 %
M-NCPPC				
Administration Fund	1,857,947	946,291	-911,656	-49.07 %
Park Fund	2,420,579	2,882,469	461,890	19.08 %
Non-Tax Supported				
Montgomery County Government				
Water Quality Protection Fund	5,516,765	10,444,398	4,927,633	89.32 %
Cable Television	104,681	384,337	279,656	267.15 %
Community Use of Public Facilities	2,727,484	4,085,503	1,358,019	49.79 %
Bethesda Parking District	13,545,851	8,329,564	-5,216,287	-38.51 %
Montgomery Hills Parking District	39,860	82,009	42,149	105.74 %
Silver Spring Parking District	12,173,046	11,724,685	-448,361	-3.68 %
Wheaton Parking District	674,841	818,734	143,893	21.32 %
Permitting Services	15,124,871	9,194,163	-5,930,708	-39.21 %
Solid Waste Collection	1,802,982	1,048,636	-754,346	-41.84 %
Vacuum Leaf Collection	1,398,794	950,243	-448,551	-32.07 %
Liquor Control	3,024,478	3,054,025	29,547	0.98 %

Explanation of Changes in Fund Balance Greater Than 10%

- Silver Spring Urban District: The change in fund balance is to meet the policy level of 2.5% of resources.
- Mass Transit, Fire, and Recreation: The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of the prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent with this reserve policy.
- Emergency Repair Fund: The FY15 budget assumes use of fund balance. The projected ending fund balance is consistent with policy.
- Administration Fund: The projected ending fund balance is within the policy level of approximately 3 percent of resources.
- Park Fund: The projected ending fund balance is within the policy level of approximately 3 percent of resources.
- Water Quality Protection Fund: Fund balance is increasing to meet anticipated capital program expenditures, additional debt service requirements, and to maintain rate stability. The fund balance is consistent with policy and debt service coverage requirements.
- Cable Television: The FY14 ending fund balance was below the adopted policy level for this fund. The recommended budget assumes gradual buildup of fund balance to the policy level over the next two years.
- Vacuum Leaf Collection: The projected ending fund balance is consistent with policy.
- Community Use of Public Facilities: Higher ending fund balance reflects unexpected prior year carryover.
- Solid Waste Collection: Reduced fund balance reflects use of accumulated reserves for planned construction projects. The projected ending fund balance is consistent with policy.

Explanation of Changes in Fund Balance Greater Than 10% (Continued)

- Bethesda Parking District: Reduced fund balance reflects use of accumulated reserves for planned construction projects. The projected ending fund balance is consistent with policy.
- Montgomery Hills Parking District: Higher ending fund balance reflects unexpected prior year carryover.
- Wheaton Parking District: Higher ending fund balance reflects unexpected prior year carryover.
- Permitting Services: The projected ending fund balance is consistent with policy. Fund balance above the policy level is being set aside to support planned capital program expenditures.

Revenues

INTRODUCTION

This chapter provides demographic and economic assumptions, including detailed discussions of the national, State and local economies. Revenue sources, both tax supported and non-tax supported, used to fund the County Executive's Recommended FY15 Operating Budget incorporate policy recommendations.

ESTIMATING SIX-YEAR COSTS

Demographic Assumptions

The revenue projections of the Public Services Program (PSP) incorporate demographic assumptions based on Council of Governments (COG) Round 8.2 estimates and are based on fiscal and economic data and analyses used or prepared by the Department of Finance. A *Demographic and Economic Assumptions* chart located at the end of this chapter provides several demographic and planning indicators.

- County population will continue to increase an average of approximately 8,200 persons each year throughout the next seven years (from CY2014 to CY2020) reaching 1,014,900 in CY2014 and 1,067,000 in CY2020. This reflects an average annual growth rate of 0.8 percent.
- Current projections estimate the number of households to increase from 366,500 in CY2013 to 372,000 in CY2014 and to 397,000 in CY2020. Household growth throughout the subsequent six years (CY2015 to CY2020) is projected to grow at an average annual rate of 1.1 percent.
- The County's senior population continues to grow with an estimated 119,769 persons 65 and older living here in 2010 and projected to increase to 167,642 by 2020.
- County births, which are one indicator of future elementary school populations and child day care demand, are projected to gradually increase, from an estimated 13,010 in 2012 to 14,010 by 2018.
- The County expects Montgomery County Public School student enrollment to increase by 8,077 between FY15 and FY20.
- Montgomery College full-time equivalent student enrollments are projected to decrease from 21,655 in FY14 to 21,499 in FY20.

Using moderate economic and demographic assumptions to develop fiscal projections does not mean that all possible factors have been considered. It is likely that entirely unanticipated events will affect long-term projections of revenue or expenditure pressures. Although they cannot be quantified, such potential factors should not be ignored in considering possible future developments. These potential factors include the following:

- Changes in the level of local economic activity,
- Federal economic and workforce changes,
- State tax and expenditure policies,
- Federal and State mandates requiring local expenditures,
- Devolution of Federal responsibilities to states and localities,
- Local tax policy changes,
- Changes in financial markets,
- Major demographic changes,
- Military conflicts and acts of terrorism, and
- Major international economic and political changes.

Policy Assumptions

Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY15 budget. Even though it is assumed that these policies will be effective throughout the six-year period, subsequent Council actions, State law and budgetary changes, actual economic conditions, and revised revenue projections may result in policy changes in later years.

Economic Assumptions

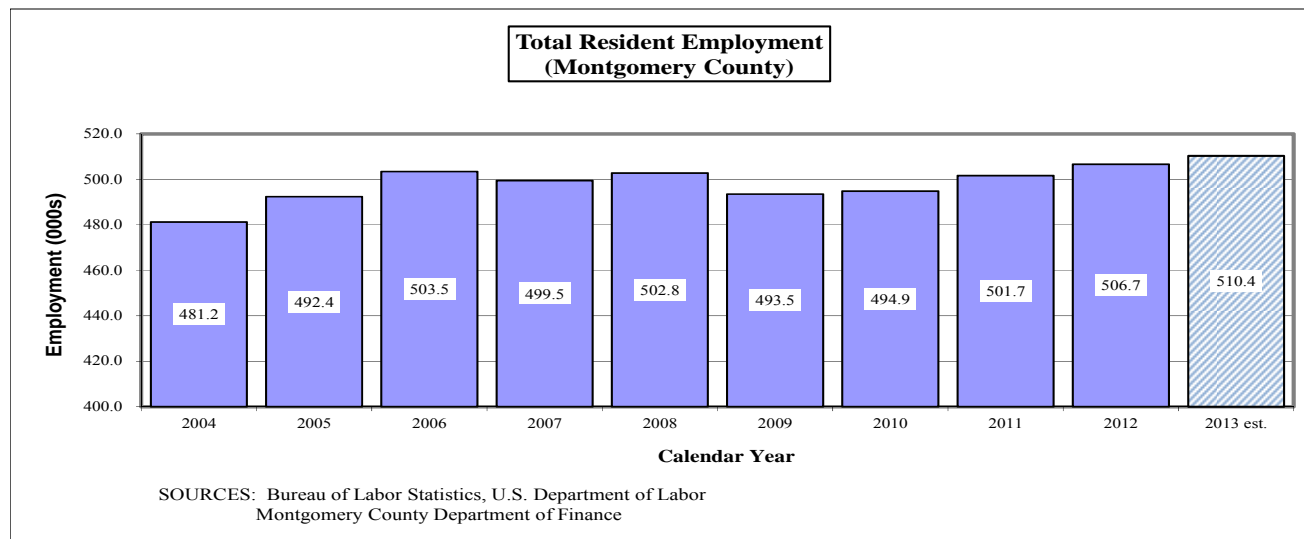
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National economic indicators also influence the County's revenue projections. Such indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment survey) employment, residential and nonresidential construction, housing sales, retail sales, and inflation. The assumptions for each of those indicators will affect the revenue projections over the six-year horizon. Because of the presence of the federal government in terms of employment, procurement, and federal retirees, the County's economy may experience a modest slowdown over the next fiscal year due to the reductions in federal spending attributed to sequestration.

The economic projections for the next six fiscal years assume modest but sustainable growth rates depending on the specific aspects of the sequestration. Economic growth is assumed to be stronger during the latter part of this forecast period and dependent on the current forecasts for the metropolitan region and Maryland economies. Such projections are dependent on a number of factors – fiscal and monetary policy, real estate, employment, consumer and business confidence, the stock market, mortgage interest rates, and geopolitical risks.

Montgomery County's economic performance improved during calendar year (CY) 2013. The major reasons for the improvement were, an increase in employment – both resident (labor force series) and payroll employment (establishment series), an increase in existing home sales, an increase in the median sales price for existing homes, and strong residential construction growth. The unemployment rate declined from 5.1 percent in CY2012 to an estimated 5.0 percent in CY2013.

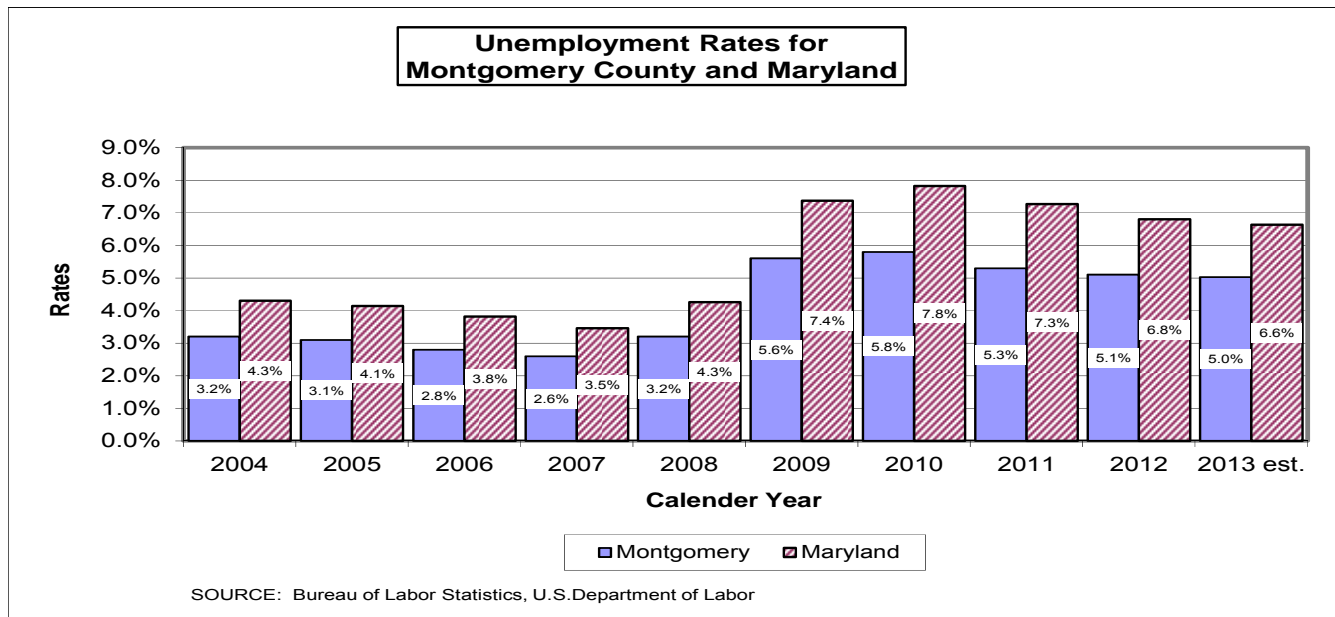
Employment Situation

Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S. Department of Labor, average monthly resident employment (labor force series and not seasonally adjusted) in Montgomery County increased by an estimated 3,690 (↑0.7%) during 2013. Average monthly resident employment stood at an estimated 510,400 in 2013 compared to 506,700 during the previous year.



However, the County's total payroll employment, as derived by the Department of Finance incorporating the establishment series from the Bureau of Labor Statistics (BLS), U.S. Department of Labor, for the Bethesda-Rockville-Frederick metropolitan division increased by approximately 6,130 jobs (↑1.3%) during 2013. Total payroll employment stood at an estimated monthly average of 481,430 jobs during calendar year 2013 compared to a monthly average of 475,300 in 2012. The modest discrepancy between the series (6,130 versus 3,690) is attributed to the sources of employment data. The labor force-resident employment is derived from the survey of households while payroll employment is derived from a survey of establishments.

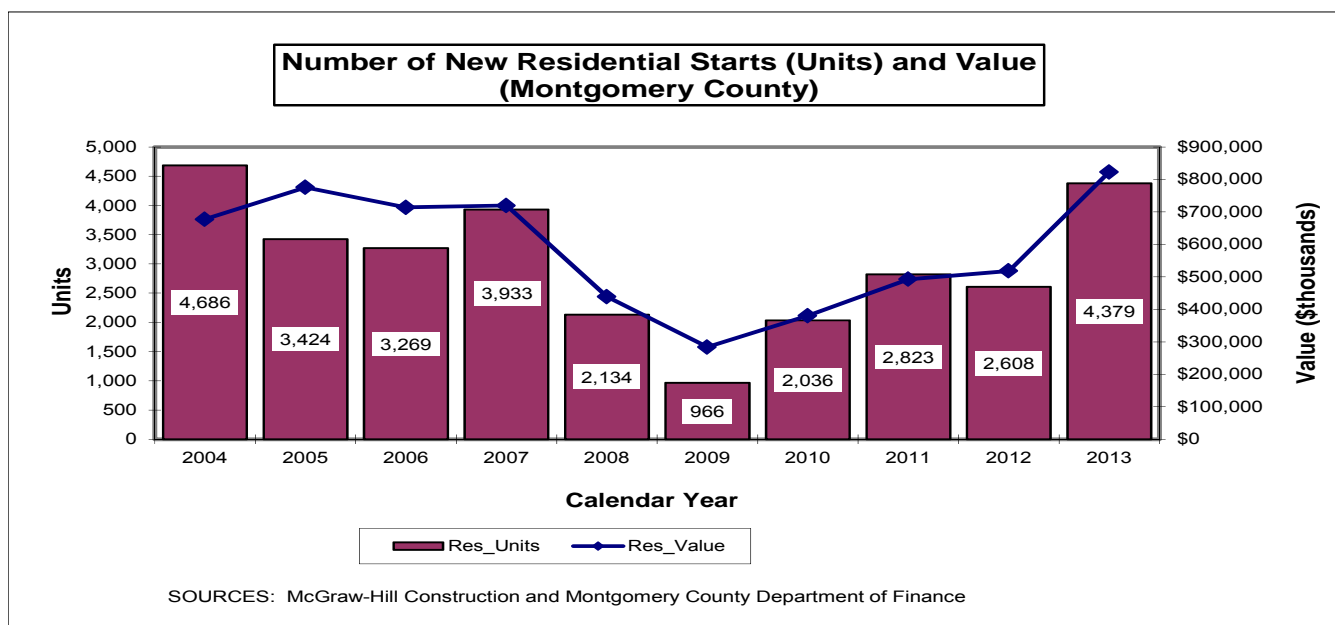
The County's average monthly unemployment rate declined to an estimated 5.0 percent in 2013 compared to the annual rate of 5.1 percent in 2012. However, throughout the calendar year 2013, the County's unemployment rate remained one of the lowest in the State and averaged 1.6 percentage points below the State's average in 2013.



While the unemployment rate has remained at or above the 5.0 percent level for the past five calendar years, it has declined steadily since its peak in 2010. The decline has been attributed to an increase in resident employment and a decline in the number of unemployed during the past two calendar years. Employment grew by over 8,700 over the two-year period while the number of unemployed declined by nearly 1,000 over the same period.

Construction Activity

Residential construction experienced strong performance during calendar year 2013. The total number of new construction starts (residential units) increased 67.9 percent compared to calendar year 2012. Strong residential construction starts attributed to multifamily and single-family units added a total value of \$823.1 million – an increase of 58.7 percent over 2012.



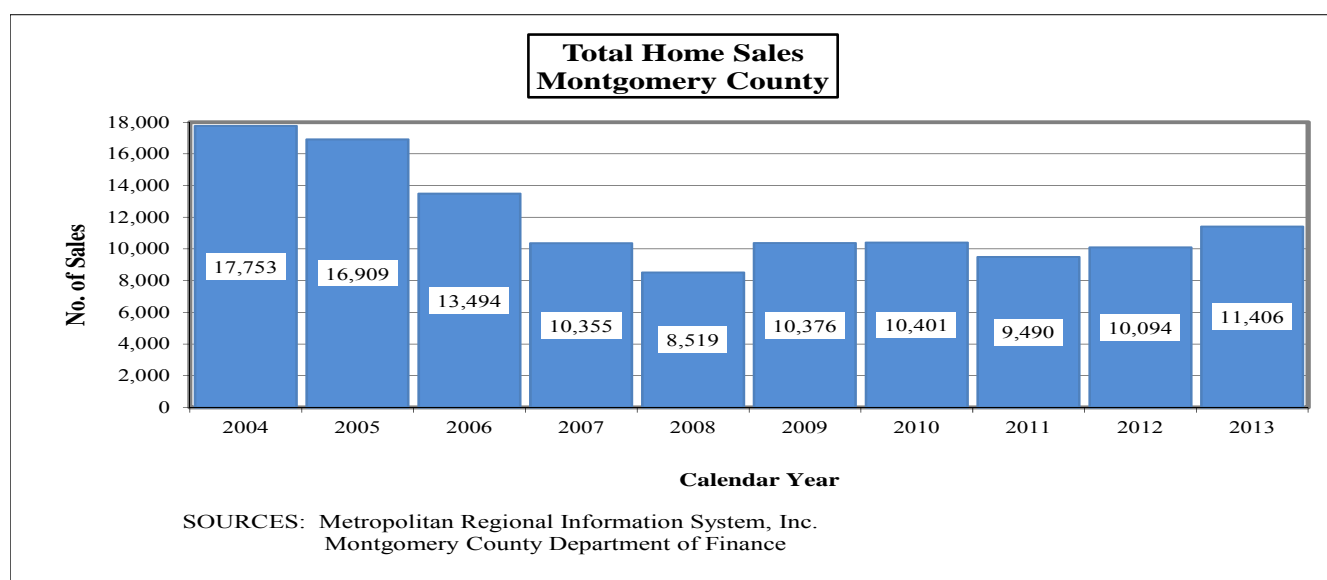
However, the number of non-residential starts (projects) decreased 38.4 percent in 2013, and the total value decreased from \$808.3 million to \$772.0 million (↓4.5%). Overall, construction starts added a total value of \$1.595 billion to the property tax base with 51.6 percent attributed to residential construction.

At the same time that the total number of construction starts increased during 2013, construction costs were up 5.2 percent. The construction cost index developed by the *Engineering News Record* (ENR) for the Baltimore area increased 5.1 percent in 2010, 3.0 percent in 2011, and 3.5 percent in 2012. Therefore, while construction activity increased in 2013, that increase was in part due to inflation in construction costs.

Residential Real Estate

Total construction of new residential units increased 67.9 percent from 2012 to 2013. The number of new single-family units increased 54.3 percent from 1,002 single-family units in 2012 to 1,546 units in 2013. Construction of single-family units in 2013 was the highest number since 2005 – the peak of the recent housing boom. At the same time that the number of total new residential construction starts increased during 2013, the number of permitted units decreased 10.9 percent in 2013 compared to 2012 attributed to a decrease in planned multi-family construction (↓30.6%).

During 2013, home sales increased 13.0 percent following an increase of 6.4 percent in 2012 and a decrease of 8.8 percent in 2011. Median sales prices for existing homes increased nearly 9.0 percent which followed an increase of 4.9 percent in 2012 but no increase in 2011.



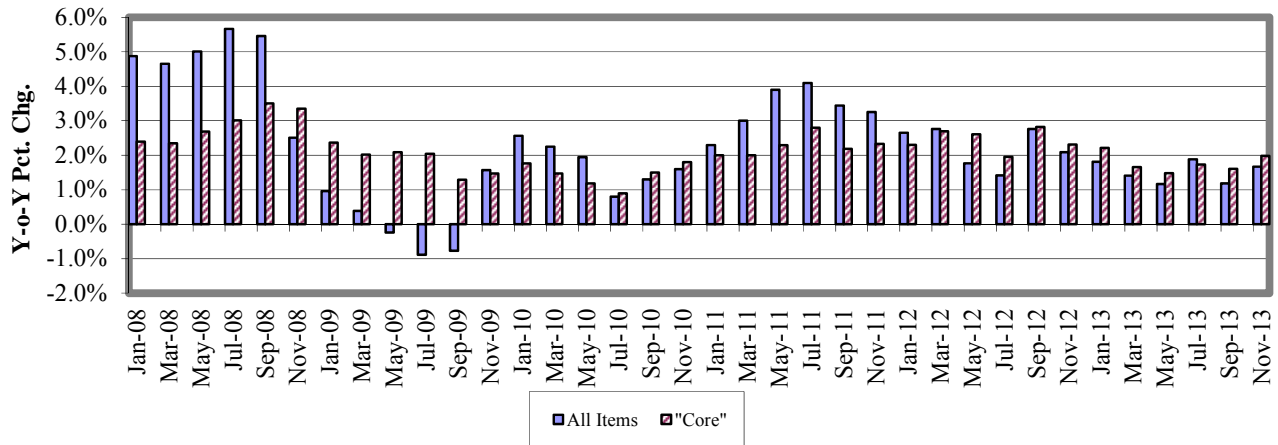
Retail Sales

Using sales tax receipts as a measure of retail sales activity in the County, the growth in sales of durable and nondurable goods, excluding miscellaneous and assessment collections, decreased 0.1 percent through November 2013 compared to the same eleven-month period in 2012. Purchases of nondurable goods, which include food and beverage, apparel, general merchandise, and utilities and transportation, decreased 0.7 percent during this period while sales of durable goods were up 1.6 percent. The decrease in nondurable good purchases was solely attributed to the decline in general merchandise (↓6.6%). The increase in purchases of durable goods was attributed to growth in sales of hardware, machinery, and equipment (↑3.0%) and building and industrial supplies (↑7.5%).

Consumer Prices and Inflation

As measured by the Consumer Price Index for All Urban Consumers (CPI-U), inflation in the Washington-Baltimore region increased 1.7 percent on a year-over-year basis in November, i.e., November 2013 over November 2012, compared to the national rate of 1.5 percent. Consumer prices excluding food and energy purchases were up 2.0 percent in the region (on a year-over-year basis), which was also higher compared to the national rate (↑1.7%) over the same November 2012-to-November 2013 period. On an annual basis, inflation in this area measured an estimated 1.50 percent in 2013.

Year-over-Year Percent Change in Consumer Price Index Washington-Baltimore CMSA



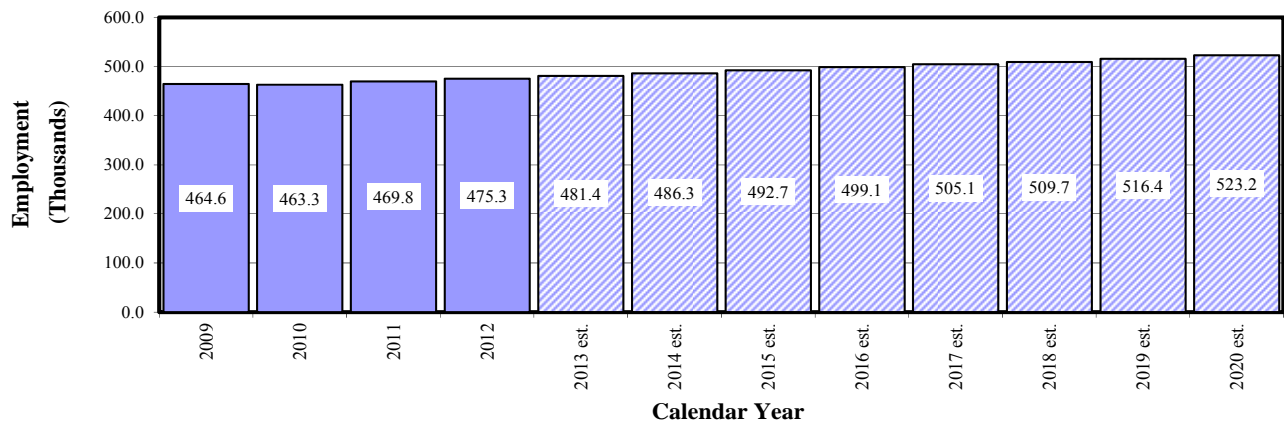
SOURCE: Bureau of Labor Statistics, U.S. Department of Labor

Economic Outlook

The Department of Finance assumes that Montgomery County's economy is expected to continue to improve through the next six years.

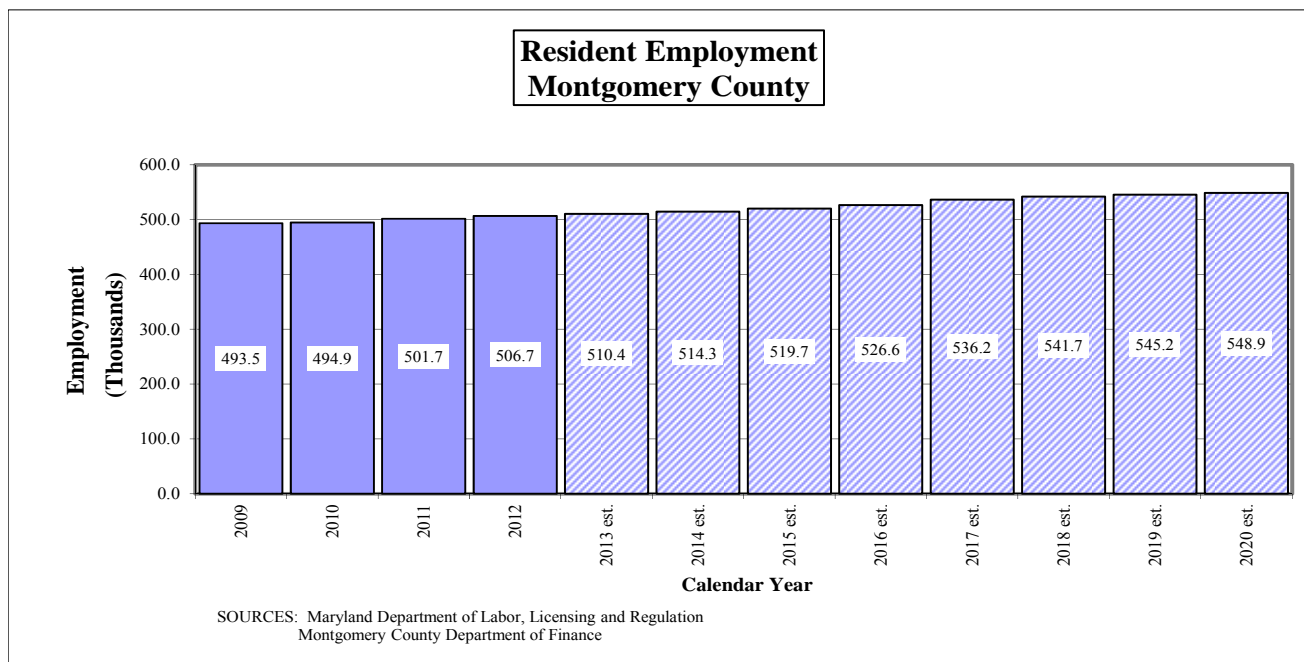
Employment. The Department of Finance (Finance) assumes payroll employment will continue to increase from CY2013 to CY2020 and grow at an average annual rate of 1.2 percent over that period.

Total Payroll Employment Montgomery County



SOURCES: Bureau of Labor Statistics, U.S. Department of Labor
Montgomery County Department of Finance

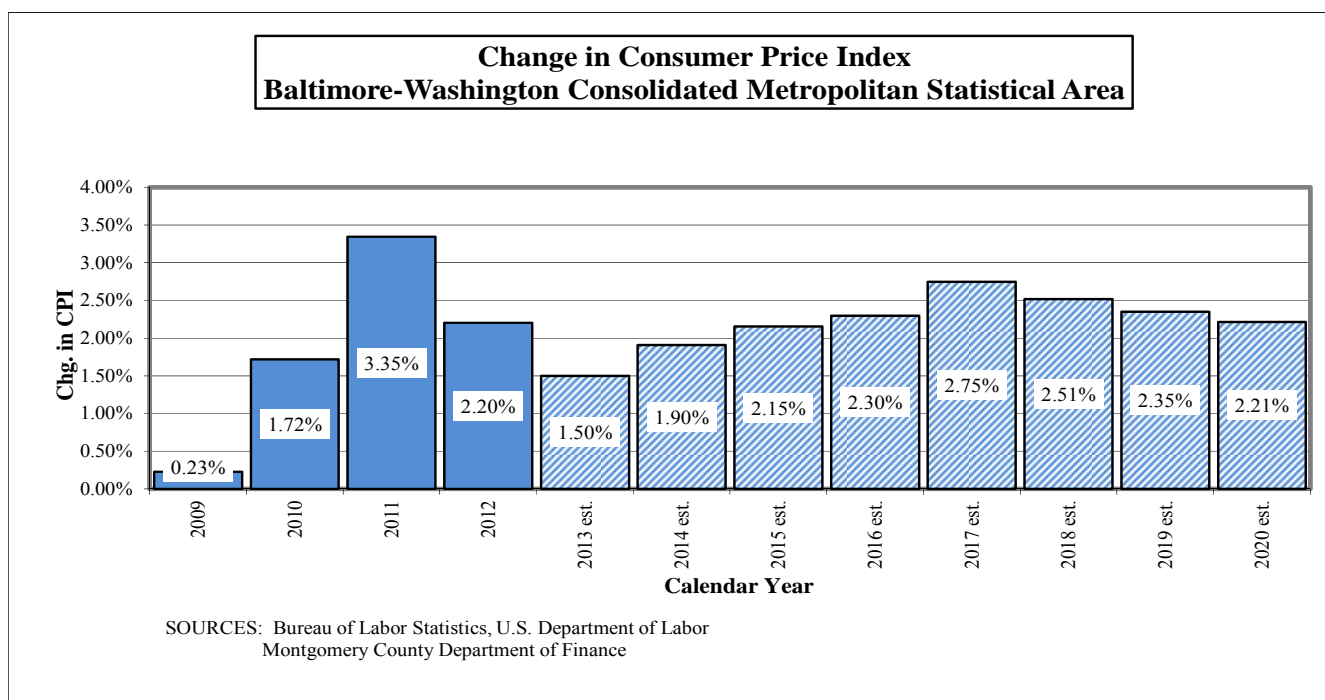
Finance assumes that resident employment is expected to increase at an average annual rate of 1.0 percent from CY2013 to CY2020.



Finance assumes wage and salary income to grow at an average annual rate of 3.9 percent between CY2012, the latest date for which actual data are available from the Bureau of Economic Analysis, U.S. Department of Commerce, and CY2020. Total wage and salary income is estimated to reach \$45.8 billion by CY2020.

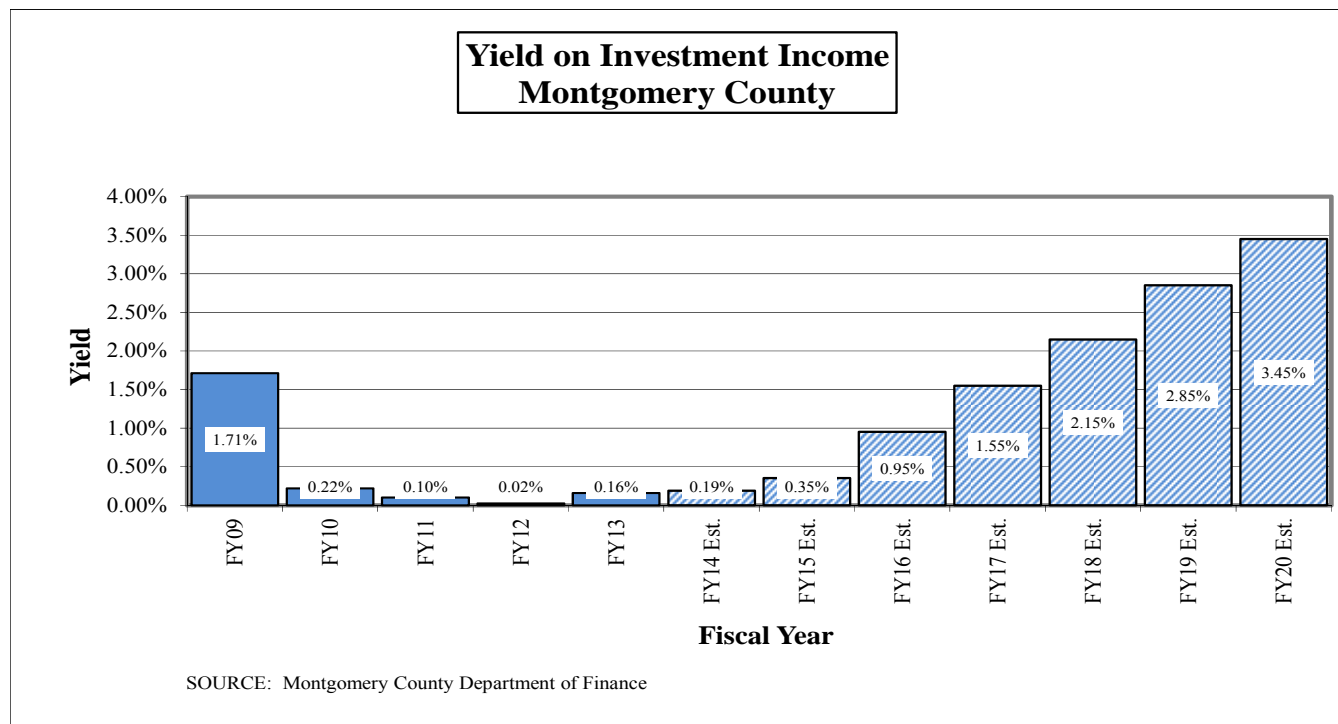
Personal Income. Finance assumes that total personal income in Montgomery County will grow at an average annual rate of 4.0 percent from CY2012 to CY2020. By CY2020, Finance assumes that total personal income will reach \$100.7 billion.

Inflation (annual average). Finance assumes that the overall regional inflation index will gradually increase from 1.50 percent in CY2013 to 1.90 percent in CY2014, 2.15 percent in CY2015, peak at 2.75 percent in CY2017, then gradually decelerate to 2.21 percent by CY2020.



Interest Rates. From September 2007 to December 2008, the Federal Reserve Board, through its Federal Open Market Committee (FOMC, Committee), aggressively cut the target rate on federal funds from 5.25 percent to a range of 0.00-0.25 percent. Based on its decision at the January 2014 meeting, the FOMC “reaffirmed its expectation that the current

exceptionally low target range for the federal funds rate of 0 to 1/4 percent will be appropriate at least as long as the unemployment rate remains above 6-1/2 percent, inflation between one and two years ahead is projected to be no more than a half percentage point above the Committee's 2 percent longer-run goal, and longer-term inflation expectations continue to be well anchored." Since the yield on the County's short-term investments are highly correlated with the federal funds rate, Finance assumes that the County will earn an average of less than 0.19 percent in investment income on its short-term portfolio for fiscal year (FY) 2014 with increases to 0.35 percent in FY2015 and 0.95 percent in FY2016.



REVENUE SOURCES

The major revenue sources for all County funds of the Operating Budget and the Public Services Program (PSP) are described below. Revenue sources which fund department and agency budgets are included in the respective budget presentations. Six-year projections of revenues and resources available for allocation are made for all County funds. This section displays projections of total revenues available for the tax supported portion of the program. Tax supported funds are those funds subject to the Spending Affordability Guideline (SAG) limitations. The SAG limitations are intended to ensure that the tax burden on residents generally is affordable. The County Council has based the guidelines on inflation and personal income of County residents.

The PSP also includes multi-year projections of non-tax supported funds. These funds represent another type of financial burden on households and businesses and, therefore, should be considered in determining the "affordability" of all services that affect most of the County's population. Projections for non-tax supported funds within County government are presented in the budget section for each of those funds.

IMPACT ON REVENUES AND THE CAPITAL BUDGET

The use of resources represented in this section includes appropriations to the operating funds of the various agencies of the County as well as other resource requirements, such as current revenue funding of the Capital Budget, debt service, and fund balance (operating margin). These other uses, commonly called "Non-Agency Uses of Resources," affect the total level of resources available for allocation to agency programs. Some of these factors are determined by County policy or law; others depend, in part, on actual revenue receipts and expenditure patterns.

The level of PSP-related spending indirectly impacts the local economy and, hence, the level of County revenues. However, the effect on revenues from expenditures of the Executive's Recommended Operating Budget and PSP are expected to be minimal. The PSP also impacts revenues available to fund the Capital Budget. The revenue projections included in this section subtract projected uses of current revenues for both debt eligible and non-debt eligible capital investments. Therefore, the Executive's Recommended Operating Budget and PSP provides the allocations of annual resources to the Capital Budget as planned for in the County Executive's Recommended FY15-20 Capital Improvements Program (as of January 15, 2014).

Anticipated current revenue adjustments to the January 15, 2014 CIP have been made as part of the Executive's Recommended Operating Budget.

Prior Year Fund Balance

The prior year fund balance for the previous fiscal year is the audited FY13 closing fund balance for all tax supported funds. The current year fund balance results from an analysis of revenues and expenditures for the balance of the fiscal year. Prior year fund balance for future fiscal years is assumed to equal the target fund balance for the preceding year.

Net Transfers

Net transfers are the net of transfers between all tax supported and non-tax supported funds in all agencies. The largest single item is the earnings transfer from the Liquor Control Fund to the General Fund. The transfer from the General Fund to Montgomery Housing Initiative to support the Executive's housing policy is the largest transfer to a non-tax supported fund. The payment from the General Fund to the Solid Waste Disposal Fund for disposal of solid waste collected at County facilities is the next largest transfer to a non-tax supported fund. The level of transfers is an estimate based on individual estimates of component transfers.

Debt Service Obligations

Debt service estimates are those made to support the County Executive's Recommended FY15-20 Capital Improvements Program (as of January 15, 2014). Debt service obligations over the six years are based on servicing debt issued to fund planned capital projects, as well as amounts necessary for short-term and long-term leases. Debt service requirements have the single largest impact on the Operating Budget/Public Services Program by the Capital Improvements Program. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization. Approximately 47.4 percent of the CIP is funded with General Obligation (G.O.) bonds. Each G.O. bond issue used to fund the CIP translates to a draw against the Operating Budget each year for 20 years. Debt requirements for past and future G.O. bond issues are calculated each fiscal year, and provision for the payment of Debt Service is included as part of the annual estimation of resources available for other Operating Budget requirements. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The State authorizes borrowing of funds and issuance of bonds up to a maximum of 6.0 percent of the assessed valuation of all real property and 15.0 percent of the assessed value of all personal property within the County. The County's outstanding G.O. debt plus short-term commercial paper as of June 30, 2013, is 1.70 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities.

CIP Current Revenue and PAYGO

Estimates of transfers of current revenue and PAYGO to the CIP are based on the most current County Executive recommendations for the Capital Budget and CIP. These estimates are based on programmed current revenue and PAYGO funding in the six years, as well as additional current revenue amounts allocated to the CIP for future projects and inflation.

Revenue Stabilization

On June 29, 2010, the Montgomery County Council enacted Bill 36-10 amending the Montgomery County Code (Chapter 20, Finance, Article XII) that repealed the limit on the size of the Revenue Stabilization Fund (Fund), modified the requirement for mandatory County contributions to the Fund, and amended the law governing the Fund. Mandatory contributions to the Fund are the greater of 50 percent of any excess revenue, or an amount equal to the lesser of 0.5 percent of the Adjusted Governmental Revenues or the amount needed to obtain a total reserve of 10 percent of the Adjusted Governmental Revenues. Adjusted Governmental Revenues include tax supported County Governmental revenues plus revenues of the County Grants Fund and County Capital Projects Fund; tax supported revenues of the Montgomery County Public Schools, not including the County's local contribution; tax supported revenues of Montgomery College, not including the County's local contribution; and tax supported revenues of the Montgomery County portion of the Maryland-National Capital Park and Planning Commission. All interest earned on the Fund must be added to the Fund. The FY15 Recommended Budget estimates that the Revenue Stabilization fund balance will be \$207.2 million in FY14 and the balance is estimated to increase to \$229.9 million in FY15 (↑10.9%).

Other Uses

This category is used to set aside funds for such items as possible legal settlement payments and other special circumstances such as set-aside of revenues to fund future years.

Reserves

The County will maintain an unrestricted General Fund balance (or, an “operating margin reserve”) of five percent of prior year’s General Fund revenues and the Revenue Stabilization Fund (or “rainy day fund”). It is the County’s policy to increase and maintain the budgeted total reserve of the General Fund and the Revenue Stabilization Fund to 10 percent of Adjusted Governmental Revenues.

REVENUE ASSUMPTIONS

Projections for revenues are included in six-year schedules for County Government Special Funds and for Montgomery College, M-NCPPC, and WSSC in the relevant sections of this document. See the MCPS Budget Document for six-year projections of MCPS funds. Projections for revenues funding County government appropriations are provided to the Council and public as fiscal projections. Such projections are based on estimates of County income from its own sources such as taxes, user fees, charges, and fines, as well as expectations of other assistance from the State and Federal government. The most likely economic, demographic, and governmental policy assumptions that will cause a change in revenue projections are included in this section.

TAX REVENUES

Projections for revenues are included in six-year schedules for County Government Special Funds and for Montgomery College, M-NCPPC, and WSSC in the relevant sections of this document. See the MCPS Budget Document for six-year projections of MCPS funds. Projections for revenues funding County government appropriations are provided to the Council and public as fiscal projections. Such projections are based on estimates of County income from its own sources such as taxes, user fees, charges, and fines, as well as expectations of other assistance from the State and Federal government. The most likely economic, demographic, and governmental policy assumptions that will cause a change in revenue projections are included in this section.

TAX REVENUES

Tax supported revenues come from a number of sources including but not limited to property and income taxes, real estate transfer and recordation taxes, excise taxes, intergovernmental revenues, service charges, fees and licenses, college tuition, and investment income. In order of magnitude, however, the property tax and the income tax are the most important with 46.3 percent and 40.3 percent, respectively, of the estimated total tax revenues in FY15. The third category is the energy tax estimated for the General Fund with a 6.5 percent share. In fact, these three revenue sources represent 93.1 percent of total tax revenues. Of the total tax supported revenues, property tax and income tax are also the most important with 35.9 percent and 31.3 percent, respectively. The third category is intergovernmental revenues with a 17.7 percent share of the total tax supported revenues in FY15. Income and transfer and recordation taxes are the most sensitive to economic and, increasingly, financial market conditions. By contrast, the property tax exhibits the least volatility because of the three year re-assessment phase-in and the ten percent “homestead tax credit” that spreads out changes evenly over several years.

Property Tax

Using proposed rates (levy year 2014) and a recommended \$692 credit, total estimated FY15 tax supported property tax revenues of \$1,538.9 million are 2.1 percent above the revised FY14 estimate. The general countywide rate for FY15 is \$0.736 per \$100 of assessed real property, while a rate of \$1.840 is levied on personal property. In addition to the general countywide tax rate, there are special district area tax rates. The 1990 Charter amendment (FIT) limits the growth in property tax revenues to the sum of the previous year's estimated revenue, increased by the rate of inflation, and an amount based on the value of new construction and other minor factors. This Charter Limit, however, may be overridden by a unanimous vote of the nine members of the County Council. Growth in the previous calendar year's CPI-U for the Washington-Baltimore Consolidated Metropolitan Statistical Area is used to measure inflation. Since the triennial reassessment rate for Group 2 increased for real property in FY15, the recommended tax rates along with the income tax offset credit (rebate) of \$692 will generate revenues at the Charter Limit for FY15.

The countywide total property taxable assessment is estimated to increase approximately 3.4 percent from a revised \$163.5 billion in FY14 to \$169.1 billion in FY15. The base is comprised of real property and personal property. In FY15, the Department of Finance estimates real property taxable assessment of approximately \$165.7 billion – an increase of 3.6 percent from FY14 – with the remaining \$3.4 billion in personal property. This is the second consecutive increase in the total property taxable assessment after two consecutive decreases. The change in the total property tax base has fluctuated significantly over the past ten fiscal years, with an annual average increase of 11.0 percent between FY04 and FY09, followed by considerable deceleration in the growth of taxable assessments in FY10 (↑5.7%) and FY11 (↑0.2%) and a decline both in FY12 (↓3.3%) and FY13 (↓2.4%).

The real property base is divided into three groups based on their geographic location in the County. Each group is reassessed triennially by the State Department of Assessments and Taxation (SDAT), which has the responsibility for assessing properties in Maryland. The amount of the change in the established market value (full cash value) of one-third of the properties reassessed each year is phased in over a three-year period. Declines in assessed values, however, are effective in the first year. The real property reassessments effective for FY13 declined 8.6 percent for Group 3 (↓12.7% for residential) and follows a decline of 14.5 percent for Group 2 in FY12 (↓17.4% residential), a decline of 17.0 percent in FY11 for Group 1 (↓19.4% residential), and a decline of 10.6 percent in FY10 for Group 3 (↓16.3% for residential). However, real property reassessment for Group 1 increased 4.1 percent for FY14 (↑1.7% for residential) and increased 11.7 percent for FY15 (↑7.1% for residential). Because of that increase, real property taxable assessment is estimated to increase 3.6 percent in FY15.

There is a ten percent annual assessment growth limitation for residential property that is owner-occupied. As a result of this “homestead tax credit,” these taxable reassessments in Montgomery County may not grow more than ten percent in any one year. However, because of the decline in the reassessment rates for residential properties the past three fiscal years (FY10 to FY12) the amount of the homestead tax credit declined from \$23.8 *billion* in FY09, which is an all time record, to an estimated \$96.6 *million* in FY15.

Decreases in the personal property base between FY04 and FY06 reflected the residual effects of weak labor market conditions that occurred between calendar years 2001 and 2003 and resulted in a lower number of new businesses and associated investments. This was exacerbated by tax law changes, including partial exemption of electricity generating equipment (energy deregulation), other exemptions (e.g., manufacturing, Research and Development, and certain computer software), and depreciation rules (e.g., for computer equipment). The personal property tax base since FY06 increased three out of the four subsequent years achieving a growth rate of 5.2 percent in FY10 before declining 6.5 percent in FY11, 3.6 percent in FY12, and 3.1 percent in FY13. Finance estimates that the total personal property base is projected to decline 2.0 percent in FY14, which follows an estimated decrease of 1.8 percent in FY15.

Income Tax

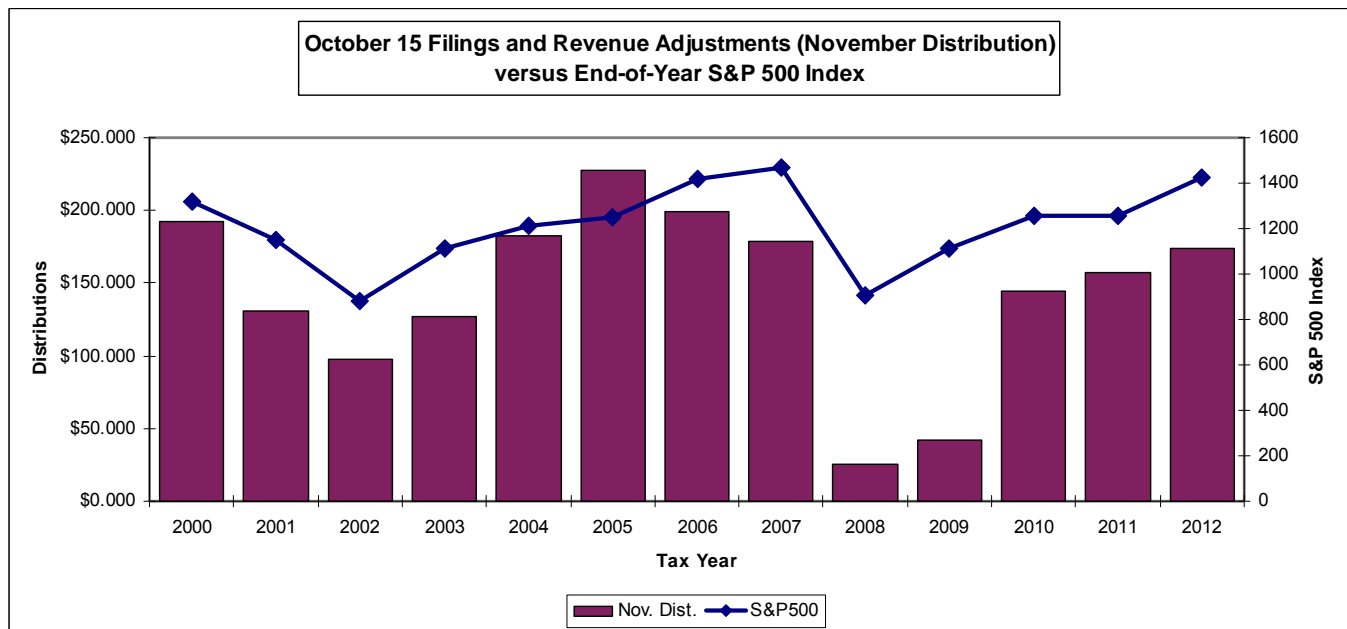
Estimated FY15 income tax revenues of \$1,340.6 million are 1.8 percent below the revised FY14 estimate. The decline in the estimate for FY15 is based on two fiscal policy issues that are ongoing. First, the reductions in federal spending attributed to sequestration that took effect on March 1 is expected to have an effect on the County’s resident employment, total personal income, and wage and salary income. Second, a recent Maryland Court of Appeals decision found that the “failure to allow a credit with respect to the county income tax for out-of-state income taxes paid to other states on “pass-through” income earned in those states discriminates against interstate commerce and violates the Commerce Clause of the federal Constitution (Maryland State Comptroller of the Treasury v. Brian Wynne, et ux.).” The Maryland Attorney General has filed a motion to reconsider with the U.S. Supreme Court. However, if the ruling by the Maryland Court of Appeals is eventually upheld by the U.S. Supreme Court, the fiscal impacts to the County are significant.

Growth slowed during the early part of the previous decade reflecting moderation in the trend attributed to very weak growth in County employment – an average annual growth rate of 0.5 percent between tax years 2001 and 2003. For example, adjusted for the changes in the tax rate, the percent change in withholdings and estimated payments declined steadily from a peak of 10.5 percent in tax year 2000 to an annual average growth rate of 0.9 percent between tax years 2000 and 2003. Since 2003 withholdings and estimated payments at a constant tax rate rebounded with an increase of 10.5 percent in 2004, 5.0 percent in 2005, 13.4 percent in 2006, and 13.0 percent in 2007, decelerated to only 1.5 percent in 2008, then declined 6.7 percent in 2009 and another 3.4 percent in 2010, increased 5.9 percent in 2011, increased 9.8 percent in 2012, and increased only 2.9 percent in 2013.

During any one fiscal year the County receives income tax distributions pertaining to at least three different tax years. During the period between tax years 2002 and 2011, the total tax distributions from withholdings, estimated payments and extended filings can be divided into three cycles: 2001-2002 (the dot.com stock market crash and the economic recession of 2001), 2003-2007 (economic expansion), and 2008-2010 (stock market crash and the great recession). During the dot.com stock market crash and 2001 recession, total income tax distributions declined at an average annual rate of 2.6 percent. With the economic expansion underway in 2003, total income tax distributions increased at an average annual rate of 10.1 percent through 2007 – adjusted for the tax rate increase from 2.95 percent to 3.20 percent enacted by the County Council in 2004. With the stock market crash of 2008 and subsequent severe recession, withholdings, estimated payments, and extended filings declined at an average annual rate of 8.5 percent from 2007 to 2009, and increased 7.2 percent in 2010, 6.2 percent in 2011, and 10.0 percent in 2012– the latest date for which extended filing data are available.

In addition to the quarterly distributions that represent withholdings and estimated payments, receipts from October 15th filers and adjustments to prior year distributions by the Maryland Comptroller declined dramatically since the peak of tax year 2005. Since that time, revenues from October 15th filers and distribution adjustments gradually declined from tax year 2005 (\$227.9 million) to tax year 2007 (\$179.1 million). Because of the stock market crash of 2008 and the subsequent severe recession

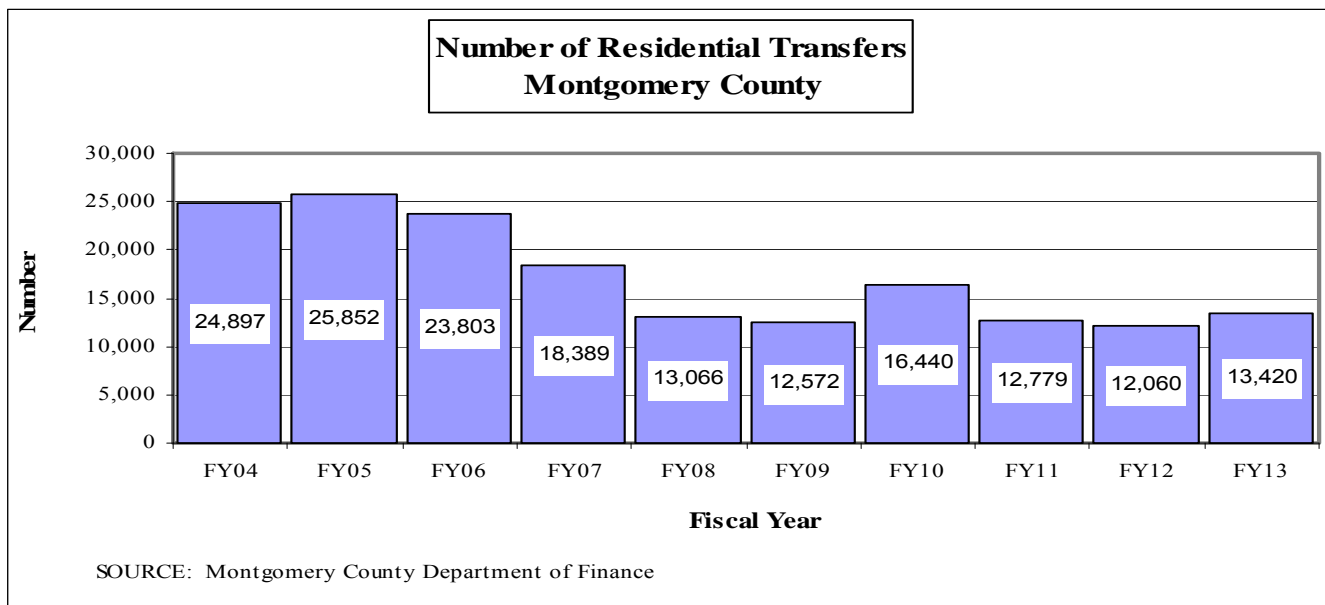
(December 2007 to June 2009), distributions from October 15th filers and distribution adjustments experienced a decline of 85.9 percent in tax year 2008 and a modest increase in 2009. However, from tax year 2010 to tax year 2012, the latest data available, revenues increased sharply to \$144.7 million in 2010 and to \$174.2 million in 2012, but below the pre-recession level. These distributions represent the most volatile component of the income tax and are associated with the change in the stock market as measured by the S&P 500 index.



Transfer and Recordation Taxes

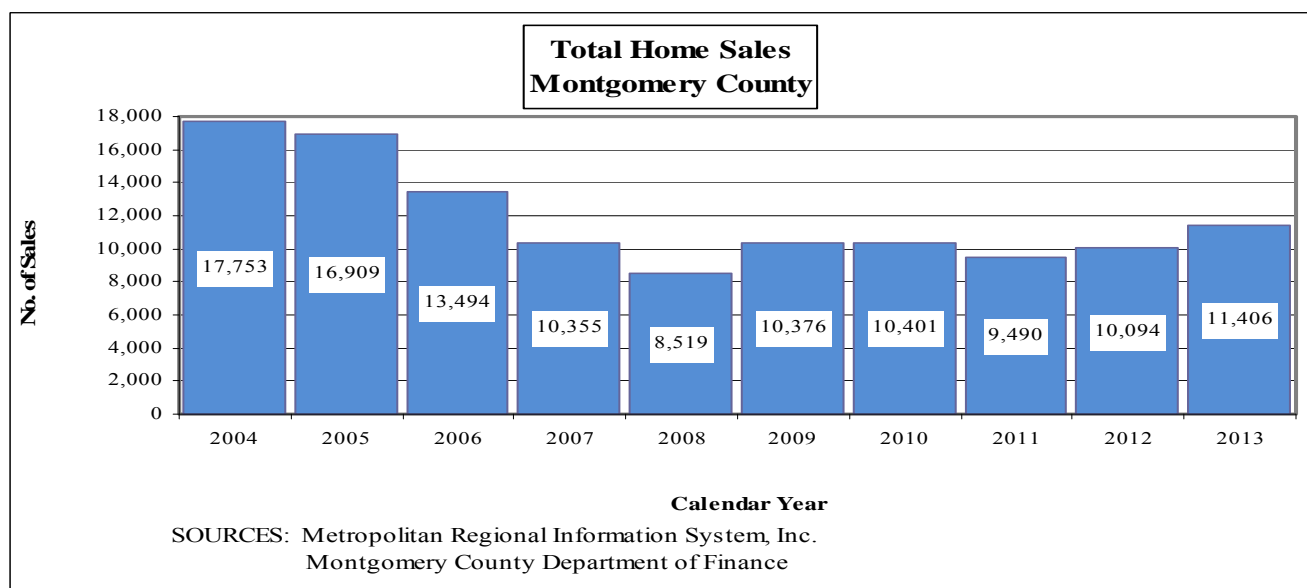
Estimated FY15 revenues for the General Fund of \$160.7 million, which *exclude* the school CIP portion, condominium conversions, and the tax premium, are 6.1 percent above the revised FY14 estimate. This reflects an FY15 estimate of \$97.9 million in the transfer tax and \$62.8 million in the recordation tax. Transfer and recordation tax revenues have fluctuated greatly over time and primarily reflect shifting trends in the real estate market. In FY12, 72.2 percent of transfer tax revenue came from the residential sector compared to 85.5 percent in FY05, 83.6 percent in FY06, 87.1 percent in FY07, 85.7 percent in FY08, 86.6 percent in FY09, 88.0 percent in FY10, 81.3 percent in FY11, and 72.2 percent in FY12. The transfer tax rate is generally one percent of the value of the property transferred to a new owner. This applies to both improved (i.e., building) and unimproved (i.e., land) residential and commercial properties. The recordation tax is levied when changes occur in deeds, mortgages, leases, and other contracts pertaining to the title of either real or personal property. Beginning in FY03, the recordation tax rate was raised from \$4.40 to \$6.90 per \$1,000 of the value of the contract (0.69%) with the first \$50,000 of the consideration exempted from the tax for owner-occupied residential properties. The Council earmarked the revenues attributed to the rate increase for MCPS school capital programs and Montgomery College information technology projects. Generally, both transfer and recordation taxes are levied when properties are sold. In some cases, only one of the two taxes is levied. One example is refinancing of a mortgage, in which case there may be an increase in the mortgage amount and, hence, recordation tax, but since there is no transfer of property, there is no transfer tax. Beginning March 1, 2008, the Council also levied an additional recordation tax (premium) of 0.31 percent on transactions above \$500,000 for rental assistance programs and County government capital projects.

Residential transfer tax revenues are affected by the trends in real estate sales for existing and new homes. Real estate sales, in turn, are highly correlated with specific economic indicators such as growth in employment and wages and salaries, formation of households, mortgage lending conditions, and mortgage interest rates. The same holds true for the commercial sector, which is equally affected by business activity and investment, office vacancy rates, property values, and financing costs. The volatility in revenues from the transfer and recordation taxes is best illustrated in the trend since FY03.

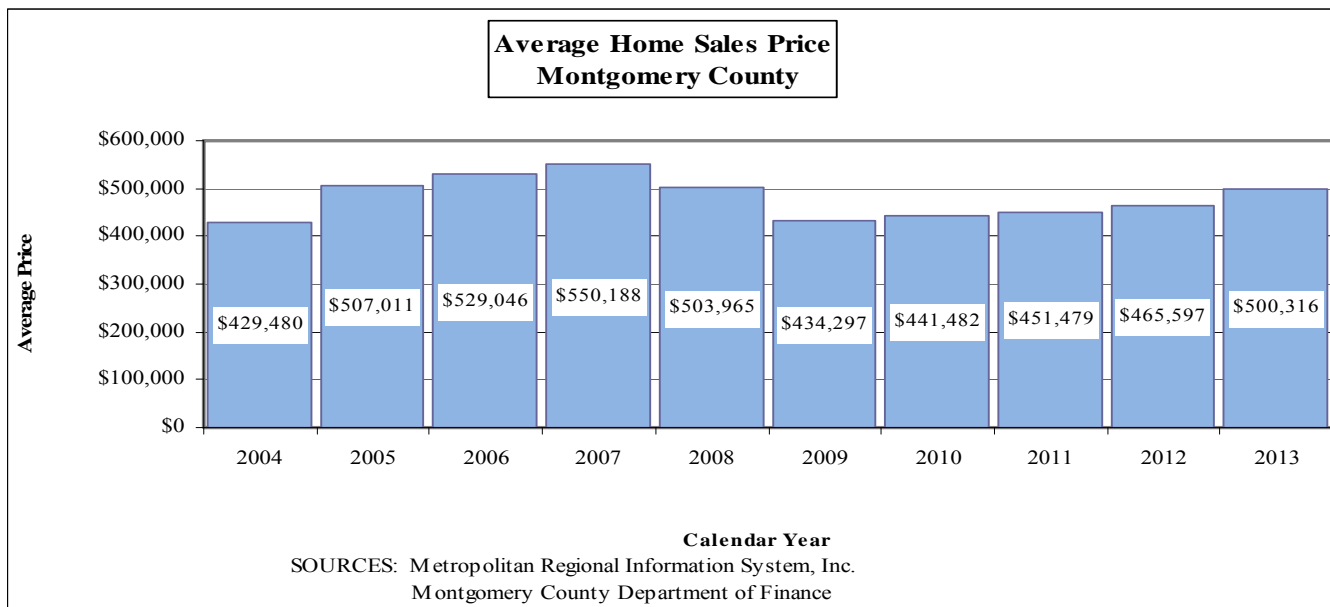


The growth rate in the number of residential transfers increased 9.3 percent in FY04 (24,897), increased modestly to 3.8 percent in FY05 (25,852), but declined 7.9 percent in FY06 (23,803), declined 22.7 percent in FY07 (18,389), declined 28.9 percent in FY08 (13,066), declined 3.8 percent in FY09 (12,572), increased 30.8 percent in FY10 attributed to the federal government first-time homebuyers credit, decreased 22.8 percent in FY11 (12,779), decreased 5.6 percent in FY12 (12,060), and increased 11.3 percent in FY13 (13,420). While the number of residential transfers exhibited significant volatility since FY04, the acceleration in home prices during FY04, FY05, and FY06 had a significant effect on revenues and partially offset the volatility in the number of transfers during this period. However, since the peak in the housing bubble in FY06, transfer tax revenues from residential transactions declined 23.3 percent in FY07, 26.5 percent in FY08, 18.1 percent in FY09, but increased 20.9 percent in FY10 then declined 15.1 percent in FY11, decreased 5.1 percent in FY12, but increased 21.2 percent in FY13.

The decline in transfer taxes between FY07 and FY09 is attributed to both a decline in home sales that began in the summer of 2005 and in average sales price for existing homes that began the late summer of 2007. Home sales declined 23.3 percent in calendar year (CY) 2007, declined 17.7 percent in CY08, increased 21.8 percent in CY09, increased a modest 0.2 percent in CY10, decreased 8.8 percent in FY11, increased 6.4 percent in CY12, and increased 13.0 percent in CY13.



While sales increased in CY13, the average sales price for an existing home increased 7.5 percent in FY13 and the median sales price increased 9.0 percent.



At the same time that revenues from the residential portion of the transfer tax experienced significant growth between FY03 and FY06, revenues from non-residential properties experienced a similar pattern during this same period. Beginning in FY03, revenues from non-residential property (excluding farms and rezoning) increased for four consecutive years: 18.6 percent in FY03, 33.9 percent in FY04, 48.5 percent in FY05, and 13.4 percent in FY06. By contrast, in FY07 revenues from non-residential properties declined 49.2 percent, increased a modest 1.8 percent in FY08, declined 25.7 percent in FY09, but increased 12.9 percent in FY10, 45.9 percent in FY11, 57.7 percent in FY12, but declined 3.9 percent in FY13.

Recordation tax revenues (excluding the school CIP portion and the tax premium) generally track the trend in transfer tax revenues. Revenues from residential recordation tax revenues increased 6.5 percent in FY04, 21.7 percent in FY05, and 20.1 percent in FY06, before declining 19.4 percent in FY07, 21.1 percent in FY08, 18.3 percent in FY09, increasing 25.3 percent in FY10, decreasing 18.3 percent in FY11, decreasing 4.2 percent in FY12, and increasing 23.4 percent in FY13. The estimate for recordation tax revenues for FY14 reflects a decrease of 0.7 percent or \$57.2 million for the General Fund. That estimated reflects a decline in the “other” category of the recordation tax, that include mortgage refinancing, and higher exemption for the indemnity deed of trust (IDOT) transactions.

General Fund transfer and recordation tax revenues are projected to grow 6.6 percent in FY14. That year-over-year growth rate is attributed to a continuing increase in home sales during calendar year 2014 and a modest increase in home prices.

Energy Tax

Estimated FY15 revenues of \$217.2 million are 0.7 percent above the revised FY14 estimate. The estimated revenues for FY15 are based on the County Executive’s recommendation to continue the FY15 rates at the FY14 level. The revised revenues estimate for FY14 is 3.1 percent below the FY13 actual revenues. That decline is attributed to the reduction in both the residential and non-residential rates enacted by the County Council in May 2013. The fuel-energy tax is imposed on persons transmitting, distributing, manufacturing, producing, or supplying electricity, gas, steam, coal, fuel oil, or liquefied petroleum gas. Different rates apply to residential and nonresidential consumption and to the various types of energy. Since the rates per unit of energy consumed are fixed, collections change only with shifts in energy consumption and not with changes in the price of the energy product. Based on partial fiscal year data for FY14, Finance estimates that the share of receipts from residential users is approximately 35.5 percent of total collections, with the larger share received from the non-residential sector (64.5%). Measured for all energy types, the two largest sources of total revenues based on partial fiscal year data for FY14 have been electricity (76.5%) and natural gas (22.4%).

Telephone Tax

Estimated FY15 revenues of \$47.8 million are 9.1 percent below the revised FY14 estimate. The revised revenue estimate for FY14 is 15.2 percent above the FY13 actual revenues with the increase attributed to a one-time reconciliation payment of \$5.5 million from Verizon. Excluding that payment, the revised revenue estimate for FY14 would increase 3.1 percent and the estimated FY15 revenues would increase 1.5 percent. That adjusted increase is attributed to an increase in wireless communication. The telephone tax is levied as a fixed amount per landline, wireless communications, and other communication devices. The tax on a traditional landline is \$2.00 per month, while multiple business lines (Centrex) are taxed

at \$0.20 per month. The tax rate on wireless communications was \$2.00 per month prior to FY11. Effective FY11, the County Council increased the rate schedule for wireless communications from \$2.00 per month to \$3.50 per month. Revenues from this tax are driven primarily by modest growth in wireless communications such as cell phone usage. In contrast, the number of land lines does not exhibit growth. As a result, revenues from land lines are estimated to remain constant in FY15 while revenues from wireless communications are estimated to grow a modest 1.8 percent in FY15.

Hotel/Motel Tax

Estimated FY15 revenues of \$17.5 million are 3.9 percent above the revised FY14 estimate. The revised revenue estimate for FY14 is 10.9 percent below the FY13 actual revenues. The estimated decline in FY14 is attributed to two factors: the government shutdown during the fall of 2013 and sequestration. Both the FY14 revised estimate and the FY15 estimate continues to include an amount expected from online hotel brokers. The hotel/motel tax is levied as a percentage of the hotel bill. The current tax rate of 7 percent in FY13 is also assumed for FY15. Collections grow with the costs of hotel rooms and the combined effect of room supply and hotel occupancy rate in the County. Occupancy rates in the County are generally the highest in the spring (April and May) and autumn (September and October) as tourists and schools visit the nation's capital for such events as the Cherry Blossom Festival and school trips, while organizations often schedule conferences during such periods, and during the week of the Presidential inauguration. During peak periods, many visitors to Washington, D.C. use hotels in the County, especially those in the lower county.

Admissions Tax

Estimated FY15 revenues of \$3.2 million are 3.0 percent above the revised FY14 estimate. The revised revenue estimate for FY14 revenues is 1.9 percent below the FY13 actual revenues. That decrease is attributed to the decline in revenues collected from motion picture theaters and coin-operated facilities during the first half of FY14. Admissions and amusement taxes are State-administered local taxes on the gross receipts of various categories of amusement, recreation, and sports activities. Taxpayers are required to file a return and pay the tax monthly while the County receives quarterly distributions of the receipts from the State. Montgomery County levies a seven percent tax, except for categories subject to State sales and use tax, where the County rate would be lower. Such categories include rentals of athletic equipment, boats, golf carts, skates, skis, horses; and sales related to entertainment. Gross receipts are exempt from the County tax when a Municipal admissions and amusement tax is in effect. For FY13, motion pictures accounted for 45.0 percent of total collections, while other major categories included coin-operated amusement (19.9%), and golf green fees, driving ranges and golf cart rentals (17.5%).

NON-TAX REVENUES

Non-tax revenues throughout all tax supported funds (excluding Enterprise Funds, such as Permitting Services, Parking Districts, Solid Waste Disposal, and Solid Waste Collection Funds) are estimated at \$955.7 million in FY15. This is a \$21.1 million increase, or 2.3 percent, from the revised FY14 estimate, primarily attributed to an increase in General Intergovernmental Revenues (↑2.6%). Non-tax revenues include: intergovernmental aid; investment income; licenses and permits; user fees, fines, and forfeitures; and miscellaneous revenues.

General Intergovernmental Revenues

Intergovernmental revenues are received from the State or Federal governments as general aid for certain purposes, not tied, like grants, to particular expenditures. The majority of this money comes from the State based on particular formulas set in law. Total aid is specified in the Governor's annual budget. Since the final results are not known until the General Assembly session is completed and the State budget adopted, estimates in the March 15 County Executive Recommended Public Services Program are generally based on the Governor's budget estimates for FY15, unless those estimates assume a change in existing law. If additional information on the State budget is available to the County Executive, this information will be incorporated into the budgeted projection of State aid. For future years, it is difficult to know confidently how Federal and State aid policy may be implemented; therefore, the projection generally assumes intergovernmental aid will remain flat. The Recommended Budget for FY15 assumes a \$19.4 million, or 2.6 percent, increase in intergovernmental revenues from the revised FY14 estimate, of which 81.7 percent is allocated to the Montgomery County Public Schools, 4.5 percent to Montgomery Community College, and 5.2 percent to Mass Transit. Total intergovernmental revenue represents an estimated 79.2 percent of the total non-tax revenues for FY15.

Licenses and Permits

Licenses and permits include General Fund business licenses (primarily public health, traders, and liquor licenses) and non-business licenses (primarily marriage licenses and Clerk of the Court business licenses). Licenses and permits in the Permitting Services Enterprise Fund, which include building, electrical, and sediment control permits, are Enterprise Funds and thus not included in tax supported projections. The Recommended Budget for FY15 assumes an 8.8 percent increase over the revised projections for FY14, and \$12.6 million in available resources in FY15.

Charges for Services (User Fees)

Excluding intergovernmental revenues to Montgomery County Public Schools and Montgomery College, and College tuition, charges for services, or user fees, are revenues collected that come primarily from fees imposed on the recipients of certain County services including mass transit, human services, use of facilities, and recreation services and are included in the tax supported funds. The Recommended Budget for FY15 assumes an increase of 0.6 percent over the revised projections for FY14, resulting in \$69.2 million in available resources in FY15.

Fines and Forfeitures

Revenues from fines and forfeitures relate primarily to photo red light and speed camera citations, and library and parking fines (excluding the County's four Parking Districts). The Recommended Budget for FY15 assumes that fines and forfeitures will not increase from the revised estimates for FY14, resulting in \$22.0 million in available resources in FY15.

College Tuition

Although College tuition is not included in the County Council Spending Affordability Guideline Limits (SAG), it remains in the tax supported College Current Fund. Calculation of the aggregate operating budget is under the SAG Limits. Tuition revenue depends on the number of registered students and the tuition rate. The Recommended Budget for FY15 includes Montgomery College's estimate of a 0.1 percent decrease in tuition revenue over the revised projections for FY14 resulting in \$83.7 million in available resources in FY15.

Investment Income

Investment income includes the County's pooled investment and non-pooled investment and interest income of other County agencies and funds. The County operates an investment pool directed by an investment manager who invests all County funds using an approved, prudent County adopted investment policy. The pool includes funds from tax supported funds as well as from Enterprise Funds, municipal taxing districts, and other governmental agencies. Two major factors determine pooled investment income: (1) the average daily investment balance which is affected by the level of revenues and expenditures, fund balances, and the timing of bond and commercial paper issues; and (2) the average yield percentage which reflects short-term interest rates and may vary considerably during the year.

The revised FY14 tax-supported investment income estimate of \$0.31 million assumes a yield on equity of 0.19 percent and an average daily balance of \$127.6 million. The FY15 projected estimate of tax-supported investment income of \$0.52 million assumes a yield on equity of 0.35 percent and a slightly higher average daily balance \$134.4 million. Using current revenue projections, the average daily cash balance is expected to increase to \$141.5 million and continue to increase over the following four fiscal years to \$174.3 million by FY20. Yields have fluctuated significantly over time due to changes in the targeted federal funds rate set by the Federal Open Market Committee (FOMC) of the Federal Reserve System. Since August 2007, the FOMC has reduced the target rate for federal funds from 5.25 percent to a range of 0.00-0.25 percent in December 2008 and is expected to remain at that range through the first half of calendar year 2015.

Other Miscellaneous

The County receives miscellaneous income from a variety of sources, the largest of which are auction proceeds, rental income for the use of County property, and operating revenue from the Conference Center. These two categories make up 54.6 percent of the total \$10.6 million projected for FY15.

TRENDS AND PROJECTIONS								
DEMOGRAPHIC AND PLANNING INDICATORS	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
POPULATION	1,009,800	1,014,900	1,020,000	1,029,200	1,038,500	1,047,900	1,057,400	1,067,000
Annual Increase	18,553	5,100	5,100	9,200	9,300	9,400	9,500	9,600
Population Growth Since 2006	8.0%	8.5%	9.1%	10.1%	11.0%	12.1%	13.1%	14.1%
County Resident Births (Prior Calendar Year)	13,200	13,300	13,400	13,500	13,600	13,700	13,800	13,900
HOUSEHOLDS	366,500	372,000	377,500	381,300	385,100	389,000	392,900	397,000
Household Annual Growth (%)	0.5%	1.5%	1.5%	1.0%	1.0%	1.0%	1.0%	1.0%
Household Growth Since 2006	4.7%	6.3%	7.8%	8.9%	10.0%	11.1%	12.2%	13.4%
Household Growth Since 1992	25.9%	27.7%	29.6%	30.9%	32.2%	33.6%	34.9%	36.3%
Household Size	2.76	2.73	2.70	2.70	2.70	2.69	2.69	2.69
RESIDENT EMPLOYMENT (Jan = Calendar Year)	510,420	514,300	519,740	526,560	536,210	541,740	545,200	548,850
Resident Employment Annual Growth (%)	1.2%	0.8%	1.1%	1.3%	1.8%	1.0%	0.6%	0.7%
Resident Employment Growth Since 2006	1.5%	2.3%	3.3%	4.7%	6.6%	7.7%	8.4%	9.1%
Resident Employment Per Household	1.39	1.38	1.38	1.38	1.39	1.39	1.39	1.38
Jobs in County	523,300	527,700	532,000	538,500	545,000	551,400	557,900	564,400
PERSONAL INCOME (\$ Millions)	\$74,840	\$78,420	\$82,700	\$87,310	\$91,730	\$94,670	\$97,610	\$100,730
Per Capita Personal Income	\$74,110	\$77,270	\$81,080	\$84,830	\$88,830	\$90,340	\$92,310	\$94,400
Annual Growth (%)	2.7%	4.3%	4.9%	4.6%	4.7%	1.7%	2.2%	2.3%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	1.72%	1.62%	2.03%	2.22%	2.52%	2.63%	2.43%	2.28%
Inflation Growth (Fiscal Year) Since 2006	-57.7%	-60.2%	-50.1%	-45.5%	-38.1%	-35.4%	-40.3%	-44.0%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	1.50%	1.90%	2.15%	2.30%	2.75%	2.51%	2.35%	2.21%
ASSESSABLE TAX BASE (\$ Millions)	\$161,877	\$163,498	\$169,137	\$175,073	\$183,652	\$194,137	\$205,024	\$216,759
Annual Growth (%)	-2.4%	1.0%	3.4%	3.5%	4.9%	5.7%	5.6%	5.7%
Growth of Base Since 1992 (%)	170.6%	173.3%	182.7%	192.7%	207.0%	224.5%	242.7%	262.3%
Growth of Base Since 2006 (%)	41.5%	43.0%	47.9%	53.1%	60.6%	69.8%	79.3%	89.5%
INVESTMENT INCOME YIELD (%)	0.16%	0.19%	0.35%	0.95%	1.55%	2.15%	2.85%	3.45%
MCPS ENROLLMENT (Sept = Calendar Year)	149,051	151,289	154,178	155,969	157,592	159,206	160,683	162,255
Annual Growth (%)	1.7%	1.5%	1.9%	1.2%	1.0%	1.0%	0.9%	1.0%
Annual Increase (Decrease)	2,554	2,238	2,889	1,791	1,623	1,614	1,477	1,572
MONTGOMERY COLLEGE ENROLLMENTS (a)	27,453	26,155	25,983	25,665	25,376	25,158	25,186	25,186
Annual Growth (%)	0.0%	-4.7%	-0.7%	-1.2%	-1.1%	-0.9%	0.1%	0.0%
Full Time Equivalents (Sept = Calendar Year) (b)	22,318	21,655	21,653	21,535	21,437	21,387	21,499	21,499
Annual Growth in FTEs (%)	0.2%	-3.0%	0.0%	-0.5%	-0.5%	-0.2%	0.5%	0.0%

- (a) Projections related to Montgomery College Enrollments are provided by Montgomery College and only include projections through FY19. Since no projections are provided for FY20 the projections for FY19 were used for FY20.
- (b) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and only include projections through FY19. Since no projections are provided for FY20, the projections for FY19 were used for FY20.

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
(\$ Millions)

KEY REVENUE CATEGORIES	App. FY14	Estimate FY14	% Chg. FY14-15	Rec FY15	% Chg. Projected FY15-16	Projected FY16	% Chg. Projected FY16-17	Projected FY17	% Chg. Projected FY17-18	Projected FY18	% Chg. Projected FY18-19	Projected FY19	% Chg. Projected FY19-20	Projected FY20
TAXES	5-23-13		App/Rec	3-17-14										
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%	1,771.5
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%	1,765.7
3 Transfer Tax	85.7	94.2	14.2%	97.9	6.6%	104.4	5.8%	110.5	7.6%	118.8	7.5%	127.8	5.6%	135.0
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%	85.0
5 Energy Tax	210.7	215.8	3.1%	217.2	1.2%	219.8	1.1%	222.3	0.9%	224.4	1.2%	227.1	1.2%	229.8
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%	51.6
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%	24.0
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%	4.0
9 Total Local Taxes	3,223.0	3,312.7	3.2%	3,326.0	5.5%	3,510.0	4.0%	3,649.3	4.0%	3,795.5	3.9%	3,943.2	3.1%	4,066.6
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%	3.6
11 Police Protection	13.7	13.7	0.0%	13.7	0.0%	13.7	0.0%	13.7	0.0%	13.7	0.0%	13.7	0.0%	13.7
12 Libraries	5.3	5.3	7.6%	5.7	0.0%	5.7	0.0%	5.7	0.0%	5.7	0.0%	5.7	0.0%	5.7
13 Health Services Case Formula	3.8	4.0	3.6%	4.0	0.0%	4.0	0.0%	4.0	0.0%	4.0	0.0%	4.0	0.0%	4.0
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%	22.8
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%	618.8
16 Community College	31.7	31.7	6.9%	33.9	0.0%	33.9	0.0%	33.9	0.0%	33.9	0.0%	33.9	0.0%	33.9
17 Other	34.6	38.6	10.0%	38.1	0.0%	38.1	0.0%	38.1	0.0%	38.1	0.0%	38.1	0.0%	38.1
18 Total Intergovernmental Aid	732.1	737.7	3.4%	757.1	-2.2%	740.5	0.0%	740.5	0.0%	740.5	0.0%	740.5	0.0%	740.5
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%	13.6
20 Charges for Services	69.3	68.8	-0.1%	69.2	1.8%	70.4	2.0%	71.8	2.1%	73.3	1.9%	74.7	1.8%	76.1
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%	23.8
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%	92.1
23 Total Fees and Fines	189.8	186.2	-1.3%	187.5	1.7%	190.7	1.9%	194.4	2.0%	198.3	1.9%	202.0	1.8%	205.6
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%	5.2
25 Other Miscellaneous	10.0	10.4	6.0%	10.6	2.2%	10.9	2.5%	11.2	2.6%	11.5	2.4%	11.7	2.3%	12.0
26 Total Miscellaneous	10.3	10.7	8.7%	11.2	9.3%	12.2	7.6%	13.1	8.8%	14.3	9.8%	15.7	9.3%	17.2
27 TOTAL REVENUES	4,155.3	4,247.3	3.0%	4,281.7	4.0%	4,453.4	3.2%	4,597.4	3.3%	4,748.6	3.2%	4,901.4	2.6%	5,029.9
28														
Calculation for Adjusted Governmental Revenues														
29 Total Tax Supported Revenues	4,155.3	4,247.3	3.0%	4,281.7	4.0%	4,453.4	3.2%	4,597.4	3.3%	4,748.6	3.2%	4,901.4	2.6%	5,029.9
30 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
31 Grants	108.2	108.2	5.1%	113.6	2.2%	116.1	2.5%	119.1	2.6%	122.2	2.4%	125.2	2.3%	128.0
32 MCG Adjusted Revenues	4,362.7	4,454.7	3.6%	4,518.7	3.9%	4,695.3	2.6%	4,817.2	3.1%	4,965.7	3.1%	5,117.4	2.6%	5,252.2

County Executive's Recommended FY15-20 Public Services Program Tax Supported Fiscal Plan Summary

(\$ in Millions)														
	App FY14	Est FY14	% Chg. FY14-15	Rec. 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
	5-23-13		App/Rec	3-17-14										
Total Revenues														
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%	1,771.5
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%	1,765.7
3 Transfer/Recordation Tax	142.3	151.4	12.9%	160.7	5.5%	169.6	6.4%	180.4	7.3%	193.6	7.7%	208.5	5.5%	220.0
4 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%	5.2
5 Other Taxes	276.6	288.4	3.3%	285.8	1.4%	289.7	1.6%	294.2	1.6%	298.8	1.7%	304.0	1.8%	309.4
6 Other Revenues	932.0	934.3	2.5%	955.2	-1.4%	942.1	0.4%	946.1	0.4%	950.3	0.4%	954.3	0.4%	958.1
7 Total Revenues	4,155.3	4,247.3	3.0%	4,281.7	4.0%	4,453.4	3.2%	4,597.4	3.3%	4,748.6	3.2%	4,901.4	2.6%	5,029.9
8														
9 Net Transfers In (Out)	38.4	37.7	-10.6%	34.3	2.2%	35.1	2.5%	36.0	2.6%	36.9	2.4%	37.8	2.3%	38.7
10 Total Revenues and Transfers Available	4,193.7	4,285.0	2.9%	4,316.0	4.0%	4,488.5	3.2%	4,633.3	3.3%	4,785.5	3.2%	4,939.2	2.6%	5,068.5
11 Non-Operating Budget Use of Revenues														
12														
13 Debt Service	313.3	305.5	9.8%	344.1	7.3%	369.4	5.7%	390.4	1.4%	395.8	3.9%	411.3	3.6%	426.2
14 PAYGO	29.5	29.5	10.0%	32.5	0.0%	32.5	0.0%	32.5	0.0%	32.5	0.0%	32.5	0.0%	32.5
15 CIP Current Revenue	54.2	56.2	-14.8%	46.2	54.4%	71.3	-5.1%	67.7	4.9%	71.0	12.1%	79.6	-2.7%	77.4
16 Change in Montgomery College Reserves	-8.3	-4.3	8.6%	-7.6	100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
17 Change in MNCPPC Reserves	-4.7	-4.3	-3.0%	-4.8	101.3%	0.1	77.5%	0.1	1.9%	0.1	18.7%	0.1	-4.6%	0.1
18 Change in MCPS Reserves	-27.0	-11.0	-41.8%	-38.2	100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
19 Change in MCG Special Fund Reserves	-6.6	-15.3	94.2%	-0.4	98.6%	0.0	1829.7%	0.1	-34.3%	0.1	5.0%	0.1	-0.6%	0.1
20 Contribution to General Fund Undesignated Reserves	-60.2	-18.8	-16.4%	-70.1	99.2%	-0.6	1829.7%	9.8	-34.3%	6.4	5.0%	6.7	-0.6%	6.7
21 Contribution to Revenue Stabilization Reserves	21.8	22.3	3.9%	22.7	3.7%	23.5	2.7%	24.1	3.1%	24.9	3.1%	25.6	2.6%	26.3
22 Retiree Health Insurance Pre-Funding	138.0	138.0	-27.1%	100.6	-4.2%	96.5	0.1%	96.5	0.4%	96.9	-5.0%	92.0	-2.4%	89.9
23 Set Aside for other uses (supplemental appropriations)	0.1	22.1	-100.0%	0.0	n/a	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
24 Total Other Uses of Resources	450.2	519.9	-5.6%	424.9	44.2%	612.6	4.7%	641.2	1.0%	647.6	3.2%	668.0	1.7%	679.2
25 Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)	3,743.4	3,765.1	3.9%	3,891.1	-0.4%	3,875.9	3.0%	3,992.2	3.6%	4,137.9	3.2%	4,271.2	2.8%	4,389.4
26 Agency Uses														
27														
28														
29 Montgomery County Public Schools (MCPS)	2,084.3	2,069.8	3.8%	2,164.1										
30 Montgomery College (MC)	228.5	221.0	3.9%	237.3										
31 MNCPPC (w/o Debt Service)	104.7	104.7	5.6%	110.6										
32 MCG	1,325.9	1,369.6	4.0%	1,379.1										
33 Agency Uses	3,743.4	3,765.1	3.9%	3,891.1	-0.4%	3,875.9	3.0%	3,992.2	3.6%	4,137.9	3.2%	4,271.2	2.8%	4,389.4
34 Total Uses	4,193.7	4,285.0	2.9%	4,316.0	4.0%	4,488.5	3.2%	4,633.3	3.3%	4,785.5	3.2%	4,939.2	2.6%	5,068.5
35 (Gap)/Available	0.0	0.0		0.0		0.0		0.0		0.0		0.0		0.0

Assumption:

1. Property taxes are at the Charter Limit with a \$692 credit.
2. Reserve contributions are at the policy level and include a portion in the designated general fund reserve to provide a contingency in the event of an unfavorable outcome in the Wynne case.
3. PAYGO, debt service, and current revenue reflect the Recommended FY15-20 Capital Improvements Program, and additional proposed current revenue amendments.

County Executive's Recommended FY15-20 Public Services Program Tax Supported Fiscal Plan Summary

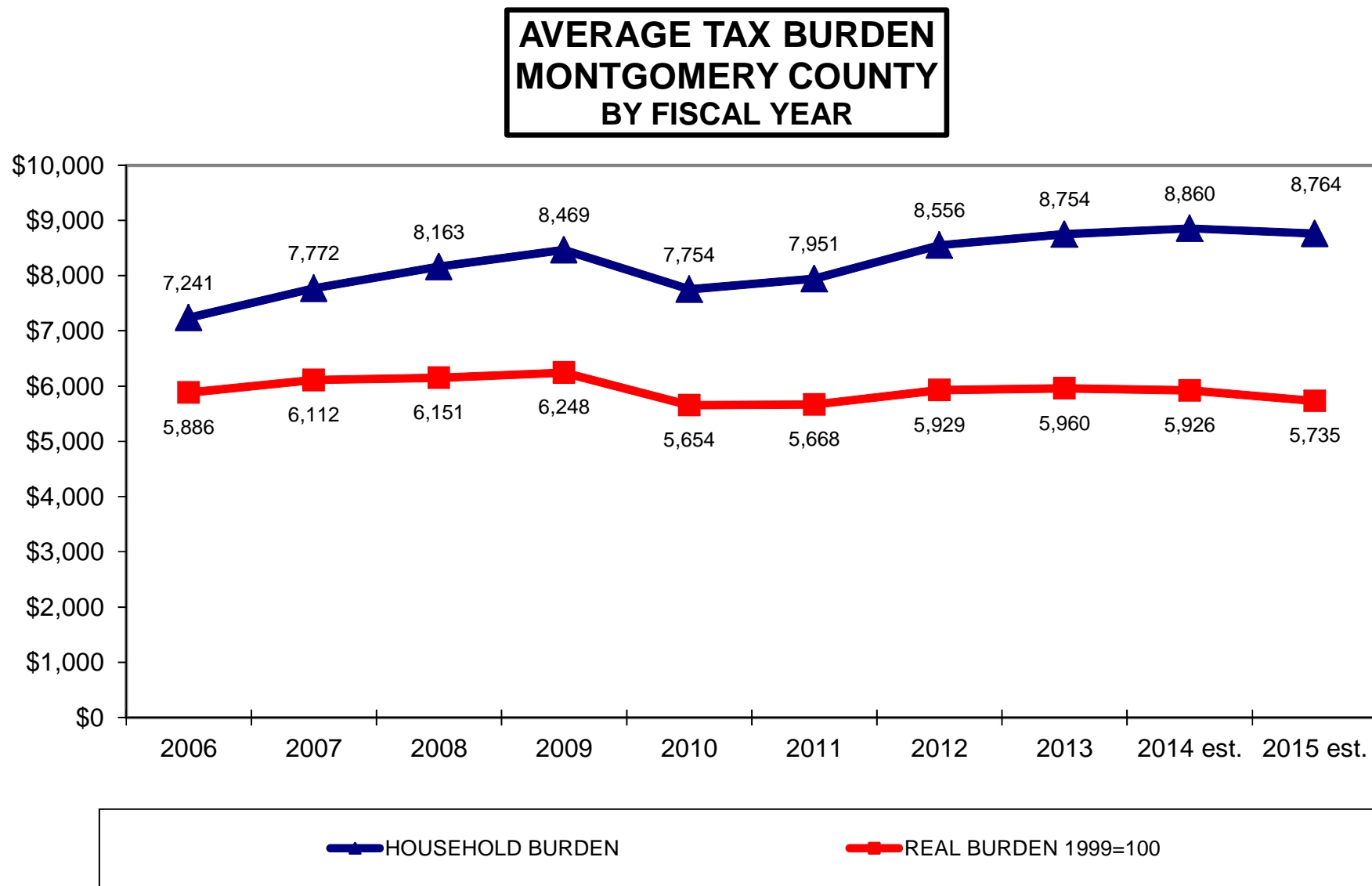
(\$ in Millions)

	App FY14	Est FY14	% Chg. FY14-15	Rec. 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
37 Unrestricted General Fund	204.1	238.9	7.9%	220.1	-31.8%	150.0	-0.4%	149.5	6.5%	159.2	4.0%	165.7	4.1%	172.4
38 Revenue Stabilization Fund	189.0	184.9	9.6%	207.2	10.9%	229.9	10.2%	253.3	9.5%	277.5	9.0%	302.3	8.5%	328.0
39 Total Reserves	393.1	423.8	8.7%	427.3	-11.1%	379.9	6.0%	402.8	8.4%	436.7	7.2%	468.0	6.9%	500.4
40														
41 Additions to Reserves														
42 Unrestricted General Fund	-60.2	-18.8	-16.4%	-70.1	99.2%	-0.6	1829.7%	9.8	-34.3%	6.4	5.0%	6.7	-0.6%	6.7
43 Revenue Stabilization Fund	21.8	22.3	3.9%	22.7	3.7%	23.5	2.7%	24.1	3.1%	24.9	3.1%	25.6	2.6%	26.3
44 Total Change in Reserves	-38.4	3.5	-23.5%	-47.4	148.3%	22.9	47.9%	33.9	-7.7%	31.3	3.5%	32.4	1.9%	33.0
45														
46 Ending Reserves														
47 Unrestricted General Fund	143.9	220.1	4.3%	150.0	-0.4%	149.5	6.5%	159.2	4.0%	165.7	4.1%	172.4	3.9%	179.1
48 Revenue Stabilization Fund	210.8	207.2	9.0%	229.9	10.2%	253.3	9.5%	277.5	9.0%	302.3	8.5%	328.0	8.0%	354.3
49 Total Reserves	354.7	427.3	7.1%	379.9	6.0%	402.8	8.4%	436.7	7.2%	468.0	6.9%	500.4	6.6%	533.4
50 Reserves as a % of Adjusted Governmental Revenues	8.1%	9.6%		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	-10.3%	3.8	1.6%	3.9	2.8%	4.0	2.8%	4.1	3.2%	4.3	2.9%	4.4
54 MCPS	14.7	38.2	-100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
55 MCG Special Funds	1.9	1.8	-27.3%	1.4	-0.4%	1.4	6.5%	1.5	4.0%	1.5	4.1%	1.6	3.9%	1.7
56 MCG + Agency Reserves as a % of Adjusted Govt Revenues	8.7%	11.0%		8.6%		8.8%		9.3%		9.6%		10.0%		10.4%
57 Retiree Health Insurance Pre-Funding														
58 Montgomery County Public Schools (MCPS)	83.7	83.7		58.3		55.6		57.9		60.0		57.5		57.5
59 Montgomery College (MC)	2.4	2.4		2.0		2.0		2.0		2.0		2.0		2.0
60 MNCPPC	3.0	3.0		1.8		1.8		1.8		1.8		1.8		1.8
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		100.6		96.5		96.5		96.9		92.0		89.9
63 Adjusted Governmental Revenues														
64 Total Tax Supported Revenues	4,155.3	4,247.3	3.0%	4,281.7	4.0%	4,453.4	3.2%	4,597.4	3.3%	4,748.6	3.2%	4,901.4	2.6%	5,029.9
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	5.1%	113.6	2.2%	116.1	2.5%	119.1	2.6%	122.2	2.4%	125.2	2.3%	128.0
67 Total Adjusted Governmental Revenues	4,362.7	4,454.7	3.6%	4,518.7	3.9%	4,695.3	2.6%	4,817.2	3.1%	4,965.7	3.1%	5,117.4	2.6%	5,252.2

FY15 FEE AND FINE CHANGES*			
DEPARTMENT/FEE AND FINE	FY15 REVENUE CHANGE	METHOD OF CHANGE	NOTE
MONTGOMERY COLLEGE			
Tuition and Related Fees	2,182,436	Board of Trustees Action	Increase per semester hour rate from \$112 to \$115 for County residents; \$229 to \$235 for State residents; and \$314 to \$323 for non-residents.
DEPARTMENT OF PERMITTING SERVICES			
Mid-Rise Wood Frame Construction Fee	-1,100,000	Executive Regulation	Reduce cap on specific mid-rise wood frame construction projects. Implemented during FY14 retroactive to July 1, 2013.
IT Automation Fee	-1,500,000	Executive Regulation	Reduce the IT automation fee to customers by 50 percent. Implemented during FY14 retroactive to August 1, 2013.
POLICE DEPARTMENT			
Adoption Fees	263,170	Executive Regulation	Establish adoptions fees as \$150 for dogs, \$100 for cats, \$10-\$50 for other pets. Implementation date is May 31, 2014.
Pet Licensing	951,202	Executive Regulation	Increase pet licensing fees from \$12 to \$15.
Impoundment Fees	37,335	Executive Regulation	Increase impoundment fees from \$16 plus \$10 a day to \$25 plus \$25 a day.
DEPARTMENT OF CORRECTION AND REHABILITATION			
Substance Abusers and Intervention Program	80,950	Executive Regulation	Increase Para fees from \$150 to \$175. Establish Para-Plus IPSA fee of \$225.
DEPARTMENT OF TRANSPORTATION			
Ride-On Fare	2,000,000	Council Resolution	Increase SmartTrip fare from \$1.60 to \$1.80 and increase the regular cash fare from \$1.80 to \$2.00.
GRAND TOTAL	2,915,093		

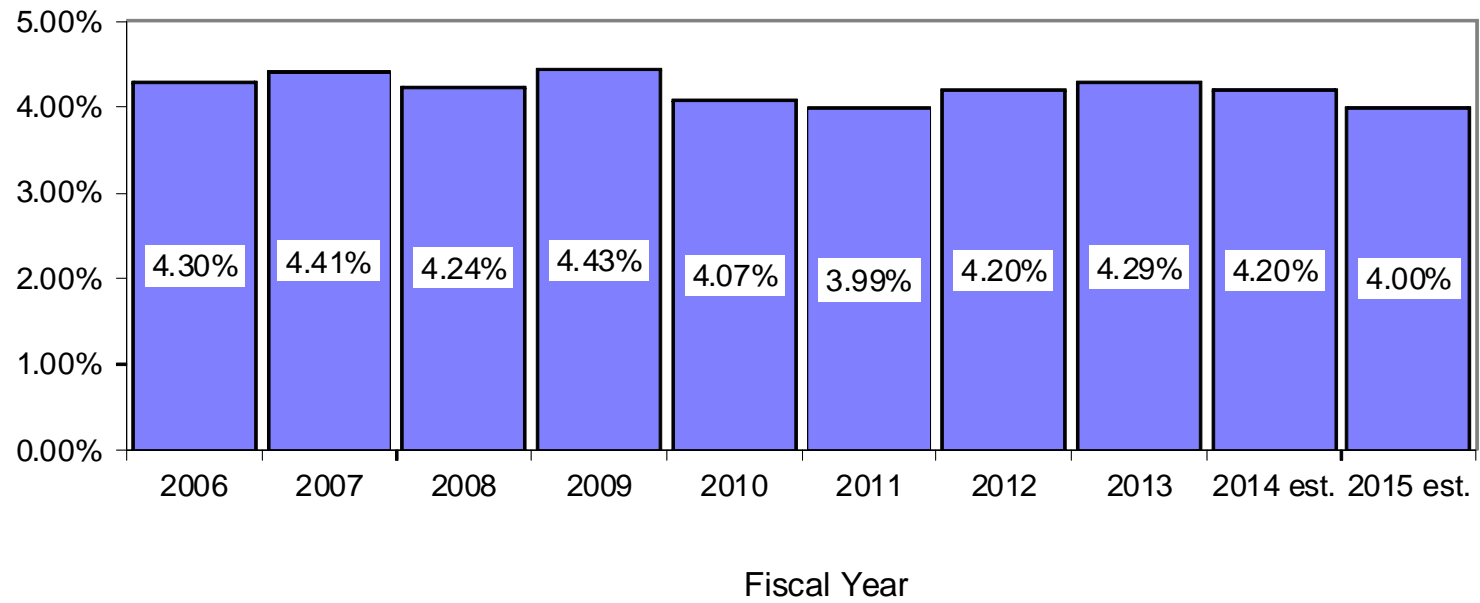
* All changes are assumed to be effective July 1, 2014 except as noted.

Revenues above do not include implementation costs.



Prepared by Montgomery County Department of Finance

COUNTY TAXES AS A SHARE OF PERSONAL INCOME MONTGOMERY COUNTY



Prepared by Montgomery County Department of Finance

Capital Improvements Program (CIP)

INTRODUCTION

The Montgomery County Charter (Section 302) requires the County Executive to submit a comprehensive six-year program for capital improvements, called the Capital Improvements Program (CIP), not later than January 15 of each even-numbered calendar year. The Charter requires that the annual capital budget be consistent with the six-year program. In odd-numbered calendar years, the approved CIP, together with any amendments, continues to guide capital investment.

The CIP includes all capital projects and programs for all agencies for which the County sets tax rates or approves budgets or programs. The CIP includes:

- a statement of the objectives of capital programs,
- the relationship of capital programs to the County's long-range development plans,
- recommendations for capital projects and their construction schedules, and
- estimates of costs, anticipated revenue sources, and impacts of the capital program on County revenues and the operating budget.

The County Charter (Section 302) also provides that the CIP may be amended at any time. In practice, amendments to the CIP are limited in order to conform to the requirement for a biennial, or every other year, CIP. Criteria for amendments generally include: use of funds from external sources; projects which address significant health or safety requirements, and economic development opportunities.

This section summarizes the CIP, its six-year projections of expenditures, and the fiscal policies and funding to support them. The complete County Executive's Recommended Amendments to the CIP are published as a separate document, and may be found on the World Wide Web at: www.montgomerycountymd.gov. The complete Approved CIP can be found at the same website.

PROGRAM OBJECTIVES

Capital program goals and objectives for departments within the Montgomery County Government are provided in the program description and objectives subsections contained in the various sections of the Recommended CIP document. For other government agencies (Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, Revenue Authority and Housing Opportunities Commission), missions are more generally described, citing statutory authority, with agency capital programs supporting those goals. Further detail on the capital program goals and objectives for these agencies is contained in their CIP request documents, which may be obtained directly from each agency.

CAPITAL PROGRAM PLANNING

Planning Policies

Planning for capital improvements is tied to the County's continuing development and growth in population, numbers of households, and businesses. Land use master plans and sector plans for the County's geographic planning areas anticipate needs for roads, schools, and other facilities required by new or changing population. The County continues its efforts to improve the linkages between County planning activities, the CIP, and the Operating Budget.

General Plan and Master Plans and Sector Plans

The General Plan Refinement of FY94 recognizes the importance of establishing priorities for the provision of public facilities. The CIP gives high priority to areas of greatest employment and residential density when allocating public investment. Some County master plans include phasing elements which provide guidance about the timing and sequence of capital facilities in order to develop a CIP that serves long-range needs. Copies of the County's General Plan and adopted master plans and sector plans may be obtained directly from the Maryland-National Capital Park and Planning Commission (M-NCPPC).

Growth Policy

Overall planning policies involve an interdependence between the CIP as a budgeting document which allocates available public resources according to County priorities, and the Growth Policy, the main purpose of which is to manage the location and pace of private development. The development ceiling element of the Growth Policy is designed to affect the staging of development, matching the timing of private development with the availability of public facilities. It identifies the need for public facilities to support private development and constrains the number of private subdivision approvals to those that can be accommodated by existing and programmed public facilities.

In order to guide subdivision approvals under the Adequate Public Facilities Ordinance (APFO), the Growth Policy tests the adequacy of four types of public facilities: transportation; schools; water and sewerage facilities; and police, fire, and health services. Copies of the County's currently approved Growth Policy may be obtained directly from the M-NCPPC.

Functional Plans

Functional plans anticipate needs for government functions and services ranging from provision of water and sewerage to solid waste disposal, libraries, and fire and rescue services. Other studies assess future educational, health, and human services needs. These plans are analyzed for likely new facilities or service delivery requirements and their potential operating costs which will eventually add to annual operating budgets.

Public Input

The five local Citizens' Advisory Boards are encouraged to provide the County Executive with their development priorities during the preparation of each Capital Improvements Program. The County Council holds public hearings after receipt of the County Executive's Recommended Capital Improvements Program before deliberations on the program begin. All Council worksessions are public and residents are encouraged to attend to present their views.

Maryland Economic Growth, Resource Protection and Planning Act

The Maryland Economic Growth, Resource Protection and Planning Act requires local governments to review all construction projects that involve the use of State funds, grants, loans, loan guarantees, or insurance for consistency with existing local plans. The County Executive or the requesting agency affirms that all projects which are expected to receive State financial participation conform to relevant local plans. This language appears in the "Other Disclosures" block on the relevant project description forms.

County Council and Planning Board Review

During the Council review process, the Planning Board provides comments to the Council regarding conformance with local plans, and a final determination as to consistency of projects with adopted County plans is made by the County Council. The Council adopts the CIP and approves a list of applicable State participation projects.

Fiscal Policies

Prior to considering specific projects for inclusion in the Capital Improvements Program, Montgomery County develops projections of total resources available to the County as a whole, and to the CIP as a subset of the whole. A variety of assumptions underpin these projections.

Economic Assumptions

Revenue projections depend largely on assumptions regarding economic activity, including employment, income, inflation, interest rates, construction, home sales, and other economic conditions.

Demographic Assumptions

The CIP is based on demographic assumptions resulting from Council of Governments (COG) Round 7.1 census estimates as projected by M-NCPPC. This forecast predicts that the County will continue to experience steady population growth. Besides general population changes, demographic forecasts anticipate a strong growth phase for elementary school enrollment; middle school and high school enrollment are following close behind as the swell of elementary students move up.

Debt Capacity

To maintain its AAA bond rating, the County uses the following guidelines in deciding how much additional County general obligation debt may be issued in the six-year CIP period:

- Total debt, both existing and proposed, should be kept at about 1.5 percent of full market value (substantially the same as assessed value) of taxable real property in the County.
- Required annual debt service expenditures should be kept at about ten percent of the County's total tax supported operating budget. The tax supported operating budget excludes proprietary funds and grants. If those special funds supported by all County taxpayers were to be included, the percentage of debt service would be below ten percent.

-
- Total debt outstanding and annual amounts issued, when adjusted for inflation, should not cause real debt per capita (i.e., after eliminating the effects of inflation) to rise significantly.
 - The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any ten-year period.
 - Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita income to rise significantly above its current level of about 3.5 percent.
 - The debt capacity schedule is displayed later in the Debt Service section.

Spending Affordability Assumptions

The County Charter (Section 305) requires that the Council adopt spending affordability guidelines for the capital and operating budgets. Spending affordability guidelines for the CIP have been interpreted in County law to be limits on the amount of general obligation debt and Park and Planning debt that may be approved for expenditure in the CIP. Spending affordability guidelines are adopted in odd-numbered calendar years, and limit the amount of general obligation debt that may be approved for the first year, the second year, and for the entire six years of the CIP. Similar provisions cover the bonds issued by M-NCPPC.

The Montgomery and Prince George's County Councils adopt one-year spending limits for Washington Suburban Sanitary Commission (WSSC). These spending control limits include guidelines for new debt and annual debt service.

General Obligation Debt Limits

General obligation debt usually takes the form of bond issues. General obligation debt pledges general tax revenue for repayment. Montgomery County has maintained a AAA rating, the highest quality rating available, for its general obligation bonds. This top rating by Wall Street rating agencies, enjoyed by very few local governments in the Country, assures Montgomery County of a ready market for its bonds and the lowest available interest rates on that debt.

IMPACT OF CAPITAL PROGRAM ON THE OPERATING BUDGET

Most capital improvement projects generate future operating budget costs in one or more of three ways: debt service; current revenues which fund projects not eligible for debt financing, and PAYGO which offsets the need to issue debt; and changes to the Operating Budget to support new or renovated facilities.

Debt Service

The annual payment of principal and interest on general obligation bonds and other long-term and shorter-term debt used to finance roads, schools, and other major projects is included in the operating budget as a required expenditure. The FY15 tax-supported debt service, as displayed later in the Debt Service section, approximates \$338.7 million.

Current Revenue and PAYGO

Certain CIP projects are funded directly with County current revenues in order to avoid costs of borrowing. These amounts are included in the operating budget as specific transfers to individual projects within the capital projects fund. PAYGO, or "pay as you go" funding, is an additional amount included in the operating budget as a direct bond offset to reduce the amount of borrowing required for project financing. The FY15 Current Revenue and PAYGO are displayed in Schedule A-3 and approximate \$75.3 million.

Operating Budget Impacts (OBI)

The construction of government buildings and facilities usually results in new annual costs for maintenance, utilities, and additional staffing required for facility management and operation. Whenever a new or expanded facility involves program expansion, as with new school buildings, libraries, or fire stations, the required staffing and equipment (principals, librarians, and fire apparatus) represent additional operating budget expenditures.

The CIP includes analysis of these operating budget impacts to aid in review and decisions on the timing of public facilities and to more clearly show what a new building or road will cost in addition to its construction costs and any required debt service. The project description forms published in the Recommended FY15-20 CIP, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended FY15-20 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND (\$000s)						
Fund/Department	FY15	FY16	FY17	FY18	FY19	FY20
County General Fund						
General Services & Transportation	3,759	10,433	11,531	11,841	11,710	10,157
Health and Human Services	0	1,001	1,460	1,545	1,716	1,781
Public Libraries	1,571	2,065	2,065	3,002	2,946	2,946
Technology Services	880	327	337	362	70	88
Mass Transit						
Transit Services	3,989	4,018	4,018	5,716	1,727	1,727
Fire						
Fire and Rescue Service	0	80	160	160	160	160
Recreation						
Recreation	1,354	1,652	2,114	2,090	2,090	2,090
Water Quality Protection Fund						
Environmental Protection	317	574	783	1,515	2,047	2,563
Total	11,870	20,150	22,468	26,231	22,466	21,512

PROJECT COST PROJECTIONS

Departments and agencies estimate the cost of each proposed capital project in current dollars. For the most part, County agencies use contracted cost estimators to develop project costs and those estimates are reviewed and verified by County staff. Recent cost changes for construction commodities have been included and projects are escalated to the mid-point of construction. Inflation is estimated separately, and funds are set aside to allow for inflation-driven cost increases in later years. During each even-numbered calendar year, all existing and proposed projects are reviewed centrally for changes to cost, scope and timing, and adjusted as necessary.

The County Charter (Section 307) provides for supplemental appropriations to address interim project cost increases. Unappropriated resources are set aside during the fiscal planning process to fund potential cost increases, or for new projects which address urgent needs.

REVENUE SOURCES

The major revenue sources for the Capital Improvements Program are described in the Fiscal Policy section of the County Executive's Recommended Capital Improvements Program. There are three major types of revenue sources for the capital improvements program: current revenues (including PAYGO); proceeds from bonds and other debt instruments; and grants, contributions, reimbursements, or other funds from intergovernmental and other sources. In some cases, where both a public and a private goal may be achieved, the County enters into partnerships with the private sector to finance and construct public facilities.

The specific funding sources for all expenditures are identified on each individual capital project description form.

Current Revenues

Current revenues from the General Fund are used for designated projects which involve broad public use and which fall outside any of the specialized funds. Generally, current revenues are used for the planning of capital projects.

PAYGO is current revenue set aside annually in the operating budget, but not appropriated. PAYGO is used to replace bonds for debt-eligible expenditures ("pay-as-you-go" financing) or when projects are not debt eligible or not eligible for tax-exempt financing. The County generally allocates PAYGO of at least ten percent of general obligation bonds planned for issue each year. However, PAYGO may be withdrawn from the CIP in order to maintain operating budget services during difficult economic times.

Bond Issues and Other Public Agency Debt

Bonds are used to spread the cost of construction of a public facility over time, such that those who benefit from it over time also assist in its funding. The County government and four of its Agencies are authorized by State law and/or County Charter to issue debt to finance CIP projects. This debt may be either general obligation or self-supporting debt.

County government general obligation bonds are issued for a wide variety of functions such as transportation, public schools, community college, public safety, and other programs. These bonds are legally-binding general obligations of the County and constitute an irrevocable pledge of its full faith and credit and unlimited taxing power. The money to repay general obligation debt comes primarily from general revenues, except that debt service on general obligation bonds, if any, issued for projects of Parking Districts, Liquor, or Solid Waste funds is supported from the revenues of those enterprises.

M-NCPPC is authorized to issue general obligation bonds, also known as Park and Planning bonds, for the acquisition and development of local and certain special parks and advance land acquisition, with debt limited to that supportable within tax rates established for the Commission.

County Revenue Bonds are bonds authorized by the County to finance specific projects such as parking garages and solid waste facilities, with debt service to be paid from pledged revenues received in connection with the projects. Proceeds from revenue bonds may be applied only to costs of projects for which they are authorized. They are considered separate from general obligation debt and do not constitute a pledge of the full faith and credit or unlimited taxing power of the County.

County revenue bonds have been used in the Bethesda and Silver Spring Parking Districts, supported by parking fees and fines together with parking district property taxes. County revenue bonds have also been issued for County Solid Waste Management facilities, supported with the revenues of the Solid Waste Disposal system.

The Montgomery County Revenue Authority has authority to issue revenue bonds and to otherwise finance projects through notes and mortgages with land and improvements serving as collateral. These are paid through revenues of the Authority's several enterprises, which include golf courses and the Montgomery County Airpark.

The County also uses the Revenue Authority as a conduit for alternative CIP funding arrangements for swim centers, a building to house County and State health and human services functions, and the construction of the Montgomery County Conference Center. The County has entered into long-term leases with the Revenue Authority, and the County lease payments fund the debt service on these Revenue Authority bonds.

Other, specialized bonds are used to finance a variety of public infrastructure, including water distribution and sewage collection lines and required support facilities, stormwater management, and affordable housing. These bonds are paid from non-tax sources including user charges and mortgages, which also cover all operating costs.

Intergovernmental Revenues

CIP projects may be funded in whole or in part through grants, matching funds, or cost sharing agreements with the Federal government, the State of Maryland, the County's incorporated municipalities, or regional consortia such as the Washington Metropolitan Area Transportation Authority (WMATA) and the Washington Area Sewer Authority (WASA).

Federal Aid. Major projects that involve Federal aid include Metro, commuter rail, interstate highway interchanges, bridges, and various environmental construction or planning grants. Most Federal aid is provided directly to the State, and then redistributed to local jurisdictions.

Community Development Block Grant (CDBG) funds are received through annual formula allocations from the U.S. Department of Housing and Urban Development in response to a County application and are used for neighborhood improvements and facilities in areas where there is significant building deterioration, economic disadvantage, or other need for public intervention in the cycles of urban growth and change.

State Aid includes grants, matching funds, and reimbursements for eligible County expenditures for local projects in public safety, environmental protection, courts and criminal justice, transportation, libraries, parkland acquisition and development, community college, and public school construction.

Municipal Financing. Some projects with specific benefits to an incorporated municipality within the County may include funding or other financing from that jurisdiction. Incorporated towns and municipalities, specifically Rockville, Gaithersburg, and Poolesville, have their own capital improvements programs and may participate in County projects where there is shared benefit.

Other Revenue Sources

The use of other revenue sources to fund CIP projects is normally conditioned upon specific legislative authority or project approval, including approval of appropriations for the projects. Approval of a project may be contingent upon actual receipt of the revenues planned to fund it, as in the case of private contributions that are not subject to law or agreement.

EXAMPLES OF CAPITAL PROJECTS

The CIP addresses the County's needs for basic infrastructure, education, transportation, and other critical facilities. Selected examples of CIP projects are shown here:

A Responsive and Accountable County Government

- Complete FiberNet connections to all Montgomery County Public Schools elementary schools and Housing Opportunities Commission (HOC) sites targeted in the American Recovery Reinvestment Act (ARRA) grant to support instructional video, telephony, high-speed Internet, and back office applications.
- Continue to replace aging County building roof systems, windows and siding, parking lots, HVAC and electrical systems, and elevator systems.
- Continue to provide funding to ensure County buildings and facilities are in compliance with Title II of the Americans with Disabilities Act (ADA).
- Complete implementation of a new Fuel Management system, enabling county vehicles to fuel at any county fuel site, regardless of agency, in FY15.
- Support the County Government Technology Modernization project to fund long-needed improvements to the information technology and business processes of the County Government including the Health and Human Services system upgrades needed to address healthcare reform initiatives.
- Continue to provide funding of the Public Safety Systems Modernization (PSSM) program, which will modernize the public safety radio communications system, upgrade the fire station alerting systems at 43 stations, establish a new computer-aided dispatch system to improve performance and response times, and acquire a new records management system for law enforcement agencies.

Affordable Housing in an Inclusive Community

- Provide additional funds for the Affordable Housing Acquisition and Preservation project for public/private partnerships to maintain and grow the stock of affordable housing.
- Maintain support to improve public housing units.
- Provide funds through a public-private partnership to build a new Progress Place homeless services center in the downtown Silver Spring Central Business District. The project will include personal living quarter (PLQs) units to increase affordable housing in the County.

An Effective and Efficient Transportation Network

- Include non-vehicular transportation elements whenever feasible in road improvements and new roads.
- Focus highway maintenance funding in the more cost-effective resurfacing program.
- Fund the Bethesda Metro Station South Entrance, the Capital Crescent Trail and the Silver Spring Green Trail projects which support and must be coordinated with the state-funded Purple Line mass transit project.
- Begin facility planning for the MD 355 and US29 corridors of the Rapid Transit System project.
- Fund roadway improvements along East Gude Drive from Crabbs Branch Way to Southlawn Lane to increase roadway capacity and enhance vehicular and pedestrian safety.
- Fund the Clarksburg Transportation Connections project, which funds roadway and intersection improvements for Clarksburg area roads to increase capacity and reduce traffic congestion in this growing area of the County.
- Fund intersection and roadway improvements on Seminary Road to enhance traffic flow and improve vehicular and pedestrian safety.

- In support of the White Flint Sector Plan, continue funding for planning and design, land acquisition, and construction of roadway improvements in the White Flint District.
- Continue to fund Chapman Avenue Extended, Goshen Road South, Platt Ridge Drive Extended, Montrose Parkway East, Snouffer School Road North, and Wapakoneta Road Improvements.
- Add funding for the design and land acquisition of a new project - Observation Drive Extended, which will support economic development and provide north-south access and needed congestion relief between Germantown and Clarksburg.
- Leverage a public-private partnership to improve pedestrian and vehicle access around the Silver Spring Transit Center with improvements to Ripley Street.
- Support City of Rockville projects to fund Avery Road, Wootton Parkway, and Falls Road sidewalk improvements as well as design work for Maryland Avenue and Dawson Extended.
- Construct Garage 31 in Bethesda, which is scheduled to be completed in FY15.
- Continue to modernize the central traffic signal control system to provide additional capabilities and tools to optimize traffic flow.
- Continue to provide funds for guardrails, streetlights, pedestrian and traffic safety improvements, and storm drain replacement.
- Fund a new Transit Center at Montgomery Mall.
- Replace 32 Ride On buses in fiscal year 2015 and 25 buses in FY16.
- Construct a shared use path along the south side of Needwood Road between Equestrian Lane and Muncaster Mill Road.
- Continue funding to complete Frederick Road Bike Path, MacArthur Boulevard Bikeway Improvements, and Metropolitan Branch Trail, and MD 355 Sidewalks.
- Replace the existing Park Valley Road Bridge over Sligo Creek.
- Replace the existing Piney Meetinghouse Road Bridge over Watts Branch.
- Provide superstructure replacement of the existing Valley Road Bridge over Booze Creek.
- Maintain funding for previously approved Whites Ferry Road, Gold Mine Road, and Elmhirst Parkway Bridges.

Children Prepared to Live and Learn

Montgomery County Public Schools:

- Address capacity needs from higher enrollment by funding four new elementary schools and two new middle schools, constructing additions in 18 elementary schools, two middle schools, and two high schools. Together, these projects will add 455 classrooms.
- Maintain Board of Education (BOE) requested revitalizations/expansions schedule for 21 elementary schools, four middle schools, and five high schools.
- Address countywide special education needs by adding new funding for one alternative center, Blair Ewing Center Improvements.
- Increase funding for the Heating, Ventilation and Air Conditioning (HVAC) project by \$37 million.
- Maintain requested funding for MCPS Countywide infrastructure projects including roof replacements, school security systems, indoor air quality, and life-cycle asset replacement.

Montgomery College:

- Continue to address space deficits on the College's Rockville campus by maintaining construction funding for the Science West Building Renovation and the Rockville Student Services projects both of which will provide up-to-date centralized facilities and leverage significant State funding.
- Complete the Science East Building Renovation (Spring 2014) and the Rockville Parking Garage (Summer 2015).
- In the Fall of 2014 complete the Germantown Bioscience Education Center; fund design and construction of the Germantown Science & Applied Studies Phase 1 Renovation project (completion in 2017); and continue to fund design of the Germantown Student Services Center.
- Provide funding for planning, design, and the start of construction for the Takoma Park/Silver Spring Math & Science Center.
- Sustain College infrastructure projects such as Elevator Modernization, Planned Lifecycle Asset Replacement, Roof Replacement, and Site Improvements at the requested levels, to improve facilities and safety on all three campuses.

Universities at Shady Grove/University of Maryland:

- Provide funding for the design and construction of a parking garage and related site modifications at the Universities at Shady Grove (USG) Campus. The County's commitment to fund the garage and ground modifications leveraged state aid to build a new Biomedical Sciences/Engineering Education (BMSE) academic building.

Healthy and Sustainable Communities

- Increase the Stormwater Management Program to continue Montgomery County's leadership to improve water quality and comply with the County's Municipal Separate Storm Sewer System (MS4) permit issued by the Maryland Department of the Environment.
- Perform structural repairs on public and private stormwater facilities accepted into the County's maintenance program and funded by the Water Quality Protection Charge.
- Expand the design and construction of environmental site design/low impact development (ESD/LID) stormwater management devices at County facilities.
- Continue support for the nationally recognized Agricultural Land Preservation Program with a goal of protecting 70,000 acres of farmland.
- Provide funds to construct a new Dennis Avenue Health Center in Silver Spring to improve clinical services to residents.
- Provide funds for two Linkages to Learning Centers, two Child Care Centers and one High School Wellness Center and a feasibility study to add an additional wellness center at Kennedy High School.
- Support planning and design for Little Bennett Regional Park Day-Use Area and design and construction funding for Seneca Crossing Local Park.
- Provide funding for a new Josiah Henson Historic Park project to rehabilitate the historic Riley/Bolton House, build a new visitor center, and fund site improvements to provide experiential learning regarding slavery and Josiah Henson, a former slave who served as the inspiration for the world famous novel, Uncle Tom's Cabin.
- Fund the new Western Grove Urban Park project will provide green open space near the densely populated Friendship Heights Metro Station area. The park was acquired through a partnership with the Chevy Chase Village.
- Add funding for Phase V of Brookside Gardens to include construction of a new greenhouse and plant propagation facility.
- Provide funding for Woodside Urban Park in downtown Silver Spring.
- Increase funding for hard surface trail renovations.
- Complete construction of the Bi-County Water Tunnel.
- Continue to enhance wastewater treatment and solids handling facilities at the regional Blue Plains Advanced Wastewater Treatment Plant in order to achieve environmental goals and greater efficiency.
- Replace deteriorating trunk sewers and large water mains to enhance water and sewer system reliability and safety.
- Increase replacement of small diameter water mains from 51 miles in FY14 to 60 miles in FY15.
- Continue to upgrade the Blue Plains, Seneca, and Damascus wastewater treatment plants.

Safe Streets and Secure Neighborhoods

- Institute a new apparatus replacement program to replace 9 aerials, 64 EMS units, 21 engines, 4 all-wheel drive brush/wildland pumpers, 4 rescue squads, and 2 tankers.
- Complete construction of new or replacement fire and rescue stations in Kensington, Glenmont, Clarksburg, and White Flint.
- Provide funding for design and construction of a female facility for the Cabin John (Potomac) and Gaithersburg Fire Stations.
- Replace the existing 2nd District Station in Bethesda with a new station under a public-private partnership between the County and a private developer.
- Establish a new public safety computer aided dispatch and records management systems.
- Build a Training Center at the Montgomery County Correctional Facility to provide practical training for correctional officers.
- Upgrade dietary facilities and make energy efficient improvements at the County's Pre-Release Center.
- Complete construction of the Judicial Center Annex with 10 new courtrooms.

A Strong and Vibrant Economy

- Continue funding for the Smart Growth Initiative to move County facilities so that private, transit-oriented mixed use can occur near the Shady Grove Metro Station.
- Through a public-private partnership, provide funding to the Wheaton Redevelopment program for planning, design and construction of a new Maryland National Capital Area Park and Planning Commission headquarters, other county facilities, and a town center.
- Continue streetscaping, façade easements, and other redevelopment efforts in Burtonsville.
- Provide transportation improvements and related public safety and parking facilities to support White Flint Redevelopment.
- Provide funds for arts facility grants to assist arts organizations in leveraging private funding for their facilities and programs.

Vital Living for All of Our Residents

- Provide funds for planning, design and construction of the Wheaton Library and Community Recreation Center.
- Complete the new Silver Spring Library by FY15.
- Fund construction for modernization of the Ross Boddy and Good Hope Neighborhood Recreation Centers.
- Fund construction of the North Potomac Community Recreation Center project with planned completion in FY16.
- Provide funding to renovate and modernize the Western Outdoor Pool and repair the exterior walls and other core systems of the Kennedy Shriver Aquatic Center.
- Fund the conversion of an unused outdoor roller hockey rink at the Potomac Community Recreation Center into an Adaptive Sports Court in order to provide a range of therapeutic recreation activities for individuals with disabilities.
- Support the Revenue Authority's modifications to the clubhouse food service areas, irrigation, and clubhouse seating improvements to Falls Road, Little Bennett, Needwood, Northwest, and Poolesville golf courses.
- Fund a new project to construct restrooms and a grille/snack bar area near the ninth tee of the Hampshire Green Golf Course.
- Continue to implement the Federal Aviation Administration's capital improvement plan for the Montgomery County Airpark.

EXPLANATION OF THE CHART WHICH FOLLOWS

Expenditure Summary by Category and Sub-Category

This is a program expenditure summary report for the County Executive's Recommended FY15-20 CIP, as recommended on January 15. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.

All Agency Funding Summary

This is a summary report listing recommended funding support from all sources for the County Executive's Recommended FY15-20 CIP, as recommended on January 15. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.

Expenditures Summary by Category, Sub-Category (\$000s)

	Total	Thru FY13	Est FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs	Approp.
General Government												
County Offices and Other Improvements	696,559	257,258	219,892	212,156	59,933	35,587	25,255	27,160	33,995	30,226	7,253	44,627
Technology Services	78,322	54,363	8,052	15,907	4,242	4,098	3,945	1,422	1,100	1,100	0	4,242
Other General Government	53,987	6,306	11,297	24,700	4,600	4,000	4,000	4,000	4,000	4,100	11,684	0
Technology Investment Fund	1,277	1,252	25	0	0	0	0	0	0	0	0	-1
Economic Development	163,531	69,676	5,752	88,103	9,765	17,170	30,720	29,608	420	420	0	7,816
General Government	993,676	388,855	245,018	340,866	78,540	60,855	63,920	62,190	39,515	35,846	18,937	56,664
Public Safety												
Fire/Rescue Service	254,014	83,115	19,284	151,554	25,662	16,181	18,263	21,531	43,002	26,915	61	17,249
Police	75,044	38,699	27,338	9,007	119	320	8,568	0	0	0	0	0
Correction and Rehabilitation	19,511	6,360	1,317	10,554	0	514	346	3,420	3,690	2,584	1,280	-5,850
Other Public Safety	418,096	171,589	189,290	57,217	56,992	225	0	0	0	0	0	4,221
Public Safety	766,665	299,763	237,229	228,332	82,773	17,240	27,177	24,951	46,692	29,499	1,341	15,620
Transportation												
Roads	923,906	321,508	93,036	289,092	34,193	29,359	47,709	37,533	72,018	68,280	220,270	12,110
Bridges	74,372	38,383	9,850	26,139	7,794	10,161	3,576	1,536	1,536	1,536	0	11,038
Pedestrian Facilities/Bikeways	298,237	40,959	29,668	179,135	44,923	39,442	28,726	23,489	20,989	21,566	48,475	14,409
Traffic Improvements	198,822	88,745	31,645	78,432	14,029	13,176	11,030	13,965	13,366	12,866	0	13,180
Parking	97,668	29,701	45,404	22,563	5,278	3,497	3,447	3,447	3,447	3,447	0	937
Mass Transit	615,103	271,915	98,515	244,673	28,975	60,215	60,497	35,209	33,722	26,055	0	27,014
Highway Maintenance	421,584	163,419	48,847	209,318	48,351	40,100	24,600	33,767	33,000	29,500	0	45,100
Transportation	2,629,692	954,630	356,965	1,049,352	183,543	195,950	179,585	148,946	178,078	163,250	268,745	123,788
Health and Human Services												
Health and Human Services (SC41)	71,653	12,371	14,966	44,316	25,963	17,386	344	502	121	0	0	25,113
Health and Human Services	71,653	12,371	14,966	44,316	25,963	17,386	344	502	121	0	0	25,113
Culture and Recreation												
Recreation	150,998	68,517	16,669	61,603	32,524	17,322	3,804	1,949	2,508	3,496	4,209	3,463
Libraries	184,330	52,176	42,240	87,830	19,502	29,303	26,881	4,439	3,705	4,000	2,084	53,830
Culture and Recreation	335,328	120,693	58,909	149,433	52,026	46,625	30,685	6,388	6,213	7,496	6,293	57,293
Conservation of Natural Resources												
Storm Drains	48,879	27,498	4,805	16,576	2,676	2,676	2,806	2,806	2,806	2,806	0	2,676
Stormwater Management	437,896	31,577	42,664	363,655	53,345	56,724	70,368	60,612	60,666	61,940	0	47,027
Ag Land Preservation	13,159	2,335	5,215	5,609	871	893	916	944	974	1,011	0	0
Conservation of Natural Resources	499,934	61,410	52,684	385,840	56,892	60,293	74,090	64,362	64,446	65,757	0	49,703
Community Development and Housing												
Community Development	18,120	6,249	8,695	3,051	625	1,926	125	125	125	125	125	125
Housing (SC69)	136,611	85,511	26,690	24,410	15,950	8,460	0	0	0	0	0	15,950
Community Development and Housing	154,731	91,760	35,385	27,461	16,575	10,386	125	125	125	125	125	16,075

CIP220 - CE Recommended -- Working

Expenditures Summary by Category, Sub-Category (\$000s)

	Total	Thru FY13	Est FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs	Approp.
M-NCPPC												
Acquisition	138,924	59,190	27,014	39,020	6,420	6,420	6,420	6,420	6,670	6,670	13,700	5,420
Development	254,321	55,892	42,985	129,583	24,871	21,903	23,854	20,763	18,940	19,252	25,861	34,535
M-NCPPC	393,245	115,082	69,999	168,603	31,291	28,323	30,274	27,183	25,610	25,922	39,561	39,955
Revenue Authority (C14)												
Golf Courses	9,767	6,032	0	3,735	1,382	170	1,098	895	190	0	0	1,100
Miscellaneous Projects (Revenue Authority)	114,069	90,246	3,523	20,300	2,600	6,000	11,700	0	0	0	0	2,600
Revenue Authority (C14)	123,836	96,278	3,523	24,035	3,982	6,170	12,798	895	190	0	0	3,700
Montgomery County Public Schools												
Individual Schools	671,076	250,445	52,453	368,178	52,356	110,171	124,834	48,902	27,104	4,811	0	83,558
Countywide (SC50)	2,831,266	987,076	197,284	1,373,794	199,233	238,057	272,956	229,410	208,910	225,228	273,112	156,684
Miscellaneous Projects	-24,272	0	0	-24,272	-4,047	-3,820	-2,639	-3,279	-4,620	-5,867	0	-4,047
Montgomery County Public Schools	3,478,070	1,237,521	249,737	1,717,700	247,542	344,408	395,151	275,033	231,394	224,172	273,112	236,195
WSSC												
Sewerage Bi-County	1,978,077	982,958	361,679	600,396	233,859	150,239	76,350	64,322	47,216	28,410	33,044	233,859
Sewerage Montgomery County	80,960	40,836	16,717	23,407	11,900	7,579	3,823	105	0	0	0	11,900
Water Bi-County	828,451	325,057	83,852	419,542	80,702	75,532	89,801	72,717	49,652	51,138	0	80,702
Water Montgomery County	43,191	9,998	6,524	26,669	11,190	7,339	6,911	1,229	0	0	0	11,190
WSSC	2,930,679	1,358,849	468,772	1,070,014	337,651	240,689	176,885	138,373	96,868	79,548	33,044	337,651
Solid Waste-Sanitation												
Solid Waste-Sanitation												
Solid Waste Management	10,156	10,154	2	0	0	0	0	0	0	0	0	0
Solid Waste-Sanitation	10,156	10,154	2	0	0	0	0	0	0	0	0	0
Montgomery College												
Higher Education	949,500	394,980	80,103	348,100	76,644	76,464	75,232	27,226	34,948	57,586	126,317	52,732
Montgomery College	949,500	394,980	80,103	348,100	76,644	76,464	75,232	27,226	34,948	57,586	126,317	52,732
Housing Opportunities Commission												
Housing	93,898	27,346	59,052	7,500	1,250	1,250	1,250	1,250	1,250	1,250	0	1,250
Housing Opportunities Commission	93,898	27,346	59,052	7,500	1,250	1,250	1,250	1,250	1,250	1,250	0	1,250
WMATA												
Mass Transit (SC96)	24,731	17,984	6,747	0	0	0	0	0	0	0	0	0
WMATA	24,731	17,984	6,747	0	0	0	0	0	0	0	0	0
Total	13,455,794	5,187,676	1,939,091	5,561,552	1,194,672	1,106,039	1,067,516	777,424	725,450	690,451	767,475	1,015,759

All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY13	Est FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
Aging Schools Program	5,758	5,155	603	0	0	0	0	0	0	0	0
Agricultural Transfer Tax	4,008	628	1,701	1,679	241	253	266	284	304	331	0
Bond Premium	956	0	956	0	0	0	0	0	0	0	0
Cable TV	52,414	33,033	3,968	15,413	3,748	4,098	3,945	1,422	1,100	1,100	0
Certificates of Participation	33,435	32,283	1,152	0	0	0	0	0	0	0	0
Community Development Block Grant	9,277	3,042	6,235	0	0	0	0	0	0	0	0
Contributions	35,065	10,513	10,687	13,015	2,141	3,205	2,980	2,079	1,380	1,230	850
Contributions - Other (WSSC only)	41,438	8,310	8,988	24,140	11,936	8,186	3,913	105	0	0	0
Current Revenue: General	671,460	295,167	74,344	299,784	47,070	52,118	53,846	49,223	48,582	48,945	2,165
Current Revenue: P & P (ISF)	0	0	0	0	0	0	0	0	0	0	0
Current Revenue: Park and Planning	9,934	0	7,834	2,100	350	350	350	350	350	350	0
Current Revenue: Parking - Bethesda	9,297	2,741	1,943	4,613	1,663	590	590	590	590	590	0
Current Revenue: Parking - Montgomery Hill	100	100	0	0	0	0	0	0	0	0	0
Current Revenue: Parking - Silver Spring	27,299	6,697	4,252	16,350	2,800	2,750	2,700	2,700	2,700	2,700	0
Current Revenue: Parking - Wheaton	1,638	401	295	942	157	157	157	157	157	157	0
Current Revenue: Recordation Tax	409,961	173,872	30,635	205,454	30,775	32,693	33,700	35,032	36,218	37,036	0
Current Revenue: WMATA Surcharge	4,885	0	4,885	0	0	0	0	0	0	0	0
Department of Liquor Control Fund	157	92	65	0	0	0	0	0	0	0	0
Development Approval Payment	5,459	4,157	1,224	78	78	0	0	0	0	0	0
Development District	11,100	487	10,613	0	0	0	0	0	0	0	0
EDAET	7,619	7,619	0	0	0	0	0	0	0	0	0
Enhancement	4,618	3,749	385	484	0	484	0	0	0	0	0
Enterprise Park and Planning	6,448	820	828	4,800	800	800	800	800	800	800	0
Fed Stimulus (State Allocation)	15,040	14,833	207	0	0	0	0	0	0	0	0
Federal Aid	259,874	127,347	32,771	99,756	36,679	37,993	17,171	4,713	1,600	1,600	0
Federal Stimulus	1,624	1,624	0	0	0	0	0	0	0	0	0
Fire Consolidated	7,480	627	1,553	5,300	2,400	500	0	0	2,400	0	0
G.O. Bonds	5,185,030	1,825,939	564,868	2,177,966	440,341	393,907	371,760	363,199	313,777	294,982	616,257
HIF Revolving Program	100,000	73,310	19,410	7,280	7,280	0	0	0	0	0	0
HOC Bonds	50,000	8,073	41,927	0	0	0	0	0	0	0	0
Impact Tax	100,300	49,314	9,486	28,911	4,468	4,672	4,672	5,597	4,727	4,775	12,589
Intergovernmental	13,120	5,611	2,434	4,887	79	0	1,250	25	0	3,533	188

All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY13	Est FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
Interim Finance	334,296	166,131	200,424	20,898	32,923	32,772	701	-48,801	3,303	0	-53,157
Investment Income	1,893	1,094	0	799	0	283	470	46	0	0	0
Land Sale	35,676	31,213	4,463	0	0	0	0	0	0	0	0
Land Sale (P&P Only)	614	0	614	0	0	0	0	0	0	0	0
Land Sale - Bethesda PLD	33,160	19,588	13,572	0	0	0	0	0	0	0	0
Loan Repayment Proceeds	26,111	9,701	7,280	9,130	6,670	2,460	0	0	0	0	0
Long-Term Financing	83,850	3,850	20,000	60,000	10,000	10,000	10,000	10,000	10,000	10,000	0
M-NCPPC Contributions	3,050	0	2,150	900	150	150	150	150	150	150	0
Major Facilities Capital Projects Fund (MC only)	50	50	0	0	0	0	0	0	0	0	0
Mass Transit Fund	99,440	10,429	6,685	82,326	16,202	11,015	6,704	14,528	18,772	15,105	0
Montgomery Housing Initiative Fund	2,500	2,500	0	0	0	0	0	0	0	0	0
Motor Pool	550	0	550	0	0	0	0	0	0	0	0
Municipal (WSSC only)	66,221	42,322	8,054	14,168	4,684	3,454	2,416	2,077	1,120	417	1,677
No Funding Sources	0	0	0	0	0	0	0	0	0	0	0
P&P ALA Bonds	0	0	0	0	0	0	0	0	0	0	0
PAYGO	152,259	152,255	4	0	0	0	0	0	0	0	0
POS-Stateside (P&P only)	200	200	0	0	0	0	0	0	0	0	0
Park and Planning Bonds	70,456	8,928	14,101	42,248	7,505	7,122	7,021	7,048	7,040	6,512	5,179
Program Open Space	45,962	14,569	6,631	24,762	7,382	4,000	4,370	3,010	3,000	3,000	0
Qualified Zone Academy Funds	8,620	7,995	625	0	0	0	0	0	0	0	0
Recordation Tax - PAYGO	7,000	7,000	0	0	0	0	0	0	0	0	0
Recordation Tax Premium	89,448	11,795	14,383	57,620	8,631	9,169	9,451	9,825	10,157	10,387	5,650
Rental Income - General	59	59	0	0	0	0	0	0	0	0	0
Rental Income - Roads	5	5	0	0	0	0	0	0	0	0	0
Revenue Authority	76,314	58,734	88	17,492	14,697	320	1,390	895	190	0	0
Revenue Bonds	36,608	13,184	22,766	658	658	0	0	0	0	0	0
Revenue Bonds: Liquor Fund	132,678	54,732	77,946	0	0	0	0	0	0	0	0
Revolving (P&P only)	19,012	0	13,012	6,000	1,000	1,000	1,000	1,000	1,000	1,000	0
Revolving Fund - Current Revenue	6,804	5,980	824	0	0	0	0	0	0	0	0
Revolving Fund - G.O. Bonds	49,580	9,577	16,003	24,000	4,000	4,000	4,000	4,000	4,000	4,000	0
School Facilities Payment	691	170	0	521	0	521	0	0	0	0	0
School Financing Bonds	230,700	0	0	230,700	0	72,000	149,000	9,700	0	0	0

All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY13	Est FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
Schools Impact Tax	236,395	53,142	38,654	144,599	24,593	25,076	24,434	24,071	23,422	23,003	0
Short-Term Financing	197,185	80,606	58,346	58,233	18,037	6,296	6,200	5,200	11,400	11,100	0
Short-Term Lease Financing	0	0	0	0	0	0	0	0	0	0	0
Short-term Financing: College	0	0	0	0	0	0	0	0	0	0	0
Solid Waste Collection	421	0	421	0	0	0	0	0	0	0	0
Solid Waste Disposal Fund	4,390	3,670	720	0	0	0	0	0	0	0	0
State Aid	1,170,261	524,578	109,623	474,192	91,079	102,614	92,777	58,647	59,347	69,728	61,868
State Bonds (P&P only)	875	516	359	0	0	0	0	0	0	0	0
State ICC Funding (M-NCPPC Only)	3,466	0	1,466	2,000	1,500	500	0	0	0	0	0
Stormwater Management Waiver Fees	4,394	4,023	371	0	0	0	0	0	0	0	0
System Development Charge	230,819	183,570	35,197	12,052	6,870	1,652	2,639	891	0	0	0
TEA-21	2,368	2,041	327	0	0	0	0	0	0	0	0
Transportation Enhancement Program	1,589	1,589	0	0	0	0	0	0	0	0	0
Transportation Improvement Credit	1,125	1,125	0	0	0	0	0	0	0	0	0
Urban District - Bethesda	435	140	295	0	0	0	0	0	0	0	0
Urban District - Silver Spring	150	150	0	0	0	0	0	0	0	0	0
WSSC Bonds	2,372,343	982,596	390,999	967,641	292,931	211,327	156,485	131,214	94,958	78,726	31,107
Water Quality Protection Bonds	339,666	13,517	20,830	305,319	42,195	45,474	61,534	51,678	51,632	52,806	0
Water Quality Protection Charge	22,914	6,658	1,344	14,912	3,826	3,926	1,640	1,740	1,840	1,940	0
White Flint - Special Tax District	168,397	2,150	5,715	77,430	6,133	8,152	25,034	24,229	9,434	4,448	83,102
Total	13,455,794	5,187,676	1,939,091	5,561,552	1,194,672	1,106,039	1,067,516	777,424	725,450	690,451	767,475

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 recommended 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 excludes \$65,630 in debt service which is appropriated in non-tax supported funds.

General Obligation Bonds

General obligation (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 47.4 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended FY15-20 CIP program. The bonds are repaid to bondholders with a series of principal and interest payments over a period of years, known as Debt Service. In this manner, the initial high cost of capital improvements is absorbed over time and assigned to citizens benefiting from facilities in the future, as well as current taxpayers. Due to various Federal, State, and local regulations, interest rates are lower than in the private sector.

"General obligation" refers to the fact that the bonds are backed by the "full faith and credit" of the County and its general revenue stream. In addition, the Montgomery County Charter provides that the Director of Finance must make debt service payments even if the Council fails to provide sufficient appropriation. County G.O. bonds are exempt from Federal taxes and also from State taxes for citizens of Maryland. Finally, the County strives to maintain its total and projected outstanding debt and debt service within certain financial parameters according to the County's fiscal policy. Thus, these financial instruments provide strong advantages in both safety of repayment and investment return for certain categories of investors.

Section 305 of the County Charter requires the County Council to set Spending Affordability Guidelines (SAG) for the CIP. The guidelines are related to how much the Council believes the County can afford, rather than how much might be needed. The guidelines apply to County G.O. bonds and must specify the total G.O. debt issued by the County that may be planned for expenditure in the first and second year and approved under the six-year CIP. On October 1, 2013, the County Council approved SAG limits at \$295.0 million for FY15, \$295.0 million for FY16 and \$1,770.0 million for the FY15-20 period. On February 4, 2014, the County Council amended the SAG limits to \$324.5 million for FY15, \$324.5 million for FY16 and \$1,947.0 million for the FY15-20 period.

Debt Service Program

The annual Debt Service obligation of all outstanding G.O. bond issues, long-term lease payments, long-term loans, short-term lease payments, and projections of certain related expenditures constitute the total Debt Service budget for FY15. When a bond-funded facility supports an activity funded by one of the County's Enterprise funds, the debt service is appropriated in that Enterprise fund operation. The Enterprise fund obligation is then subtracted from the total debt service to derive the Debt Service appropriation.

Montgomery County G.O. bonds are budgeted in specific categories for specific purposes: General County (Police, Corrections, Human Services, Libraries, General Government, and other miscellaneous purposes); Roads and Storm Drains; Public Housing; Parks (including land and development for M-NCPPC regional and Countywide use parks); Public Schools; Montgomery College; Fire Tax District; Mass Transit Fund; Recreation Fund; Noise Abatement Districts; Parking Districts; and Solid Waste Disposal Fund. A separate appropriation is made for the General Fund or a special fund (e.g., Fire Tax District, Mass Transit, Recreation, Bradley Noise Abatement, and the Cabin John Noise Abatement Fund) as appropriate. These appropriations include debt service for G.O. bond issues outstanding, long-term lease obligations and short-term financing obligations.

Certain other expenditures and revenues are included in Debt Service budget calculations. The total Debt Service budget consists of principal and interest on the bonds and other long-term and short-term financing obligations. Bond anticipation notes (BANs)/commercial paper are short-term capital financing instruments issued with the expectation that the principal amount will be refunded with long-term bonds. In the meantime, interest costs are incurred, usually at lower rates than with more permanent

financing. Cost of issuance includes the legal, administrative, and production cost of rating, issuing, and selling bonds, BANs/commercial paper and short- and long-term lease obligations as well as financial advisory services.

Funding sources which offset the General Fund requirement for Debt Service include investment income on BANs/commercial paper and may include premium on bonds issued. The special funds will fund the Debt Service appropriation via a transfer from individual special funds to the Debt Service Fund.

FY14 Estimated Debt Service

FY14 estimated general obligation Debt Service and lease expenditure requirements for tax-supported funds total \$301.3 million which is lower than the budget of \$309.2 million due to prior years GO refundings and actual interest rates that were lower than budget.

FY15 Recommended Debt Service Budget

The FY15 Debt Service budget is predicated on a base of existing Debt Service requirements from past bond issues (through November 2013) plus the following:

- A fall 2014 (FY15) issue of \$324.5 million at an interest cost of 5.5 percent for 20 years with even principal payments (fall bond issues are expected to continue through FY20).
- Interest expense based on an anticipated average BANs/commercial paper balance of \$500.0 million during FY15.
- Other short- and long-term financing obligations displayed in a chart at the end of the section.

The Debt Service assumptions discussed above result in a total FY15 Debt Service requirement for tax supported funds of \$338.7 million, which is a 9.6 percent increase from the FY14 budget of \$309.2 million. The General Fund appropriation requirement is \$290.8 million, or 8.7 percent more than the budgeted FY14 amount of \$267.5 million. A schedule detailing debt service principal and interest by major fund is included at the end of the chapter.

Public Services Program

The six-year Public Services Program for Debt Service is predicated on the bond issue requirements in the Recommended CIP, adjusted for inflation, and implementation of the capital program at a projected 86.5 percent for FY15-FY20. The actual interest cost of 5.5 percent is budgeted for the fall 2014 (FY15) issue. Projected interest rates for bond issues for FY15 through FY20 are based on market expectations for coupon rates, which drive actual debt service costs. Under these projections and assumptions, tax-supported Debt Service will increase from \$338.7 million in FY15 to \$419.0 million by FY20 with the General Fund revenue requirement growing from \$290.8 million in FY15 to \$364.4 million by FY20.

Capital Improvements Program

Impact On Operating Budget

Debt Service Requirements

Debt Service requirements are the single largest impact on the Operating Budget/Public Services Program by the Capital Improvements Program. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization, with estimated project costs, sources of funding, and timing of work over a six-year period. Each bond issue used to fund the CIP translates to a draw against the Operating Budget each year for 20 years. Debt requirements for past and future bond issues are calculated each fiscal year, and provision for the payment of Debt Service is included as part of the annual estimation of resources available for other Operating Budget requirements. Debt Service expenditures take up fiscal capacity that could be diverted to improved services as well as tax bill containment. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The County Council adopts Spending Affordability Guidelines for the capital budget based on criteria for debt affordability. These criteria are described in the County's Fiscal Policy and provide a foundation for judgments about the County's capacity to issue debt and its ability to retire the debt over time. Debt capacity evaluation also focuses on other factors which impact the County's ability and willingness to pay current and future bond holders. Debt obligations, which include G.O. debt service plus other short- and long-term commitments, are expected to stay manageable, representing about ten percent of General Fund revenues. Maintaining this guideline ensures that taxpayer resources are not overextended during fiscal downturns, nor are services squeezed out over time due to increased Debt Service burdens. The Debt Capacity chart is displayed at the end of this section. The chart displays the debt issues for the six years which are the basis of the G.O. bond-funded portion of the Recommended FY15-20 CIP.

Annual bond-funding requirements (on which future debt issue projections are based) are based on summations of projected bond-funded expenditures identified by project, amount, and year. The total programmed bond-funded expenditures for each year and for the CIP period are then adjusted to assist in estimating annual bond issue requirements. Adjustment factors include inflation, project implementation rate, commitment of County current revenues (PAYGO) as an offset against bond requirements, and a set-aside for future unprogrammed projects. The resulting bond requirements are then compared to planned bond issue levels over the six-year period. It is most critical that debt funding of the CIP be within projected bond issue requirements for the first and

second years and for the six years, and the County Executive's Recommended FY15-20 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's proposals for the Recommended FY15-20 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals \$2,249,825,000 as of June 30, 2013. The allocation of outstanding debt to government programs and functions is displayed in a chart at the end of this section.

The Annotated Code of Maryland, Article 25A, Section 5(P), authorizes borrowing funds and issuance of bonds up to a maximum of 6 percent of the assessed valuation of all real property and 15 percent of the assessed value of all personal property within the County. The legal debt limit as of June 30, 2013, is \$10,037,041,664 based upon the assessed valuation \$158,272,830,848 for all real property and \$3,604,478,750 for personal property. The County's outstanding general obligation debt of \$2,249,825,000 plus outstanding short-term commercial paper of \$500,000,000 is 1.70 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities. A comparison of outstanding debt to legal debt limit is displayed in a chart at the end of this section.

Additional information regarding the County's outstanding general obligation debt and revenue bond debt can be found in the Debt Service Program Direct Debt for Fiscal Year 2013 (Debt Service Booklet). Schedules which display the allocation of outstanding debt to government programs and functions, debt service requirements for bond principal and interest, and payment schedules for paying agents can also be found in the Debt Service Booklet.

Leases and Other Debt

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 financing, 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.

Loan payments to HUD are related to a HUD Section 108 program loan that was received by the County. The County re-loaned the funds to HOC. Repayment of the loan will be made by HOC to the County through the MHI fund. Transfers from the MHI fund support the repayment shown in the Debt Service Fund.

The FY15 appropriations for the long- and short-term financing are displayed in a chart at the end of this section.

Other Long-Term Debt

Other long-term debt includes the debt service costs, offset by a transfer from the MHI Fund, for the issuance of debt to create a property acquisition revolving fund which will significantly increase the County's capacity to acquire and renovate affordable housing. Long-term debt payments to acquire the Silver Spring Music Venue and Site II land are also included.

Commencing in FY12, Water Quality Protection bonds financed stormwater management requirements resulting from the new National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS-4) permit requirements. To pay for the debt service, a transfer of funds from the Water Quality Protection Fund to the Debt Service fund is required.

In FY13 the County entered into a 20 year lease purchase agreement to finance energy systems modernization at the County's Health and Human Services building. The lease purchase qualified as financing under the County's Qualified Energy Conservation Bond (QECB) allocation, which provides a federal tax subsidy.

Certain other types of long-term debt are issued by the County government and State-chartered agencies of the County, such as the Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, Housing Opportunities Commission, and the Revenue Authority. Examples are revenue bonds, backed by fees and charges to facility users; and agency bonds, backed by separate taxes, charges, other revenues, and/or the faith and credit available directly to these agencies. In some cases, the County government may make direct payments under contract to these or other agencies, such as the service payment to the Northeast Maryland Waste Disposal Authority for financing of the Resource Recovery Facility. Most of these other types of non-general obligation debt are not included in expenditure listings of this section.

Rating Agency Reviews

Montgomery County continues to maintain its status as a top-rated issuer of municipal securities. The County has the highest credit ratings possible for a local government, AAA from Moody's Investors Service, Inc. (since 1973), from Standard and Poor's (since 1976), and from Fitch (since 1993, the first year a rating was sought from Fitch). These high ratings are critical to ensure the lowest possible cost of debt to citizens. High ratings translate into lower interest rates and considerable savings over the 20-year interest payments on the bonds. The rating agencies also place great emphasis on certain operating budget criteria, the quality of government administration, legal or constitutional restrictions, and the overall condition of the local economy. All of these factors are considered

evidence of both the ability and willingness of local governments to support public debt.

Special Taxing Districts

Three development districts have been created in accordance with Chapter 14 of the Montgomery County Code, the Montgomery County Development District Act enacted in 1994. The West Germantown District was created by Council Resolution 13-1135, the Kingsview Village Center Development District was created by Resolution 13-1377, and the Clarksburg Town Center District was created by Resolution 15-87. The creation of the development districts allows the County to provide financing, refinancing, or reimbursement for the cost of infrastructure improvements necessary for the development of land in areas of the County of high priority for new development or redevelopment. Special assessments and/or special taxes may be levied to fund the issuance of bonds or other obligations created from the construction or purchase of infrastructure improvements.

The West Germantown Development District was created in an unincorporated area of Montgomery County, encompassing approximately 671 acres. Various transportation, local park, and sewer infrastructure improvements were constructed by developers and acquired by the County at completion for a total cost of \$15.9 million. Special obligation bonds were issued in March 2002.

The Kingsview Village Center Development District was created in an unincorporated area of Montgomery County, encompassing approximately 29 acres. Various transportation improvements were constructed by developers and acquired by the County at completion for a total cost of \$2.4 million. Special obligation bonds were issued in December 1999.

The Clarksburg Town Center Development District was created by Council Resolution 15-87 on March 4, 2003, in an unincorporated area of Montgomery County, encompassing approximately 280 acres. Various transportation, water supply, and greenway trail improvements will be constructed by the developer and acquired by the County at completion. Special obligation bonds will be issued in the future for these improvements.

In October 2001, the County Council approved Resolution 14-1009 initiating evaluation of two additional development districts proposed for Clarksburg: Clarksburg Village and Clarksburg Skylark. In January 2008, the County Executive transmitted to the Council the Fiscal Report for Clarksburg Village and Clarksburg Skylark recommending the creation of the development districts.

In October 2010, the County Council terminated the Clarksburg Town Center development district, therefore no bonds were issued and no special taxes or assessments were levied.

The County issues special obligation bonds to fund the acquisition of the completed infrastructure assets. The debt service on the special obligation debt is funded by an ad valorem tax and special benefit assessment levied on the properties located in the development district. The County Council, by separate resolution, sets the ad valorem tax and special benefit assessment at rates sufficient to pay the principal, interest, any redemption premium on the bonds, and administrative expenses.

Revenues resulting from the ad valorem tax and special benefit assessed, and expenditures for the debt service on the special obligation bonds and administrative expenses, are accounted for in an agency fund, because the County has no obligation whatsoever for the indebtedness. The County acts only as a financing conduit and agent for the property owners and bondholders. In accordance with Section 20A-1 of the Montgomery County Code, the bonds or other obligations issued may not constitute a general obligation debt of the County or a pledge of the County's full faith and credit or taxing power.

In March 2010, the County adopted a new sector plan for the White Flint area of north Bethesda. This smart-growth master plan attempts to transform the area into a pedestrian-friendly, transit-oriented, urban setting that is expected to be a leading economic engine for the County. To successfully implement the sector plan, the County adopted legislation (Bill 50-10, December 2010) to create a new special taxing district in the White Flint area, along with an implementation strategy and a list of the infrastructure necessary to successfully implement that strategy (Resolution No. 16-1570, December 2010). Bill 50-10 creates the White Flint Special Taxing District (Chapter 68C of the County Code) in order to collect ad valorem tax revenues that will provide a stable, reliable and consistent revenue stream to fund the transportation infrastructure improvements identified in the implementation and strategy resolution, by paying for the bonds authorized by the legislation.

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	Recommended FY15	% Chg Bud/Rec
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	0	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	—
Other Intergovernmental	6,111,775	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%

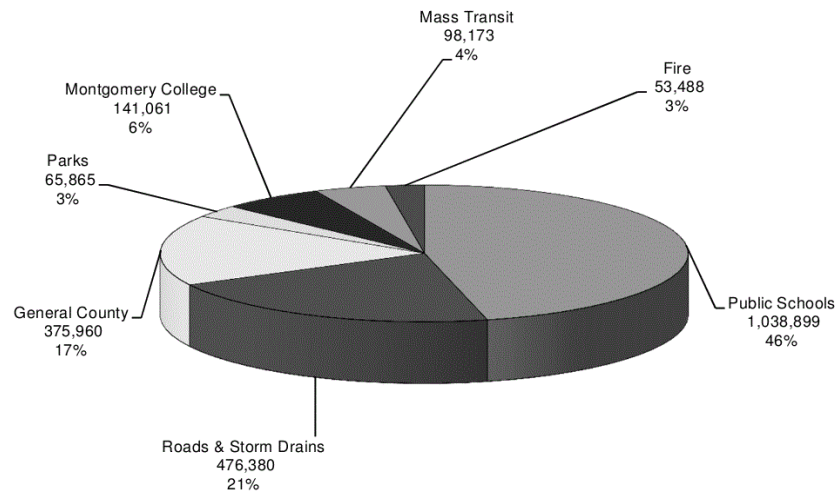
DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT							
	Actual FY12	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg App/Rec	Rec % GO Bonds
GO BOND DEBT SERVICE EXPENDITURES							
General County	30,543,387	31,544,095	43,669,580	43,034,578	47,398,490		15.5%
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	686,870	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		
Fire and Rescue Apparatus	-	-	-	-	-		
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 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						
	Recommended 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 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%

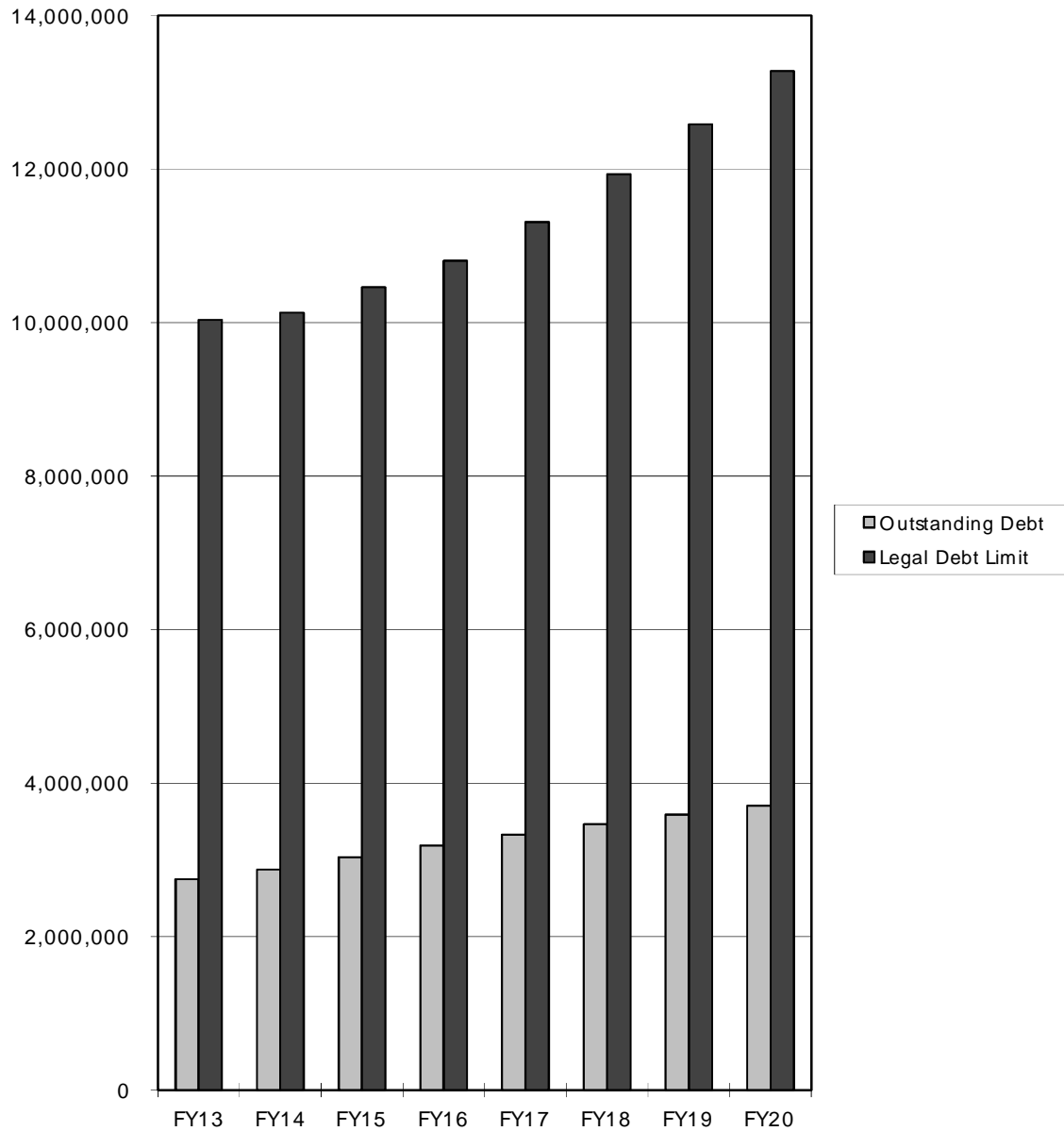
**Projected Debt Obligations
Schedule of Principal & Interest
FY15 Recommended Budget**

<u>FUND</u>	Principal	Interest	Total
Debt Service Fund	221,838,089	127,071,311	348,909,400
Liquor Control (Section 65)	4,896,000	5,227,000	10,123,000
Montgomery Housing Initiative	43,000	22,630	65,630
Bethesda Parking Lot District (Section 46)	3,120,000	1,839,790	4,959,790
Total	229,897,089	134,160,731	364,057,820

General Obligation Bonds Outstanding by Bond Category
(\$000s)
Total \$2,249,825 as of June 30, 2013



Outstanding Debt and Legal Debt Limit
(\$000s)



DEBT CAPACITY ANALYSIS**FY15-20 Capital Improvements Program****COUNTY EXECUTIVE RECOMMENDED****MARCH 17, 2014****GO BOND 6 YR TOTAL = 1,947.0 MILLION****GO BOND FY15 TOTAL = 324.5 MILLION****GO BOND FY16 TOTAL = 324.5 MILLION**

	FY14	FY15	FY16	FY17	FY18	FY19	FY20
1 GO Bond Guidelines (\$000)	295,000	324,500	324,500	324,500	324,500	324,500	324,500
2 GO Debt/Assessed Value	1.76%	1.78%	1.78%	1.76%	1.72%	1.67%	1.62%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	10.31%	10.94%	11.23%	11.42%	11.15%	11.20%	11.36%
4 \$ Debt/Capita	2,848	2,946	3,036	3,114	3,186	3,246	3,295
5 \$ Real Debt/Capita (FY14=100%)	2,848	2,887	2,911	2,913	2,903	2,888	2,866
6 Capita Debt/Capita Income	3.71%	3.63%	3.58%	3.53%	3.53%	3.52%	3.49%
7 Payout Ratio	68.62%	68.67%	68.81%	69.05%	69.35%	70.07%	70.77%
8 Total Debt Outstanding (\$000s)	2,873,315	3,004,815	3,124,770	3,234,330	3,338,610	3,432,390	3,515,855
9 Real Debt Outstanding (FY14=100%)	2,873,315	2,945,031	2,996,086	3,024,907	3,042,419	3,053,675	3,058,203
10 Note: OP/PSP Growth Assumption (2)		3.0%	4.1%	3.2%	3.2%	3.2%	2.6%

Notes:

- (1) This analysis is used to determine the capacity of Montgomery County to pay debt service on long-term GO Bond debt, long-term leases, and substantial short-term financing.
- (2) OP/PSP Growth Assumption equals change in revenues from FY14 approved budget to FY15 budget for FY15 and budget to budget for FY16-20.

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY15-20 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

MARCH 17, 2014

(\$ millions)	6 YEARS	FY15	FY16	FY17	FY18	FY19	FY20
BONDS PLANNED FOR ISSUE	1,947.000	324.500	324.500	324.500	324.500	324.500	324.500
Plus PAYGO Funded	194.700	32.450	32.450	32.450	32.450	32.450	32.450
Adjust for Implementation **	291.543	50.818	50.818	49.444	48.047	46.786	45.630
Adjust for Future Inflation **	(85.343)	-	-	(8.774)	(17.696)	(25.745)	(33.128)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	2,347.900	407.768	407.768	397.620	387.300	377.992	369.452
Less Set Aside: Future Projects	231.412 9.86%	11.265	23.092	22.453	33.556	61.715	79.331
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	2,116.488	396.503	384.676	375.167	353.744	316.277	290.121
MCPS	(781.931)	(143.266)	(152.736)	(124.887)	(146.607)	(111.573)	(102.862)
MONTGOMERY COLLEGE	(156.969)	(37.535)	(35.385)	(34.840)	(10.056)	(13.917)	(25.236)
M-NCPPC PARKS	(67.106)	(9.107)	(11.103)	(13.135)	(11.977)	(10.472)	(11.312)
TRANSPORTATION	(542.895)	(90.592)	(71.810)	(74.167)	(77.173)	(119.946)	(109.207)
MCG - OTHER	(630.589)	(160.622)	(124.645)	(133.067)	(110.248)	(60.503)	(41.504)
Programming Adjustment - Unspent Prior Years*	63.002	44.619	11.003	4.929	2.317	0.134	-
SUBTOTAL PROGRAMMED EXPENDITURES	(2,116.488)	(396.503)	(384.676)	(375.167)	(353.744)	(316.277)	(290.121)
AVAILABLE OR (GAP)	-	-	-	-	-	-	-
NOTES:							
** Adjustments Include:							
Inflation =		2.03%	2.22%	2.52%	2.63%	2.43%	2.28%
Implementation Rate =		86.46%	86.46%	86.46%	86.46%	86.46%	86.46%

Workforce/Compensation

SUMMARY OF FY15 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY15, as recommended by the Board of Education (BOE), is 21,580.9 FTEs, or 337.2 FTEs greater than the approved FY14 workforce of 21,243.7 FTEs. The BOE completed labor negotiations with the public schools' bargaining units, the Service Employees International Union (SEIU), the Montgomery County Education Association (MCEA), the Montgomery County Association of Administrators and Personnel (MCAAP), and the Montgomery County Business and Operations Administrators (MCBOA). MCPS' budget request contains \$35.8 million, net of other savings in employee benefits, for a cost of living increase of 1.5 percent and step increases for eligible employees in FY15. For more information on compensation and workforce changes, please see the Board of Education FY15 recommended budget document.

Montgomery College (MC): There is an increase of 83.0 FTEs in the size of the Montgomery College complement for FY15, as requested by the College and its Board of Trustees. This is accompanied by an increase in personnel costs of about \$14.4 million. The primary factors for these cost increases are compensation enhancements, including service increments and general wage adjustments, reclassifications, promotions, and benefit changes. For more information on compensation and workforce changes, please consult the Adopted FY15 Montgomery College Operating Budget Request, available on the College's website.

Maryland-National Capital Park & Planning Commission (M-NCPPC): The net impact on the M-NCPPC workforce for FY15, as recommended by the Planning Board, is an increase of 20.3 FTEs. The Commission's requested budget includes an increase in personnel costs of \$5.7 million. The increase includes retirement and group insurance adjustments, post-employment benefits (OPEB) prefunding, and compensation place holder (to address collectively bargained compensation increases and pass through costs). For more information on compensation and workforce changes, please see the M-NCPPC FY15 requested budget document.

Montgomery County Government (MCG): The net impact on the County government workforce for FY15, as recommended by the Executive, is an increase of 183.5 FTEs.

The recommended budget contains an increase in total personnel costs of \$59.6 million, or 6.3 percent. The primary factors in these changes are:

	<u>Millions</u>
• General Wage Adjustment	\$19.1
• Increase in group insurance and retirement	\$10.7
• Service increments and longevity	\$7.4
• Net increase in positions and other changes in personnel costs, including annualization of positions, turnover, and lapse	\$22.4

The recommendations in the remainder of this section are for the County government and are based upon the bargained agreements with the United Food and Commercial Workers, Local 1994 (Municipal and County Government Employees Organization – MCGEO), the International Association of Fire Fighters (IAFF), Local 1664, the Fraternal Order of Police (FOP), Lodge 35, and Montgomery County Volunteer Fire and Rescue Association (MCVFRA). Certain provisions of the agreements have been extended to unrepresented employees, as noted below.

B. COUNTY GOVERNMENT SALARY AND WAGES

GENERAL WAGE ADJUSTMENT: The Executive recommends the following general wage adjustments (GWA) in FY15: 3.25 percent for all employees in the Office, Professional, and Technical (OPT) and Service, Labor, and Trades (SLT) units, effective in the first full pay period in September 2014; 2.1 percent for all employees in the Police bargaining unit and Police uniformed managers, effective the first full pay period after July 1, 2014; 2.75 percent for employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed managers, effective the first full pay period after July 1, 2014; and 3.25 percent for all non-represented employees, including Management Leadership Service (MLS) employees, effective in the first full pay period in September 2014.

LUMP-SUM PAYMENT: The Executive recommends a bonus payment equal to 0.5 percent of salary for employees who are not moving into a longevity step but are at the maximum salary for their grade. This bonus will be paid to County employees represented by MCGEO and non-represented employees not in MLS. These payments will not be added to base salary.

FY15 salary schedules can be found on the County's website at <http://www.montgomerycountymd.gov/ohr/classification/classcomp.html>.

SERVICE INCREMENTS: The Executive recommends service increments of 3.5 percent for all eligible employees. The Executive also recommends service increments for certain groups of employees who were eligible but did not receive increments in FY11 and FY12. Police bargaining unit and Police uniformed managers receive a 1.75 percent increment starting the first full pay period of February 2015. Fire and Rescue bargaining unit and Fire and Rescue uniformed managers receive a 3.5 percent increment the first full pay period in June 2015.

LONGEVITY INCREMENTS: The Executive recommends longevity increments in FY15 for all eligible employees.

PERFORMANCE-BASED PAY: The Executive recommends \$1,675,169 in the Compensation Adjustment and Employee Benefits NDA to fund performance-based pay increases for MLS employees.

C. COUNTY GOVERNMENT: EMPLOYEE BENEFITS

The following employee benefits are funded in the Executive's recommended budget through a combination of lump sum or payroll-based contributions.

- **FICA (Social Security & Medicare)**
- **Workers' Compensation**
- **Group Insurance**
- **Employees' Retirement System**
- **Retirement Savings Plan**

Social Security and Medicare: Contributions are collected from County departments and agencies each payday based on actual payroll. Since contribution rates and salary maximums change at the start of the calendar year, figures used in the recommended fiscal year budget represent an average of the rates set for 2014 and projected changes for 2015. The employer rates are not expected to change but the annual salary maximum on which to base FICA is projected to increase by about \$3,400 or 2.8 percent.

Workers' Compensation: This is handled through the County's Risk Management program under the Department of Finance. Departments with significant non-tax revenues make annual contributions to the Liability and Property Coverage Self-Insurance Fund. A lump sum contribution to the Fund for insurance for the remaining County departments is made annually through the Risk Management (General Fund portion) Non-Departmental Account. Participating County agencies also make annual lump sum contributions. Contributions for all members are set each year based on an actuarial valuation of exposures, past and projected claims experience along with administrative expenses.

Group Insurance Benefits: The contributions for health insurance are based on a countywide average fixed rate, and the contribution for life insurance is based on fixed rates per coverage amounts based on an employee's salary.

It is projected for the long term that the annual cost of group insurance for the County, including active employees and retirees, could increase an average of approximately nine percent annually between FY16 and FY20. Contribution rates during this period will be set based on various factors, including the fund balance in the Health Insurance Fund and claims cost experience.

Retirement Benefits: Montgomery County government maintains a system of retirement pay and benefits for its employees which are intended to provide income during their retirement years. The Employees' Retirement System, which currently provides benefits to approximately 5,961 retirees and survivors, is administered by Montgomery County Employee Retirement Plans (MCERP). MCERP oversees all facets of the retirement plans including investments, administration, and accounting. Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated with MCERP in consultation with the Office of Human Resources, the County's actuaries, the Finance Department, and the Office of Management and Budget.

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.

Proposed FY15 Consolidated Retiree Health Benefits Trust Contributions	
Montgomery County Government (MCG)	<u>FY15</u>
<i><u>General Fund:</u></i>	
Retiree Health Benefits Trust NDA	\$38,577,480
<i><u>Proprietary Funds:</u></i>	
Bethesda Parking District	\$139,100
Wheaton Parking District	14,390
Silver Spring Parking District	95,930
Solid Waste Collection	19,190
Solid Waste Disposal	359,730
Liquor Control	1,520,450
Permitting Services	940,100
Community Use of Public Facilities	129,500
Motor Pool	964,080
Risk Management	47,960
Central Duplicating	143,890
<i><u>Participating Agency Contributions</u></i>	<i><u>\$1,682,200</u></i>
Total MCG Trust Contributions	\$44,634,000
Consolidated Trust: Montgomery County Public Schools	\$58,307,000
Consolidated Trust: Montgomery College	\$1,974,000
Park and Planning Commission Trust Fund*	\$1,861,962
Total Contributions/Assets Held in Trust	\$106,776,962
* MNCPPC's contribution from tax supported funds is \$1,789,414.	

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). A detailed breakdown of FY15 recommended contributions to the Consolidated Retiree Health Benefit Trust for County Government tax supported agencies, participating agencies, Montgomery County Public Schools, and Montgomery College is displayed in the table above. 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.

Retirement Plans:

Montgomery County government maintains three retirement plans for its employees: a defined benefit pension plan, a defined contribution plan, and a deferred compensation plan for its employees and participating agencies.

1) The Employees' Retirement System (ERS), a defined benefit pension plan, was established through legislation in 1965 and is described in the Montgomery County Code, Section 33. As of June 30, 2013, there were 5,961 retirees and survivors and 5,606 active members, including 1,202 in the Guaranteed Retirement Income Plan (GRIP). Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated by the MCERP staff, in consultation with the County's actuaries, the Office of Human Resources, the Finance Department, and the Office of Management and Budget.

The ERS consists of four plans including a Mandatory Integrated Retirement Plan, an Optional Non-Integrated Retirement Plan, an Optional Integrated Plan, and a Guaranteed Retirement Income Plan. The GRIP is a Cash Balance Plan that began in FY10 as a result of negotiations between Montgomery County and UFCW Local 1994 MCGEO. Eligibility to participate has been passed through to non-represented employees and participants of participating agencies. All full and part-time non-public safety employees hired before January 1, 2009 enrolled in the RSP were eligible to make a one-time irrevocable election to transfer to the GRIP by June 1, 2009. Eligible employees hired after January 1, 2009, have the option to participate in either the RSP or the GRIP. As with the RSP, the County and employee each make contributions at a set percentage of pay. The salient feature of the GRIP is that the plan provides guaranteed annual earnings of 7.25%, credited monthly.

2) The Retirement Savings Plan (RSP), a defined contribution plan, was established for all new OPT/SLT (non-public safety) and non-represented employees hired on or after October 1, 1994. Eligible employees hired after January 1, 2009, have the option to participate in either the RSP or the GRIP. Eligible employees in the ERS are allowed to transfer to the Retirement Savings Plan. Both regular full-time and part-time employees can participate. Under this plan, the County and employee each make contributions at a set percentage of pay. These monies are deposited into employee accounts and invested based on each employee's selection of an investment vehicle(s) established by the Board of Investment Trustees.

3) The Montgomery County Deferred Compensation Plan (DCP) was established by the County to make a deferred compensation plan available pursuant to Section 457 of the Internal Revenue Code. Employee contributions are made on a voluntary basis with the monies deposited into employee accounts and invested based on each employee's selection of an investment vehicle(s) established by the Board of Investment Trustees. In FY 2005, the County established the Montgomery County Union Employees Deferred Compensation Plan for employees covered by a collective bargaining agreement. This Plan is administered by the three unions representing Montgomery County employees.

The Board of Investment Trustees manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy. The Board also administers the investment program for the Retirement Savings Plan and the Montgomery County Deferred Compensation Plan. The Montgomery County Union Employees Deferred Compensation Plan is administered by the three unions representing Montgomery County employees. The Board currently 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.

Change in Retirement System Membership: The number of active non-public safety in the ERS declined by 112 and the number of public safety employees increased by 64, for a combined total active enrollment of 4,404. GRIP membership increased by 100 employees, to 1,202 in FY14. The RSP had 94 fewer active employees enrolled in FY14 than in FY13, for a total FY14 enrollment of 3,470.

Funds for the County's contribution to the ERS for each member employee are included in the appropriate County government departmental budget or agency budget. The County uses multiple contribution rates designating the percentage of payroll for the various employee groups to determine the retirement contribution.

County contributions are determined using actuarially sound assumptions to assure the financial health of the Fund. Factors that affect the County's contributions include the impact of compensation adjustments, changes in the size of the workforce, investment returns, and collectively bargained benefit changes. The ERS contribution rates reflect projections of revenues and expenses to the fund. Revenues include County and member contributions which are set at fixed percentages of salaries

and investment income which is driven by both earnings in the various financial markets and the size of the Fund balance invested.

Expenses of the Fund include pension payments which are affected by mandated cost-of-living increases and changes in the number of retirees and survivors; administrative and operational expenses of the Fund managers and financial consultants; and charges for services provided by the MCERP staff, as well as staff from Finance and Human Resources.

COLLECTIVE BARGAINING

Fire and Rescue Bargaining Unit:

The current agreement became effective on July 1, 2013, and expires on June 30, 2016. The agreement's salient economic terms include:

- ❖ Reopener for the third year (FY16) of the contract. Negotiations will be over the following topics: wages, service increments, longevity, special duty differentials, casual leave, and Workers' Compensation and disability leave. Random drug testing will also be discussed but the issue will not be subject to impasse.
- ❖ Assignment pay differentials. The following differentials will be increased by \$200 to \$2,037 in FY15: Hazardous Materials, Self Contained Breathing Apparatus Technician, Fire Code Compliance Section, Fire Investigations Unit, Urban Search and Rescue Team, Swift Water Rescue Team, and Scheduler. The differential paid to a Fire Captain serving as Station Commander increased by \$200 to \$3,087. All Response Team certifications increased from \$407 to \$500.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ General Wage Adjustment. A 2.75 percent GWA was paid the first full pay period following July 1, 2013, and will be paid the first full pay period following July 1, 2014.
- ❖ Prescription Drug Plan. Beginning January 1, 2014, the Prescription Drug Plan no longer offered the 90-day post formulary change grace period granted upon formulary changes.
- ❖ Workplace renovations. Employees working at stations where workplace kitchens appliances are unavailable due to renovation will receive a per diem payment.
- ❖ Employees who were eligible but who missed a FY11 or FY12 service increment. Eligible unit members who were eligible but who did not receive a service increment in FY11 will receive it during the pay period beginning April 6, 2014. Eligible unit members who were eligible but who did not receive a service increment in FY12 will receive it during the pay period beginning June 14, 2015.
- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY14 and in FY15 for eligible unit members.

MCCEO Bargaining Unit:

The current agreement expires on June 30, 2016. The parties agreed to an early termination of the July 1, 2012 through June 30, 2015 agreement, which included a reopener for FY14. The new agreement's salient economic terms include:

- ❖ A reopener for the third year (FY16) of the contract. Negotiations will be over the following topics: wages, service increments, longevity, any Workers' Compensation and disability leave issues not resolved within the Labor Management Wellness Committee, and the inclusion of a DROP program in the Public Safety Retirement Plan.
- ❖ General Wage Adjustment. A 3.25 percent GWA was paid the first full pay period following September 1 in FY14 and will be paid the first pay period following September 1 in FY15.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ Lump sum payment. A 0.5 percent lump sum payment was paid in FY14 and will be paid in FY15 to bargaining unit members who are at the top of their pay grade and actively employed by the County on July 1 of each fiscal year. Employees who are scheduled to receive a longevity step during FY14 or during FY15 are not eligible in the fiscal year they receive the longevity step. This lump-sum payment is not added to the employees' base salary.
- ❖ Shift differential. For shifts beginning between the hours of 2:00 p.m. and 10:59 p.m., the hourly rate increased by \$0.15 to \$1.40; for shifts beginning between 11:00 p.m. and 5:00 a.m., the hourly rate increased by \$0.16 to \$1.56.
- ❖ Multilingual Pay Differential. Unit members who utilize multilingual skills during the performance of their routine duties and on a recurring basis may submit a departmental request for certification. The pay differential will be paid after testing.
- ❖ Emergency Vehicle Technician (EVT) certification for eligible employees assigned to Central Maintenance of Montgomery County Fire and Rescue Service. Eligible employees shall receive a \$1,000 incentive for obtaining a valid EVT master certification, for a maximum of two (\$2,000) EVT certifications.
- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY14 and in FY15 for eligible unit members.

- ❖ Individual classification studies. A total of 50 individual studies were accepted in June 2013 for FY14 study and will be accepted in June 2014 for FY15 study.
- ❖ Prescription Drug Plan. Beginning January 1, 2014, the Prescription Drug Plan no longer offered the 90-day post formulary change grace period granted upon formulary changes.
- ❖ Seasonal Salary Schedule. Seasonal employees who do not encumber OPT/SLT unit positions received a \$0.50 per hour increase the first full pay period in July 2013 and shall receive a \$0.50 per hour increase the first full pay period in July 2014.
- ❖ Clothing allowance. Sheriff's unit members' clothing allowance increased by \$163 to \$1,338.

Police Bargaining Unit:

The parties agreed to extend the duration of the July 1, 2012, through June 30, 2014, agreement. The current agreement expires on June 30, 2015. The agreement's salient economic terms include:

- ❖ Clothing allowance. The contract increased the clothing allowance in the following categories: formal and variety by \$87 to \$1,338; SAT (Special Assignment Team) by \$56 to \$862; casual by \$37 to \$569; and partial by \$26 to \$391.
- ❖ Shift differential. For shifts beginning on or after noon and prior to 7:59, the hourly rate increased by \$0.09 to \$1.42; for shifts beginning on or after 8:00 p.m. and before 5:59 a.m., the hourly rate increased by \$0.12 to \$1.87.
- ❖ Employees who were eligible but who missed at least one service increment since FY11. Eligible unit members received a 1.75 percent service increment starting the first full pay period of February 2014 and will receive a 1.75 percent service increment the first full pay period of February 2015.
- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY14 and in FY15 for eligible unit members.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ General Wage Adjustment. A 2.1 percent GWA was paid the first full pay period following July 1, 2013, and will be paid the first full pay period following July 1, 2014.
- ❖ Prescription Drug Plan. Beginning January 1, 2014, the Prescription Drug Plan no longer offered the 90-day post formulary change grace period granted upon formulary changes.

Volunteer Fire and Rescue Bargaining Unit:

The current agreement expires June 30, 2014. The negotiated agreement becomes effective on July 1, 2014, and expires on June 30, 2017. The agreement's salient economic terms include:

- ❖ A reopener from June 1, 2015 to July 31, 2015. Negotiations will be over length of service modifications.
- ❖ Printed contracts. The contract increases the number of printed contracts provided by the County in FY15 from 50 to 75.
- ❖ Uniforms and equipment. Beginning in FY15, leather boots, jackets, and gear bags will be provided to new volunteer recruits.
- ❖ Nominal fee. A nominal fee increase will be paid in FY15, FY16, and FY17. The nominal fee for eligible volunteers will increase in July 2014 by \$60 to \$300 and by \$100 to \$500, depending on level of service.
- ❖ Training. Volunteer Basic Orientation Course funding will increase, a portion of which will be dedicated Pro-Board certification for eligible volunteers.
- ❖ Association funding. Funding for the Association will increase by 5.3% on July 1, 2014, and will increase by 1.5% on July 1, 2015 and on July 1, 2016.

WORKFORCE ANALYSIS

Basis: Workforce analysis has been performed on changes to tax supported and non-tax supported full-time equivalent (FTE) positions in the Executive's Recommended FY15 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY14, which began on July 1, 2013. Changes shown reflect such factors as the addition of grant-funded positions; abolishments and creations to implement approved job sharing agreements; and other miscellaneous changes. Changes recommended by the Executive for FY15 are in three categories: current year position changes due to supplemental appropriations or other actions; new fiscal year position changes scheduled to take effect July 1, 2014; and technical changes.

Summary: The recommended budget includes funding for 8,994 full-time positions, a net increase of 197 from the approved FY14 Personnel Complement of 8,797 full-time positions. Funding for 959 part-time positions is also included, a net increase of 83 positions from the approved FY14 Personnel Complement of 876 positions. A significant portion of the increase in positions

(127 out of 280) results from a technical change in the status of these positions from temporary to permanent. FTEs increased by 183.5 to 9,628.7.

Detailed below are the significant net changes in the number of positions in the FY15 Recommended Budget.

<u>Workforce Changes</u>	<u>Position Change (FTEs)</u>
<ul style="list-style-type: none">• Police – Change is due the third year of the data-driven Staffing Initiative. It includes resources for improved patrol service in Wheaton and Germantown and two forensic scientists to improve case closures. The department also opened the new Animal Services and Adoption Center, which the County brought the operation in-house to provide better service.	69
<ul style="list-style-type: none">• Public Libraries – Increase is due to the opening of the new Silver Spring Library and enhanced public service hours at 11 branches.	21.3
<ul style="list-style-type: none">• Health and Human Services – Increase is attributable to the addition of one position to reach more long-term care facility residents with ombudsman services, one position to add capacity to the Adult Protective Services/ Social Services to Adults Program, and one Senior Fellow to increase community awareness of caregiver support resources. Other increases are needed to support the expansion of the Kennedy Cluster Project to the Watkins Mill Cluster. Additional positions are required to implement the state mandate for the Affordable Care Act in order to provide education, outreach, eligibility, and enrollment services for uninsured County residents.	17.6
<ul style="list-style-type: none">• Mass Transit – Change is due to 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.	8

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES															
HEALTH PLAN	2013					2014					CHANGE				
	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% Dif
Carefirst POS	1,448	1,079	2,073	4,600	56.6%	1,421	1,041	2,032	4,494	54.3%	(27)	(38)	(41)	(106)	-2.3%
Carefirst POS Std	189	139	166	494	6.1%	228	140	193	561	6.8%	39	1	27	67	0.7%
Kaiser	532	277	457	1,266	15.6%	604	318	488	1,410	17.0%	72	41	31	144	1.5%
United Healthcare	542	391	835	1,768	21.8%	562	401	843	1,806	21.8%	20	10	8	38	0.1%
Grand Total				8,128					8,271					143	

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY COUNTY EXECUTIVE RECOMMENDED: FY15					
	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY14 APPROVED COMPLEMENT	8,797	876	7,756.9	1,688.4	9,445.3
FY15 RECOMMENDED COMPLEMENT	8,994	959	7,942.7	1,686.1	9,628.7
CHANGE IN WORKFORCE (GROSS)	197	83	185.8	(2.3)	183.5
Percentage Change	2.2%	9.5%	2.4%	(0.1%)	1.9%

In December 2013, the Executive and MCGEO came to an agreement concerning the use of temporary employees by the County. This agreement resolves a prohibitive practice charge filed by the union. It results in the conversion of 95 temporary positions in the Department of Liquor Control into 95 permanent positions, 6 temporary positions in the Department of Transportation into 6 permanent positions, and 26 temporary positions in the Urban Districts into 26 permanent positions for a total of 127 new permanent positions for FY15.

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number <u>Employees</u> (7/1/12)	Fiscal 2014 Contribution <u>Rate</u> %	Number <u>Employees</u> (7/1/13)	Fiscal 2015 Contribution <u>Rate</u> %	Number <u>Employees</u> (7/12 v. 7/13)	Contribution <u>Rate</u> (7/12 v. 7/13)
Public Safety						
Optional, Nonintegrated ¹	2	1684.75%	1	1712.49%	(1)	27.74%
Optional, Integrated	3	1609.69%	1	0.00%	(2)	-1609.69%
Mandatory Integrated	2,875	46.08%	2,942	44.65%	67	-1.43%
Subtotal Public Safety	2,880	45.84%	2,944	45.17%	64	
Non-Public Safety						
Optional, Nonintegrated	25	109.77%	20	137.47%	(5)	27.70%
Optional, Integrated	44	129.55%	37	157.58%	(7)	28.03%
Mandatory Integrated	1,503	35.51%	1,403	36.89%	(100)	1.38%
Subtotal Non-Public Safety	1,572	39.17%	1,460	41.04%	(112)	
Guaranteed Retirement Income Plan	1,102	6.45%	1,202	6.72%	100	0.27%
Total ERS System Plans	5,554		5,606		52	
Retirement Savings Plan	3,564	8.00%	3,470	8.00%	(94)	0.00%

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY13 APPR	FY13 ACT	FY14 APPR	FY14 EST	FY15 REC	FY15 vs. FY14 Appr. \$ Change	% Change
EXPENSES							
Salaries and Benefits	91,873	115,224	125,700	128,000	102,390	(23,310)	(18.5%)
Professional Services	5,500	20,944	5,000	12,200	3,085	(1,915)	(38.3%)
Due Diligence/Education	1,000	1,029	2,000	2,100	2,000	0	0.0%
Office Management	5,310	3,988	6,700	6,550	6,650	(50)	(0.7%)
Investment Management	9,000	7,780	9,000	9,000	9,000	0	0.0%
TOTAL EXPENSES	\$112,683	\$148,965	\$148,400	\$157,850	\$123,125	(\$25,275)	(17.0%)

Amounts shown above are not charged to the Deferred Compensation Plan Trust but are instead appropriated and charged to the General Fund Compensation and Employee Benefits Adjustments Non-Departmental Account.

PROPOSED OPERATING BUDGET RETIREE HEALTH BENEFIT TRUST							
ITEM	FY13 APPR	FY13 ACT	FY14 APPR	FY14 EST	FY15 REC	FY15 vs. FY14 Appr. \$ Change	% Change
EXPENSES							
Salaries and Benefits	89,470	116,400	211,110	241,110	269,920	58,810	27.9%
Professional Services	75,000	34,593	75,000	76,000	152,500	77,500	103.3%
Due Diligence/Education	6,000	14,247	48,000	48,000	48,000	0	0.0%
Office Management	1,200	3,347	9,400	9,400	15,000	5,600	59.6%
Investment Management	308,000	388,744	1,500,000	1,500,000	2,710,000	1,210,000	80.7%
TOTAL EXPENSES	\$479,670	\$557,331	\$1,843,510	\$1,874,510	\$3,195,420	\$1,351,910	73.3%

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
ITEM	FY13 APPR	FY13 ACT	FY14 APPR	FY14 EST	FY15 REC	FY15 vs. FY14 Appr. \$ Change	% Change
REVENUE							
Contributions	139,600,000	152,741,951	146,400,000	154,800,000	143,900,000	(2,500,000)	(1.7%)
Investment Income	227,000,000	324,135,736	241,000,000	324,000,000	261,000,000	20,000,000	8.3%
Miscellaneous Income	735,000	1,472,011	950,000	1,000,000	950,000	0	0.0%
TOTAL REVENUE	367,335,000	478,349,698	388,350,000	479,800,000	405,850,000	17,500,000	4.5%
EXPENSES							
OPERATING EXPENSES							
Retirement Benefits	226,000,000	210,728,841	245,000,000	245,000,000	254,500,000	9,500,000	3.9%
Investment Management	21,200,000	17,748,344	23,000,000	23,000,000	25,000,000	2,000,000	8.7%
SUBTOTAL	247,200,000	228,477,185	268,000,000	268,000,000	279,500,000	11,500,000	4.3%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	1,654,200	1,501,163	1,582,700	1,595,000	1,785,000	202,300	12.8%
Professional Services	813,933	648,599	895,900	909,050	942,400	46,500	5.2%
Benefit Processing	375,000	122,241	130,000	130,000	140,000	10,000	7.7%
Due Diligence/Education	55,500	28,695	64,700	62,700	63,700	(1,000)	(1.5%)
Office Management	240,887	100,298	99,300	98,700	103,000	3,700	3.7%
SUBTOTAL	3,139,520	2,400,996	2,772,600	2,795,450	3,034,100	261,500	9.4%
TOTAL EXPENSES	\$250,339,520	\$230,878,181	\$270,772,600	\$270,795,450	\$282,534,100	11,761,500	4.3%
NET REVENUE	\$116,995,480	\$247,471,517	\$117,577,400	\$209,004,550	\$123,315,900	5,738,500	4.9%

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
ITEM	FY13 APPR	FY13 ACT	FY14 APPR	FY14 EST	FY15 REC	FY15 vs. FY14 Appr. \$ Change	% Change
REVENUE							
Investment Income	1,500	0	20	600	600	580	2900.0%
Miscellaneous Income	240,000	353,400	90,000	235,000	235,000	145,000	161.1%
TOTAL REVENUE	241,500	353,400	90,020	235,600	235,600	145,580	161.7%
EXPENSES							
OPERATING EXPENSES							
Investment Management	9,000	7,780	9,000	9,000	9,000	0	0.0%
SUBTOTAL	9,000	7,780	9,000	9,000	9,000	0	0.0%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	205,460	136,663	157,400	166,000	200,000	42,600	27.1%
Professional Services	89,500	61,477	89,200	87,200	79,700	(9,500)	(10.7%)
Due Diligence/Education	2,000	1,029	2,000	2,100	2,000	0	0.0%
Office Management	23,430	1,883	6,700	6,550	6,650	(50)	(0.7%)
SUBTOTAL	320,390	201,052	255,300	261,850	288,350	33,050	12.9%
TOTAL EXPENSES	\$329,390	\$208,832	\$264,300	\$270,850	\$297,350	33,050	12.5%

Source: Montgomery County Employee Retirement Plans.

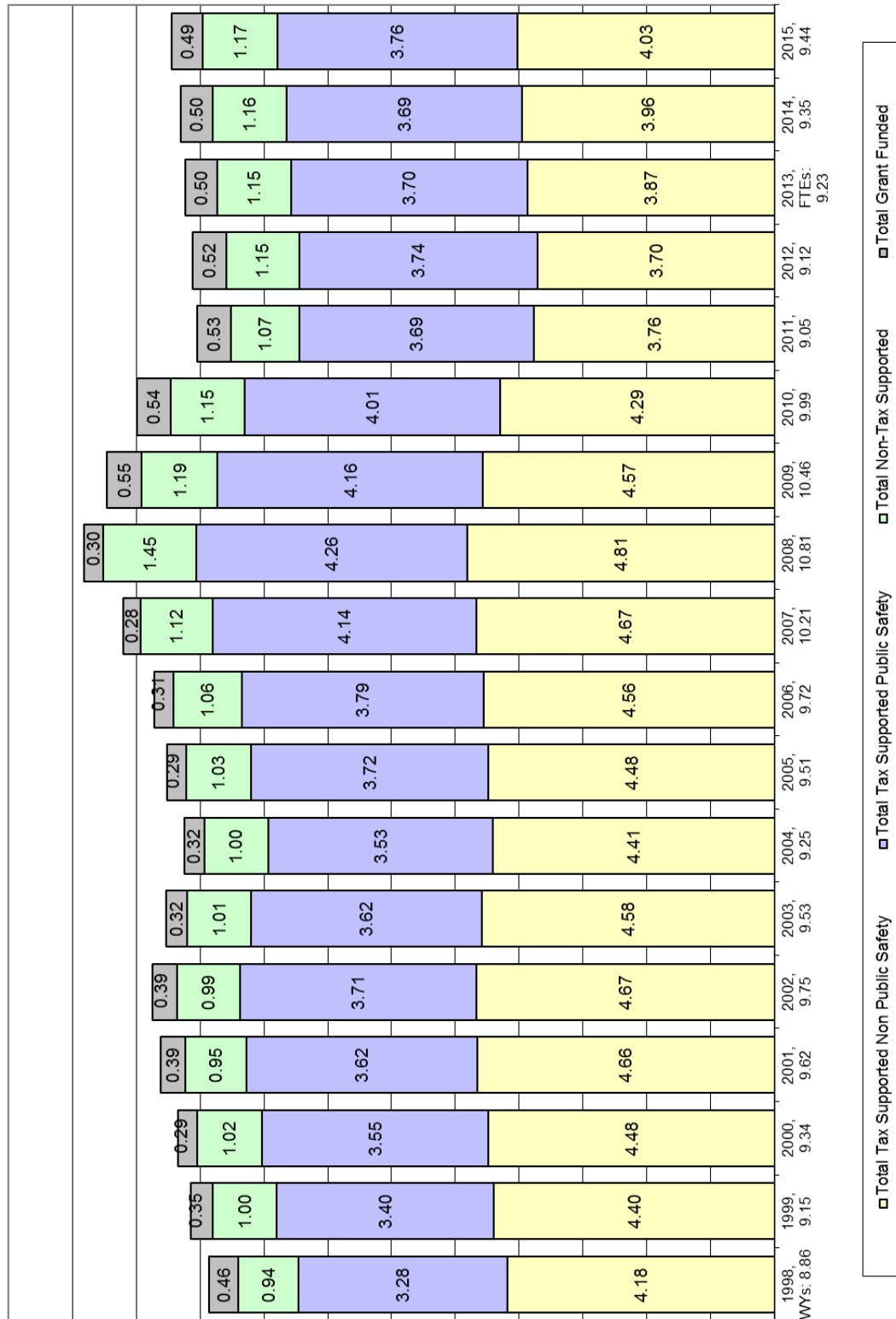
Montgomery County Volunteer Fire and Rescue Association Fiscal Impact Summary*

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY15</u>	<u>FY16</u>	<u>Annual Cost Beyond FY16</u>
5	Printed Contracts	75 printed contracts in FY15	\$300	\$0	\$0
11	Uniforms & Equipment	Include leather boots and jacket as new gear, provide gear bags in FY15	\$93,100	\$69,000	\$69,000
12	Nominal Fee	Nominal fee of \$300/\$500 in FY 15, \$350/\$600 in FY16, and \$425/\$625 in FY17**	\$114,544	\$201,740	\$249,241
16	Training	Provide \$10,000 funding for training and \$5,000 for Pro-Board certification	\$15,000	\$15,000	\$15,000
22	Volunteer Basic Orientation Course	Training fee not to exceed \$18,000 each year of the agreement	\$2,000	\$2,000	\$2,000
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	\$11,750	\$15,275	\$18,853
Total			\$236,694	\$303,015	\$354,094

* Estimates reflect the impact to all funds.

** Nominal fee paid to eligible volunteers on July 1 of the fiscal year.

HISTORY OF APPROVED COUNTY GOVERNMENT POSITIONS PER 1,000 POPULATION BY FUNDING CATEGORY FY98-FY14 Approved Workyears and FTEs, FY15 Recommended FTEs¹



¹ From FY98 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.



MONTGOMERY COUNTY PRODUCTION REPORT
FY15 CE OMB Recommended
TOTAL COUNTY COST OF EMPLOYEE BENEFITS

	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
General Fund				
General Government				
Board of Appeals (02D)	28,720	42,940	55,801	127,462
Board of Elections (24D)	209,979	286,432	184,455	680,865
Circuit Court (10D)	466,293	952,459	866,180	2,284,932
Community Engagement Cluster (16D)	152,504	226,727	286,455	665,686
County Attorney (30D)	254,198	373,485	655,784	1,283,466
County Council (01D)	520,822	884,038	1,019,223	2,424,083
County Executive (15D)	217,503	321,389	452,241	991,133
Ethics Commission (19D)	19,968	32,205	15,749	67,922
Finance (32D)	595,110	990,262	944,240	2,529,612
General Services (36D)	801,788	1,582,004	1,707,458	4,091,250
Human Resources (33D)	297,630	458,692	480,469	1,236,791
Human Rights (46D)	54,358	85,880	72,601	212,839
Inspector General (06D)	40,167	42,940	36,413	119,520
Intergovernmental Relations (20D)	40,028	56,896	58,726	155,650
Legislative Oversight (03D)	72,375	112,466	151,357	336,199
Management and Budget (31D)	193,226	289,843	327,890	810,958
Merit System Protection Board (04D)	8,321	21,470	4,222	34,013
Public Information (23D)	217,653	411,484	405,497	1,034,634
State's Attorney (11D)	791,843	1,327,570	1,258,421	3,377,834
Technology Services (34D)	888,135	1,142,757	1,890,851	3,921,743
Zoning and Administrative Hearings (05D)	28,250	42,940	28,453	99,643
Total General Government	5,898,872	9,684,877	10,902,486	26,486,235
Public Safety				
Consumer Protection (39D)	107,692	175,959	386,277	669,927
Correction and Rehabilitation (42D)	3,188,524	5,492,795	12,806,265	21,487,584
Emergency Management and Homeland Security (49D)	60,003	96,615	106,817	263,435
Police (47D)	11,203,354	20,809,049	44,970,997	76,983,401
Sheriff (48D)	1,019,828	1,853,792	4,468,076	7,341,697
Total Public Safety	15,579,401	28,428,211	62,738,432	106,746,044
Transportation				
Transportation (50D)	1,041,930	2,353,585	2,564,909	5,960,424
Health and Human Services				
Health and Human Services (60D)	6,207,641	12,585,274	11,848,960	30,641,875
Libraries, Culture, and Recreation				
Public Libraries (71D)	1,601,993	4,202,955	3,627,798	9,432,746
Community Development and Housing				
Economic Development (78D)	226,849	341,373	340,773	908,995
Housing and Community Affairs (76D)	230,899	400,345	546,415	1,177,659
Total Community Development and Housing	457,747	741,718	887,188	2,086,653



MONTGOMERY COUNTY PRODUCTION REPORT
FY15 CE OMB Recommended
TOTAL COUNTY COST OF EMPLOYEE BENEFITS

	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
Environment				
Environmental Protection (80D)	77,685	119,659	184,671	382,016
Other County Government Functions				
NDA - Compensation and Employee Benefit Adjustments (99V05)	7,720	12,363	8,203	28,286
NDA - Conference Center (99V19)	6,783	10,735	7,093	24,611
NDA - Legislative Branch Communications Outreach (99V44)	9,879	21,470	9,331	40,679
NDA - State Positions Supplement (99V03)	4,318	0	0	4,318
Total Other County Government Functions	28,699	44,568	24,627	97,894
Total General Fund	30,893,969	58,160,848	92,779,070	181,833,887
Special Funds - Tax Supported				
Fire (C01)	8,914,902	13,291,222	42,016,420	64,222,544
Recreation (C02)	1,157,592	1,122,620	1,505,474	3,785,686
Bethesda Urban District (C03)	6,430	10,735	29,981	47,146
Silver Spring Urban District (C04)	114,594	191,218	145,418	451,230
Wheaton Urban District (C05)	65,800	135,580	66,990	268,369
Mass Transit (C06)	3,716,562	8,586,341	5,374,684	17,677,586
Economic Development Fund (C09)	7,616	10,735	7,965	26,316
Total Special Funds - Tax Supported	13,983,496	23,348,451	49,146,931	86,478,878
Total Tax Supported Funds	44,877,464	81,509,299	141,926,001	268,312,764
Special Funds - NonTax Supported				
Montgomery Housing Initiative (C10)	95,429	162,246	214,012	471,687
Cable TV (C11)	202,702	327,418	430,001	960,120
Water Quality Protection (C12)	426,191	761,446	772,596	1,960,234
Grant Fund (C90)	2,810,130	6,253,266	5,102,943	14,166,339
Total Special Funds - NonTax Supported	3,534,453	7,504,375	6,519,552	17,558,380
Enterprise Funds				
Liquor (C30)	1,462,410	3,353,303	2,290,230	7,105,943
Solid Waste Disposal (C31)	530,213	969,438	1,036,703	2,536,354
Solid Waste Collection (C32)	69,683	119,316	135,446	324,445
Leaf Vacuuming (C33)	169,922	336,744	233,537	740,203
Community Use of Public Facilities (C34)	145,435	289,543	276,517	711,495
Bethesda Parking (C35)	117,474	224,557	227,282	569,313
Silver Spring Parking (C36)	125,537	244,666	247,035	617,237
Montgomery Hills Parking (C37)	2,672	5,282	4,478	12,432
Wheaton Parking (C38)	19,621	37,880	42,207	99,708
Permitting (C39)	1,274,880	2,057,638	2,981,684	6,314,201
Total Enterprise Funds	3,917,847	7,638,367	7,475,118	19,031,332
Total Non-Tax Supported	7,452,300	15,142,743	13,994,670	36,589,712



MONTGOMERY COUNTY PRODUCTION REPORT
FY15 CE OMB Recommended
TOTAL COUNTY COST OF EMPLOYEE BENEFITS

	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
Internal Service Funds				
Motor Pool (C50)	1,145,667	2,191,014	1,494,013	4,830,694
Central Duplicating (C51)	128,717	328,080	260,311	717,108
Risk Management (C52)	214,521	325,592	441,386	981,499
Employee Health Self Insurance (C53)	125,021	238,480	128,371	491,873
Total Internal Service Funds	1,613,926	3,083,165	2,324,082	7,021,173

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 recommended FY15 operating budget for the County Government is \$1,895,268,283, an increase of \$37,761,191 or 2.0 percent from the FY14 approved budget of \$1,857,507,092 (excludes debt service). The total recommended FY15 tax supported operating budget for the County Government is \$1,477,914,980, an increase of \$17,056,701 or 1.2 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.

Spending Affordability Guidelines

In February 2014, the Council approved FY15 Spending Affordability Guidelines (SAG) of \$1,442.9 million for Montgomery County Government tax supported funds, a 1.2 percent decrease from the original \$1,460.9 million FY14 budget. For FY15, the Executive recommends \$1,477.9 million in tax supported funds.

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 Government

Residents

Legislative Branch

Executive Branch

Judicial Branch

County Council

County Executive

• Boards, Committees,
and Commissions

Chief Administrative
Officer

Circuit Court

State's Attorney

Sheriff

Legislative

- County Council
- Board of Appeals
- Inspector General
- Legislative Oversight
- Merit System Protection Board
- Zoning and Administrative Hearings

General Government

- County Executive
- Board of Elections
- Community Engagement
- County Attorney
- Ethics Commission
- Finance
- General Services
- Human Resources
- Human Rights
- Intergovernmental Relations
- Management and Budget
- Public Information
- Technology Services
- Urban Districts

Libraries, Culture & Recreation

- Community Use of Public Facilities
- Libraries
- Recreation

Health & Human Services

- Health and Human Services

Transportation

- Transportation

Community Development & Housing

- Economic Development
- Housing and Community Affairs
- Permitting Services

Public Safety

- Consumer Protection
- Correction and Rehabilitation
- Emergency Management and Homeland Security
- Fire and Rescue Service
- Police

Environment

- Environmental Protection

Liquor Control

- Liquor Control

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 County Executive's role in the MCPS budget process is to present to the County Council a recommended total budget. The total recommended FY15 Operating Budget is \$2,302.8 million, an increase of \$77.4 million or 3.5 percent over the original FY14 approved budget of \$2,225.4 million and exceeds the State's Maintenance of Effort law by \$26.0 million. The County Executive recommends that MCPS' remaining fund balance be used to support the FY15 operating budget, providing an additional \$11.3 million in available funds. The Board of Education's (BOE) Operating Budget request for FY14 totaled \$2,317.3 million. The County Executive's recommendation would fund 99.4 percent of the Board of Education's (BOE) request.

The County also supports the operations of the school system through the expenditures of other departments. For example, school health services, childhood wellness, and Linkages to Learning programs are provided by the Department of Health and Human Services; research and internet resources are made available in the Montgomery County Public Libraries; crossing guards are provided by the Department of Police; sports academies for youth are sponsored by the Department of Recreation; reimbursements for classrooms and school sports fields rented by residents are made by Community Use of Public Facilities; and the Maryland-National Capital Park and Planning Commission provides maintenance at MCPS ballfields. In addition to the total recommended Operating Budget for the public schools, this agency's Capital Improvements Program (CIP) requires County funding. Approximately \$12.9 million in FY15 current revenue and \$27.8 million in recordation taxes are recommended in the recommended FY15-20 CIP. The debt service requirement for the MCPS capital program is estimated at \$133.2 million in FY15.

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)	\$2,164.1
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	\$133.2
• Pre-funding retiree health benefits	\$58.3
• Support services	\$55.0
• Technology modernization	\$22.8
Total additional County funding	\$269.3
Total expenditures for MCPS	\$2,433.4

Sources: Recommended FY15 Operating and Capital Budgets

The recommended budget includes the County's contribution of \$1,465.0 million plus \$38.2 million in carryover funds and \$37.8 million for State retirement (66.9 percent of all recommended funding), State aid and grants of \$618.8 million (26.9 percent), Federal grants and aid of \$69.9 million (3.0 percent), and tuition, fees, and private grants of \$12.3 million (0.5 percent). The recommended appropriation for the fee supported enterprise funds is \$59.2 million (2.6 percent) and for the special revenue fund is \$1.6 million (0.1 percent).

Tax Supported Funding for the Public Schools

For FY15, the total tax supported portion of the Executive's recommendation (excluding grants and enterprise funds) is \$2,164.1 million, an increase of \$79.8 million or 3.8 percent over the original FY14 approved Operating Budget.

The tax supported portion of the recommendation includes a FY15 local contribution of \$1,465.0 million, plus carryover of \$38.2 million and \$37.8 million for State retirement for a total local contribution of \$1,541.1 million. The Executive's recommendation for local funding exceeds the State Maintenance of Effort (MOE) requirement by \$26.0 million.

Fiscal Summary

The Executive's total budget recommendation from all funding sources is \$2,302.8 million and funds 99.4 percent of the BOE's request. The Executive relies on the BOE to determine the most appropriate manner to deliver educational services within its recommended budget allocation.

Spending Affordability

In February 2014, the Montgomery County Council approved FY15 Spending Affordability Guidelines (SAG) of \$2,127.2 million for the tax supported funds of MCPS. The BOE requested \$2,178.6 million in tax supported funds.

Additional Budget Details

The Executive affirms the authority of the BOE to establish educational policy and to determine the allocation of appropriated funds in support of the mission of the public school system. Complete information regarding the MCPS budget request is available in the FY15 Operating Budget adopted by the BOE on February 25, 2012. Copies of that budget are available at Montgomery County libraries, on the MCPS website 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 \$1,541.1 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	Recommended FY15	% Chg Bud/Rec
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	2,164,140,006	3.8%
Capital Outlay	0	0	0	0	—
Current Fund MCPS Expenditures	2,056,273,539	2,084,338,368	2,069,838,368	2,164,140,006	3.8%
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	Recommended FY15	% Chg Bud/Rec
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	2,302,834,589	3.5%
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%

MCPS EXPENDITURES FY80-FY15					
County Fiscal Year	Total Expenditures	Total Enrollment	Per Pupil	County Funding	As Percent of Total
80	\$283,964,983	102,519	\$2,770	\$217,458,068	76.6%
81	\$310,301,970	98,843	\$3,139	\$243,994,370	78.6%
82	\$331,546,219	95,587	\$3,469	\$267,891,955	80.8%
83	\$351,939,986	92,517	\$3,804	\$286,965,658	81.5%
84	\$371,322,717	91,030	\$4,079	\$303,726,901	81.8%
85	\$399,916,181	91,704	\$4,361	\$330,035,065	82.5%
86	\$436,875,791	92,871	\$4,704	\$361,788,973	82.8%
87	\$475,866,930	94,460	\$5,038	\$398,053,264	83.6%
88	\$519,622,140	96,271	\$5,397	\$434,582,576	83.6%
89	\$577,957,669	98,519	\$5,866	\$488,062,505	84.4%
90	\$642,553,932	100,259	\$6,409	\$545,768,528	84.9%
91	\$702,260,084	103,732	\$6,770	\$601,407,797	85.6%
92	\$712,896,646	107,140	\$6,654	\$603,939,300	84.7%
93	\$738,767,864	110,037	\$6,714	\$622,732,456	84.3%
94*	\$793,907,907	113,429	\$6,999	\$666,557,884	84.0%
95	\$830,010,147	117,082	\$7,089	\$695,512,609	83.8%
96	\$878,160,420	120,291	\$7,300	\$718,938,647	81.9%
97	\$915,141,097	122,505	\$7,470	\$740,984,871	81.0%
98	\$958,416,196	125,035	\$7,665	\$765,835,476	79.9%
99	\$1,034,768,530	127,852	\$8,093	\$820,833,423	79.3%
00	\$1,105,644,145	130,689	\$8,460	\$870,940,869	78.8%
01	\$1,216,096,599	134,180	\$9,063	\$959,754,838	78.9%
02	\$1,323,625,477	136,832	\$9,673	\$1,029,703,651	77.8%
03	\$1,412,161,822	138,891	\$10,167	\$1,079,188,698	76.4%
04	\$1,501,381,116	139,203	\$10,786	\$1,136,392,169	75.7%
05	\$1,609,382,533	139,337	\$11,550	\$1,217,214,553	75.6%
06	\$1,713,736,154	139,387	\$12,295	\$1,296,325,112	75.6%
07	\$1,851,496,287	137,798	\$13,436	\$1,384,725,787	74.8%
08	\$1,985,017,619	137,745	\$14,411	\$1,456,912,582	73.4%
09	\$2,066,683,294	137,763	\$15,002	\$1,531,482,602	74.1%
10	\$2,200,577,000	140,500	\$15,662	\$1,573,754,447	71.5%
11	\$2,104,188,040	143,309	\$14,683	\$1,425,385,344	67.7%
12	\$2,086,786,613	146,497	\$14,245	\$1,387,101,480	66.5%
13	\$2,160,029,595	149,018	\$14,495	\$1,436,513,701	66.5%
14	\$2,225,421,052	151,289	\$14,710	\$1,475,222,438	66.3%
15 CE Rec	\$2,302,834,589	154,178	\$14,936	\$1,541,098,365	66.9%

Sources: Approved Operating Budgets

Notes:

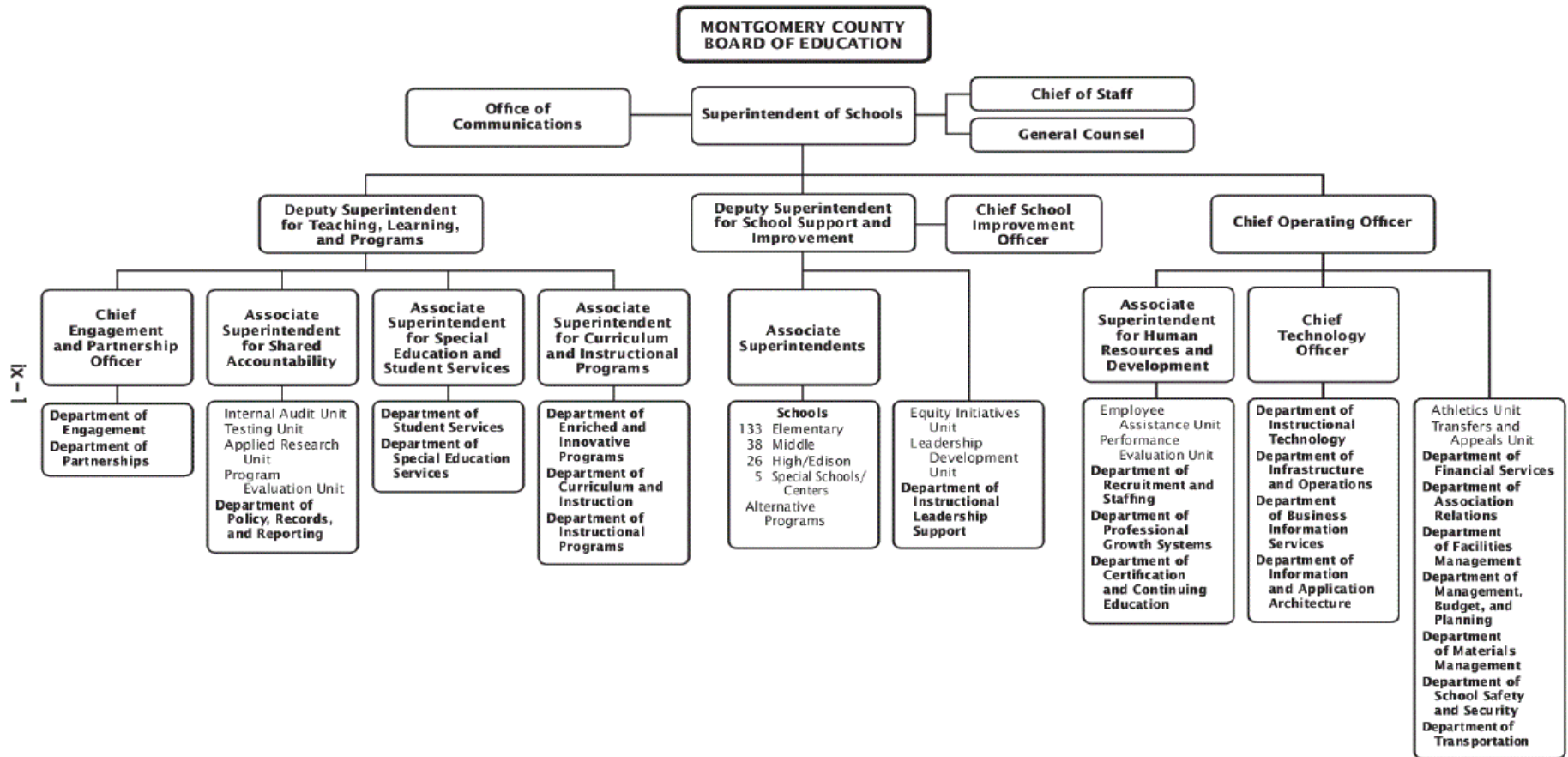
* State legislative action shifted responsibility for teacher Social Security payments to local jurisdictions in FY94.

Per pupil spending represents all sources of funds

In addition to MCPS appropriations, the following County departments also support MCPS programs:

- School Health Nurses and Health Room Technicians (Health and Human Services)
- Childhood Wellness (Health and Human Services)
- Linkages to Learning (Health and Human Services)
- Research and Internet Resources (Public Libraries)
- Sports Academies (Recreation)
- Crossing Guards (Police)
- Reimbursements for Rented Classrooms and Sports Fields (Community Use of Public Facilities)
- Stormwater Facility Maintenance (Environmental Protection)
- Capital Improvements Program (CIP) Current Revenue
- Debt Service on School Facilities

MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION—FY 2015



IX-1

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 recommended FY15 Operating Budget for Montgomery College is \$290.0 million, an increase of \$10.0 million or 3.6 percent from the FY14 approved budget of \$280.0 million. The County Executive recommendation funds over 97% of the College's request and provides an affordable and sustainable level of support.

The County Executive recommends a total County contribution of \$110.6 million, which represents an increase of \$11 million, or 11.0 percent, over the FY14 approved budget.

Related Current Fund revenues (excluding the County contribution) are \$119.2 million, which represents a decrease of \$1.4 million, or 1.2 percent, compared to the approved FY14 budget.

In addition to the total recommended Operating Budget for the College, the agency's Capital Improvement Program (CIP) requires current revenue funding. Approximately \$11.4 million in FY15 current revenues is assumed in the recommended FY15-20 CIP.

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

State law requires the Board of Trustees and the President to prepare and submit operating and capital budgets to the County Council. The operating budget request is normally submitted to the Council and County Executive in January each year. After final action by the Council in May, the Board adopts the approved budget in June. The College's approved budget is included in the Council Approved FY15 Operating and Capital Budgets and is prepared by the Office of Management and Budget in July.

The College prepared an FY15 budget requesting additional tax-supported county funds of \$16.7 million, an increase of 7.3 percent from the approved FY14 budget. The College's request assumes a \$3/\$6/\$9 per semester hour (in-county, in-state, out-of-state) tuition increase for students.

The Executive relies on the Board of Trustees to determine the most appropriate manner and use to deliver educational services within its recommended budget appropriations.

Spending Affordability Guidelines

In February 2014, the Council approved FY15 Spending Affordability Guidelines (SAG) of \$141.9 million (net of tuition) for the tax-supported funds of Montgomery College. The Board of Trustees requested \$163.0 million (net of tuition and fees), which is \$21.1 million, or 14.9 percent, above the guideline.

Enrollment

Enrollment is projected by the College to decrease in FY15 and is estimated by the College for FY15 at 17,153 full-time equivalent (FTE) students in credit programs. An FTE student for one year is calculated as the total number of credit hours divided by 30. The College projects a 0.5 percent decrease in FY15 in FTE student enrollment compared to its FY14 estimate. Compared to FY13, FY14 enrollment declined by 4.6%; the College projects enrollment to continue to decline further between FY15 and FY19. The College's projections assume approval of the proposed renovation and construction schedule in the Capital Improvements Program.

Tuition

For FY15, the College request is based on an increase to tuition fees of \$3 per semester hour, from \$112 to \$115, for County residents; a \$6 per semester hour increase for State residents to \$235; and a \$9 per semester hour increase for out-of-state residents to \$323. The consolidated fee for all students would remain at 20 percent of tuition. The Board of Trustees will make tuition decisions in April 2014.

Tuition and other student fees represent approximately 39 percent of the revenue proposed by the College to fund the FY15 budget, compared to 43 percent of revenues assumed in the FY14 approved budget.

State Funding

The total amount of State funding assumed in the Executive's Recommended FY15 budget is estimated to be \$40.4 million. It is comprised of \$33.9 million allocated to the Current Fund and \$6.5 million to the Workforce and Development Fund. The College allocates formula funds to the Current Fund and Continuing Education Fund based on the proportionate share of FTE students for most University System of Maryland institutions.

Tax-Supported Funds

The County Executive recommends a total appropriation of \$237.3 million in the three tax-supported funds (Current, Emergency Plant Maintenance and Repair, and Tax-Supported Grants). This amount is an increase of \$8.9 million or 3.9 percent more than the \$228.4 million approved in FY14.

Current Fund

In the Current Fund, the County Executive is recommending an appropriation of \$236.6 million, an increase of \$8.9 million or 3.9 percent over the \$227.7 million approved in FY14. This recommendation is based on the College's estimated tuition and fees, which includes the increases in tuition rates noted above. The Executive's recommendation increases local funding to the College by \$11.0 million, or 11.1 percent, in the Current Fund.

Emergency Plant Maintenance and Repair Fund

The Emergency Plant Maintenance and Repair Fund provides for unanticipated expenditures to make emergency repairs not funded elsewhere in the budget. The County Executive recommends the Board's request, an appropriation of \$350,000, the same level as the FY14 approved budget.

Tax-Supported Grant Fund

The Tax-Supported Grant Fund provides for community needs not met elsewhere. The County Executive recommends the Board's request, an appropriation of \$400,000, to support the College's adult literacy programs.

Other Funds

Cable Television

The County Executive recommends an appropriation of \$1.5 million for the Cable Television Fund, which provides for production and operation of the College's higher education channel on the County's cable system. The requested amount would provide instructional programs and public service offerings by the College to the community. Additional detail on the College's Cable budget can be found in the Cable Communications Plan in section 64-1.

Special Funds

The College's Workforce Development and Continuing Education Fund is supported by a combination of student tuition and fees and State reimbursements, which are based on the FTE student enrollment in the academic year that occurred two years prior to the current year. The County Executive recognizes the importance of higher education to the economic development of Montgomery County and recommends the Board's request, an appropriation of \$18.2 million for this Fund, a \$800,000 increase over the amount approved in FY14.

The Auxiliary Enterprises Fund includes the Bookstore, the Child Care Center, and Food Services, and is supported by revenue earned from these activities. The College requests and the County Executive recommends an appropriation of \$5.9 million for this fund.

The Grants and Contracts Fund includes grants and contracts received by the College from all sources. The College requests and the County Executive recommends an appropriation of \$19.8 million for this fund.

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	Recommended FY15	% Chg Bud/Rec
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	236,592,682	3.9%
Capital Outlay	0	0	0	0	—
Current Fund MC Expenditures	211,233,214	227,727,695	220,214,452	236,592,682	3.9%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	1,715.10	1,715.10	1,789.60	4.3%
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	33,860,896	6.9%
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	119,170,937	-1.2%
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%

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	5,918,157	2.5%
Capital Outlay	0	0	0	0	—
Auxiliary Fund Expenditures	4,639,630	5,771,815	4,871,501	5,918,157	2.5%
PERSONNEL					
Full-Time	0	0	0	0	—
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	—

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	—
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	290,002,044	3.6%
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	1,945.10	4.5%
Total Revenues	150,957,389	168,213,410	151,916,544	167,110,625	-0.7%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

The Maryland Higher Education Commission (MHEC) requires an annual report ("Performance Accountability Report" [PAR]) from the state's community colleges that updates institutional progress on several broad goals that are part of the State Plan for Postsecondary Education. Those goals are accompanied by 35 Indicators on which community colleges set targets ("benchmarks") for the end of the five-year cycle, which will be the report issued in July, 2016 and will reflect data through FY 2015 or Fall 2015, as appropriate. A selection of some of those Indicators is provided here as Performance Measures for Montgomery College.

Accessibility and Affordability

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>Target FY 2015</u>
Annual unduplicated headcount						
Credit Students	34,248	35,604	37,510	37,391	38,197	41,636
Non-credit Students	26,035	25,636	24,881	23,624	25,050	25,435
						<u>Target - Fall 2015</u>
MC Share of Montgomery County Residents in MD Colleges	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	
	42.9%	49.4%	49.2%	45.1%	46.0%	52.0%
						<u>Target FY 2015</u>
Enrollment in online courses	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	
	8,997	9,989	11,384	17,168	13,827	15,234
						<u>Target FY 2015</u>
MC Tuition & Fees as pct. of MD public four-year colleges	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	
	55.9%	58.7%	56.7%	56.0%	55.1%	57.0%

Quality and Effectiveness

	<u>Grads of 2000</u>	<u>Grads of 2002</u>	<u>Grads of 2005</u>	<u>Grads of 2008</u>	<u>Grads of 2011</u>	<u>Grads of 2014</u>
Graduate satisfaction with educational goal achievement	99.0%	97.0%	93.0%	98.0%	97.0%	92.0%
Graduate satisfaction with preparation for transfer	79.0%	88.0%	91.0%	77.4%	n/a	90.0%
	<u>Spring 2003</u>	<u>Spring 2005</u>	<u>Spring 2007</u>	<u>Spring 2009</u>	<u>Spring 2011</u>	<u>Spring 2015</u>
Non-returning students' goal attainment	79.0%	82.0%	74.0%	81.0%	79.0%	82.0%

Diversity

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2015</u>
Minority student enrollment						
MC minority percent	56.4%	60.3%	64.2%	68.0%	70.1%	68.0%
Minority pct. of county adults	43.9%	45.6%	48.3%	48.6%	49.3%	
Minority percent of FT faculty	28.6%	28.2%	29.5%	29.4%	31.9%	32.0%
Minority percent of admin/prof. staff	38.0%	37.2%	38.4%	40.1%	42.5%	42.0%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Economic Growth and Workforce Development

	<u>Grads of 2000</u>	<u>Grads of 2002</u>	<u>Grads of 2005</u>	<u>Grads of 2008</u>	<u>Grads of 2011</u>	<u>Grads of 2014</u>
Graduate satisfaction with job preparation	76.0%	79.0%	89.0%	83.0%	n/a	85.0%
	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2015</u>
Licensure exam pass rates						
Radiologic Technology	100.0%	95.0%	94.0%	94.0%	100.0%	90.0%
Nursing	89.1%	91.3%	95.2%	84.8%	93.0%	90.0%
Physical Therapy Asst.	100.0%	64.0%	83.0%	93.0%	94.0%	80.0%
Contract Training Courses						
Annual unduplicated headcount	3,792	2,392	1,864	2,681	3,133	3,500
Annual enrollment in courses	5,907	4,993	4,202	3,861	6,544	6,000

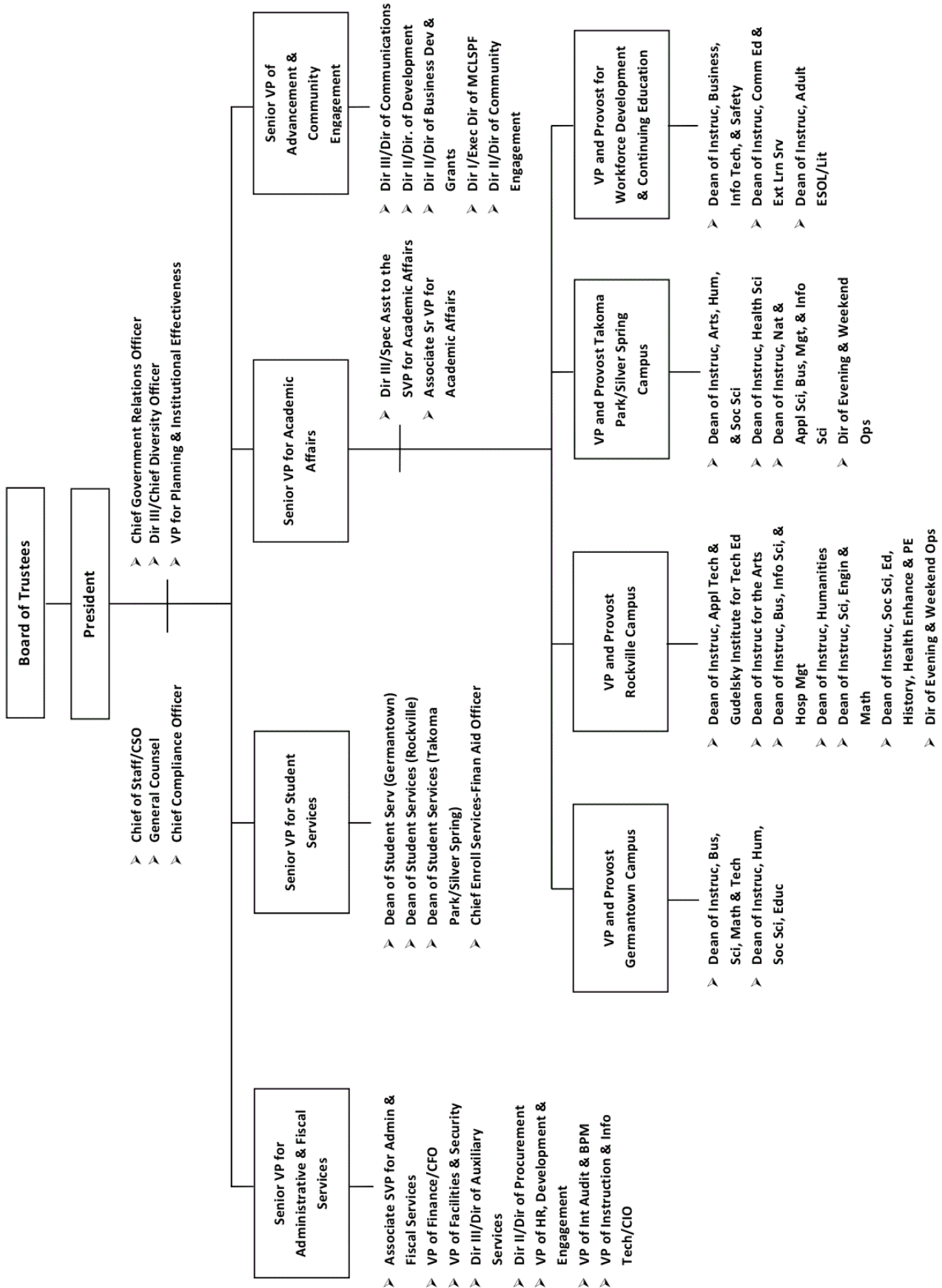
Community Outreach and Impact

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2015</u>
Noncredit community service and lifelong learning						
Annual unduplicated headcount	13,282	11,113	9,508	11,903	9,409	12,000
Annual enrollment in courses	20,918	16,287	18,889	17,756	13,800	19,000
Noncredit basic skills and literacy						
Annual unduplicated headcount	6,449	6,252	6,619	6,634	7,683	6,400
Annual enrollment in courses	11,251	11,022	11,910	12,521	13,730	11,000

Effective Use of Public Funding

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2015</u>
Expenditures on Instruction as a percent of total expenditures	40.7%	41.2%	40.9%	41.4%	41.4%	41.0%
Expenditures on Instruction + Academic Support as percent of total	50.8%	54.4%	53.3%	53.7%	52.3%	54.0%

Montgomery College Organizational Chart



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

The M-NCPPC was established by the General Assembly of Maryland in 1927. As a bi-county agency, the Commission is a corporate body of, and an agency created by, the State of Maryland. The Commission operates in each county through a Planning Board and, in Montgomery County, a Park Commission. Five board members, appointed by the County Council, serve as the Montgomery County members of the Commission. The Planning Board exercises policy oversight to the Commissioners' Office, the Department of Parks, the Planning Department, and Central Administrative Services.

On January 15 each year, M-NCPPC submits to the County Council and the County Executive the M-NCPPC proposed budget for the upcoming fiscal year. That document is a statement of mission and goals, justification of resources requested, description of work items accomplished in the prior fiscal year, and a source of important statistical and historical data. The M-NCPPC proposed budget can be obtained by contacting the M-NCPPC Budget Office at 301.454.1731 or visiting the Commission's website at www.mncppc.org. Summary data only are included in this presentation.

Tax Supported Funds

The M-NCPPC tax supported Operating Budget consists of the Administration Fund, the Park Fund, and the Advance Land Acquisition (ALA) Debt Service Fund. The Administration Fund supports the Commissioners' Office, the Montgomery County-funded portion of the Central Administrative Services (CAS) offices, and the Planning Department. The Administration Fund is supported by the Regional District Tax, which includes Montgomery County, less the municipalities of Barnesville, Brookeville, Gaithersburg, Laytonsville, Poolesville, Rockville, and Washington Grove.

The Park Fund supports the activities of the Department of Parks and Park Debt Service. The Park Fund is supported by the Metropolitan District Tax, whose taxing area is identical to the Regional District.

The Advance Land Acquisition (ALA) Debt Service Fund supports the payment of debt service on bonds issued to purchase land for a variety of public purposes. The Advance Land Acquisition Debt Service Fund has a countywide taxing area.

Non-Tax Supported Funds

There are three non-tax supported funds within the M-NCPPC that are financed and operated in a manner similar to private enterprise. These self-supporting operations are the Enterprise Fund, the Property Management Fund, and the Special Revenue Fund.

Grants are extracted from the tax supported portion of the fund displays and displayed in the Grant Fund. The Grant Fund, as displayed, consists of grants from the Park and Administration Funds.

Special Revenue Funds are used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes. The budgets are associated with Planning and Parks operations throughout the Commission.

Spending Affordability Guidelines

In February 2014, the Council approved FY15 Spending Affordability Guidelines (SAG) of \$103,700,000 for the tax-supported funds of the M-NCPPC, which is a 1.5 percent decrease from the \$105,308,030 approved FY14 budget. For FY15, the Commission has requested \$113,028,012 excluding debt service and retiree health insurance prefunding, \$9,328,012 above the total SAG amount of \$103,700,000.

The total requested budgets for the Enterprise Fund, Property Management Fund, Special Revenue Funds, ALA Debt Service Fund, and Grant Fund, are \$16,286,104, a 3.9 percent decrease from the \$16,946,955 total FY14 approved budget.

Commissioners' Office

The Commissioners' Office supports the five Planning Board members and enhances communication among the Planning Board, County Council, County residents, other governmental agencies, and other Commission departments.

Planning Department

The Planning Department provides information, analysis, recommendations and other staffing services to the Montgomery County Planning Board, the County Council, the County Executive, other governmental agencies, and the public. The Department prepares master and sector plans for Planning Board review and approval by the County Council. The Department reviews development applications for conformance with existing laws, regulations, master plans and policies, and presents its recommendations to the Planning Board for action. The Department gathers, analyzes and reports various data (such as housing, employment, population growth and other topics of interest) to the County Council, County government, other agencies, the business community, and the public.

Central Administrative Services

The mission of Central Administrative Services is to provide quality corporate services in the areas of corporate governance; human resources; finance and budget; legal counsel; information technology; and internal audit; and to deliver these services with integrity, innovation, responsiveness, and excellent customer service to the Commission, its employees, elected and appointed officials and the communities served in the bi-county region. The level of services and therefore funding allocation by county is tailored to the agency and the individual department needs. Certain functions are allocated based on labor distribution or a cost driver such as number of employees paid. Some functions such as the Merit System Board are funded evenly by both counties.

Department of Parks

The Department of Parks provides recommendations, information, analysis, and services to the Montgomery County Planning Board (who also serve as the Park Commission), the County Council, the County Executive, other government agencies, and the general public. The Department also oversees the acquisition, development, and management of a nationally recognized, award winning park system providing County residents with open space for recreational opportunities and natural resources stewardship. The Department oversees a comprehensive park system of over 35,300 acres in 420 parks of different sizes, types, and functions that feature Stream Valley and Conservation Parks, Regional and Special Parks, Recreational Parks, and Local and Community Parks. The Department serves County residents as the primary provider of open space for recreational opportunities and maintains and provides security for the park system.

Debt Service - Park Fund

Park Debt Service pays principal and interest on the Commission's acquisition and development bonds. The proceeds of these bonds are used to fund the Local Parks portion of the M-NCPPC Capital Improvements Program.

Debt Service - Advance Land Acquisition Debt Service Fund and Revolving Fund

The Advance Land Acquisition Debt Service Fund pays principal and interest on the Commission's Advance Land Acquisition bonds. The proceeds of the Advance Land Acquisition bonds support the Advanced Land Acquisition Revolving Fund (ALARF).

ALARF activities include the acquisition of land needed for State highways, streets, roads, school sites, and other public uses. The Commission may only purchase land through the ALARF at the request of another government agency, with the approval of the Montgomery County Council.

Enterprise Fund

The Enterprise Fund accounts for various park facilities and services which are entirely supported by user fees. Recreational activities include: ice rinks, indoor tennis, event centers, boating, camping, trains, carousel, mini-golf, driving range, and splash and skate parks. Operating profits are reinvested in new or existing public revenue-producing facilities through the operating budget and Capital Improvements Program.

Property Management Fund

The Property Management Fund manages leased facilities located on parkland throughout the County, including single family houses, apartment units, businesses, farmland, and facilities which house County programs.

COUNTY EXECUTIVE RECOMMENDATIONS

The County Executive recommends an FY15 tax supported appropriation for M-NCPPC of \$112,362,846, 4.2 percent above the FY14 approved budget for tax supported funds, exclusive of debt service.

Park Fund

The County Executive recommends funding of \$83,908,952, excluding debt service. This proposed funding represents a \$3,807,485 or 4.8 percent increase from the FY14 approved budget and a reduction of \$2,784,946 from the Commission's request. Park Fund debt service increased by \$1,255,638 from \$3,887,100 in FY14 to \$5,142,738 in FY15.

The recommendation includes \$219,065 to support the joint development of the interagency class registration system ActiveNet. Implementation of the system 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 Department of Recreation.

Administration Fund

The County Executive recommends funding of \$28,453,894. This represents a \$772,900 or 2.8 percent increase from the FY14 approved budget and a reduction of \$914,443 from the Commission's request.

ALA Debt Service

The County Executive concurs with the M-NCPPC request for funding of \$282,860. This represents a decrease of \$14,740 or 5.0 percent from the FY14 approved budget.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of \$8,682,675. This represents a \$755,551 or 8.0 percent decrease from the FY14 approved budget of \$9,438,226.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of \$1,026,320. This represents a \$119,862 or 13.2 percent increase from the FY14 approved budget of \$906,458.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of \$5,744,249. This represents a \$10,422 or 0.2 percent decrease from the FY14 approved budget. The Executive recommends a transfer of \$866,800 from the General Fund to cover costs associated with the maintenance of MCPS Ballfields.

In addition, this agency's Capital Improvement 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.

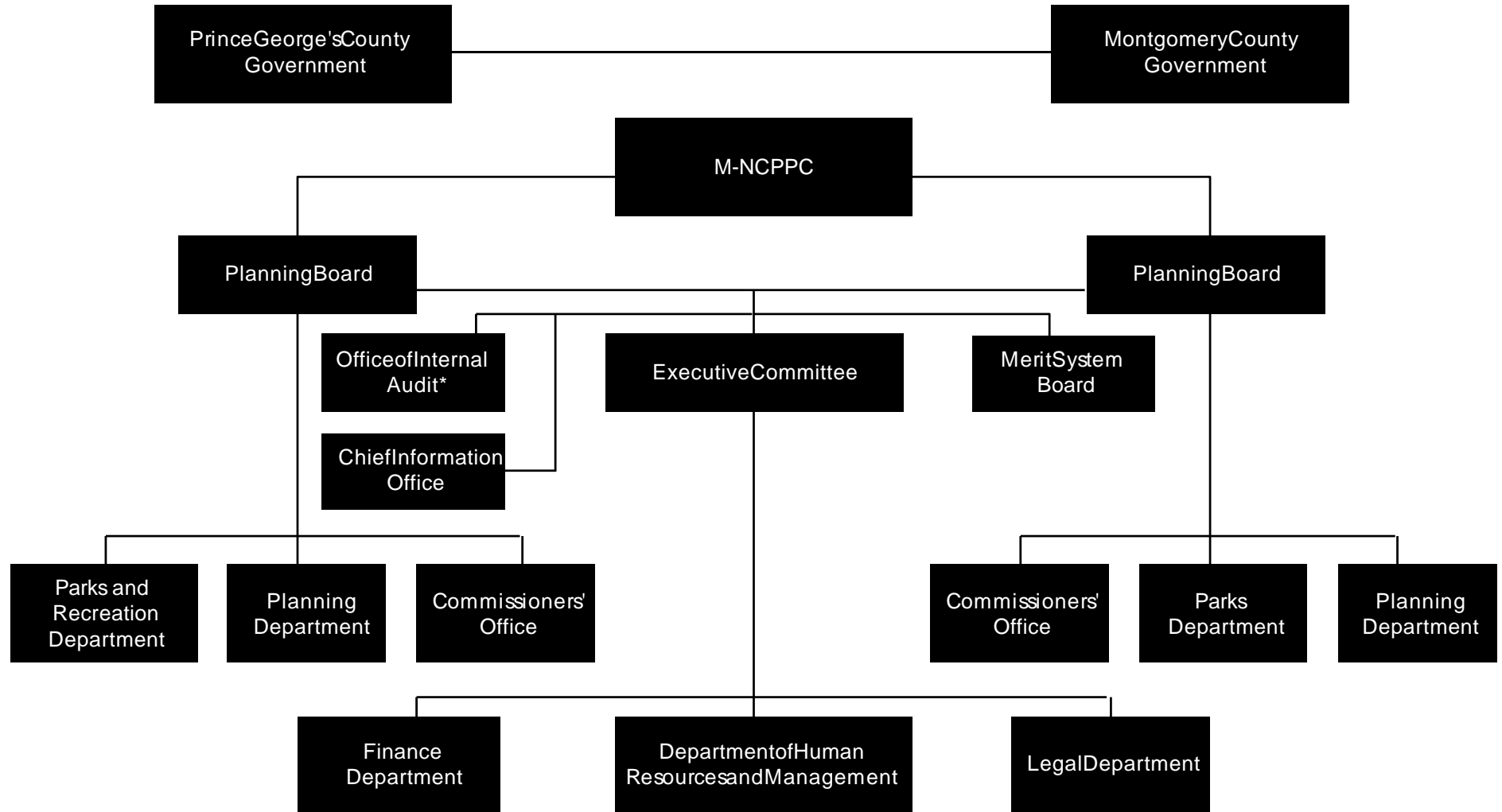
BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	28,453,894	2.8%
Capital Outlay	0	0	0	0	—
Administration Fund Expenditures	23,397,963	27,680,994	27,600,994	28,453,894	2.8%
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	23,902,107	-7.9%
User Fees	390,430	235,000	236,000	240,580	2.4%
Administration Fund Revenues	26,695,597	26,654,953	26,688,484	24,563,587	-7.8%
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	83,908,952	4.8%
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	89,051,690	6.0%
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	2,314,762	13.6%
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	88,455,338	9.7%
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	Recommended FY15	% Chg Bud/Rec
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	8,682,675	-5.7%
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	8,682,675	-8.0%
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%
DEPARTMENT TOTALS					
Total Expenditures	118,635,210	128,616,516	127,641,085	133,791,688	4.0%

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	128,743,764	4.4%

Maryland-National Capital Park and Planning Commission



*The Office of Internal Audit reports to Chair and Vice Chair of the Commission and the Audit Committee.

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.

WSSC'S PROPOSED BUDGET

WSSC's proposed budget is not detailed in this document. The Commission's budget can be obtained from WSSC's Budget Group at the WSSC Headquarters Building, 14501 Sweitzer Lane, Laurel, Maryland 20707 (phone 301.206.8110) or from their website at <http://www.wsscwater.com>.

Prior to January 15 of each year, the Commission prepares preliminary proposed capital and operating budgets for the next fiscal year. On or before February 15, the Commission conducts public hearings in both counties. WSSC then prepares and submits the proposed capital and operating budgets to the County Executives of Montgomery and Prince George's counties by March 1.

By March 15 of each year, the County Executives of Montgomery and Prince George's counties are required by law to transmit the proposed budgets, recommendations on the proposed budgets, and the record of the public hearings held by WSSC to their respective County Councils.

Each County Council may hold public hearings on WSSC's proposed operating and capital budgets, but no earlier than 21 days after receipt from the County Executive. Each County Council may add to, delete from, increase, or decrease any item in either budget. Additionally, each Council is required by law to transmit by May 15 any proposed changes to the other County Council for review and concurrence. The failure of both Councils to concur on changes constitutes approval of the item as originally proposed by WSSC. Should the Councils fail to approve the budgets on or before June 1 of each year, WSSC's proposed budgets are adopted.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Operate and maintain a system of three reservoirs impounding 14 billion gallons of water, two major water filtration plants, six wastewater treatment plants, 5,500 miles of water mains, and 5,400 miles of sewer mains 24 hours a day, seven days a week.***
- ❖ ***Treat and deliver 168.0 million gallons of water per day to over 447,000 customer accounts, and treat 214.0 million gallons of wastewater per day in a manner that meets or surpasses all Federal and State water and wastewater quality standards and permit requirements.***
- ❖ ***Inspect, repair, and install acoustic fiber optic cable (an early warning system) for 10 miles of large diameter pre-stressed concrete cylinder pipe (PCCP) water mains. During FY15, WSSC will continue inspecting PCCP water mains at 36 inches or smaller.***
- ❖ ***Continue to renew WSSC's underground infrastructure through the Water and Sewer Reconstruction Programs. In FY15, the Commission will reconstruct 60 miles of small water mains (nine more miles than in FY13) and rehabilitate 56 miles of residential sewers.***
- ❖ ***Fund the final year of the eight-year phase-in to achieve full funding for liabilities related to post-employment benefits other than retirement, based on Governmental Accounting Standards Board Statement No. 45.***
- ❖ ***Continue to increase the operating reserve and meet the goal of having reserves equal to 10 percent of water and sewer rate revenues in FY15. (The reserve percentage will rise to 10.0% in FY15 from an estimated FY14 level of 9.3%.)***
- ❖ ***Begin funding a large valve assessment, repair, and replacement program for valves 16" or greater with the goal of repairing or replacing 100 valves per year of the 775 valves of this kind in the WSSC system.***
- ❖ ***Begin funding a Knowledge Capture and Transfer program to improve knowledge transfer between employees leaving the Commission and those tasked with continuing operations.***

❖ **Fund the above activities and initiatives in conjunction with a 6.0% rate increase consistent with the Spending Control Limits adopted by Montgomery and Prince George's counties.**

Spending Control Limits

The spending control limits process requires that the two counties set annual ceilings on WSSC's water and sewer rate increase and on debt (bonded indebtedness as well as debt service) and then adopt corresponding limits on the size of the capital and operating budgets. The two councils must not approve capital and operating budgets in excess of the approved spending control limits unless a majority of each council votes to approve them. If the two councils cannot agree on expenditures above the spending control limits, they must approve budgets within these limits.

The following table shows the FY15 spending control limits adopted by the Montgomery and Prince George's County councils, compared to the spending control results projected under WSSC's Proposed FY15 Budget and under the County Executive's Recommended Budget for WSSC. The Commission's Proposed Budget complies with all of the spending control limits approved by the two county councils.

FY15 Spending Control Limits Comparison				
SPENDING CONTROL LIMITS	Approved Spending Control Limits		Projected Levels Under	
	Montgomery County	Prince George's County	WSSC's Proposed Budget	County Executive Recommended Budget
Maximum Average Water/Sewer Rate Increase	6.0%	6.0%	6.00%	6.00%
New Debt (\$millions)	\$384.6	\$384.6	\$384.6	\$384.6
Water and Sewer Debt Service (\$millions)	\$227.0	\$227.0	\$227.0	\$227.0
Total Water and Sewer Operating Expenses (\$millions)	\$678.6	\$678.6	\$678.1	\$678.1

FY15 COUNTY EXECUTIVE RECOMMENDATIONS

Operating Budget

The County Executive recommends that WSSC's proposed FY15 operating budget be approved with the following changes:

The County Executive recommends that the Commission provide a salary enhancement no greater than what has been recommended for Montgomery County employees in FY15 as part of the County Executive's FY15 Recommended Operating Budget and Public Services Program. This will ensure that the compensation enhancements to be provided to WSSC employees in FY15 are consistent with those to be provided to Montgomery County employees under the County's Proposed FY15 Operating Budget and Public Services Program.

Capital Budget

The County Executive recommended the WSSC FY15-20 Capital Improvements Program (CIP) budget as submitted with the exception of the Anaerobic Digestion/Combined Heat and Power project. As a result, the WSSC Capital Budget request has been reduced by the debt service associated with the six-year period expenditures for this project as noted in the fiscal projections table below.

Executive Staff will continue to examine the cost data on the Anaerobic Digester project provided by WSSC and further recommendations regarding funding levels for this project may be provided at a later date.

FY15 fiscal projections for all funds and budgets are shown below. Six-year projections for the Water and Sewer Operating Budget are shown on page 15-4.

Expenditures by Category - FY15 WSSC Proposed and Executive Recommended							
(\$000s)							
Expenditure Categories	WSSC Total	WSSC Total	WSSC Total	CE Capital	CE Operating	CE Total	% Change (CE Rec. vs. WSSC Proposed)
	Actual FY13	Approved FY14	Proposed FY15	Recommended FY15	Recommended FY15	Recommended FY15	
Salaries and Wages	117,640	128,186	132,389	24,684	107,705	132,389	0.0%
Heat, Light, & Power	22,979	23,910	22,906	--	22,906	22,906	0.0%
Regional Sewage Disposal	49,226	53,207	55,176	--	55,176	55,176	0.0%
Contract Work	244,636	378,963	358,071	358,071	--	358,071	0.0%
Consulting Engineers	88,396	113,090	75,903	75,903	--	75,903	0.0%
All Other	380,619	453,213	411,417	166,648	244,769	411,417	0.0%
PAYGO	--	13,782	19,996	--	19,996	19,996	0.0%
Reserve Contribution	--	11,700	2,300	--	2,300	2,300	0.0%
Debt Service	271,032	264,909	254,413	75	244,908	244,983	-3.7%
Total Budget	1,174,528	1,440,960	1,332,571	625,381	697,760	1,323,141	-0.7%
Note: Total expenditures include the water and sewer operating funds, the general bond debt service fund, and the three capital funds.							

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.

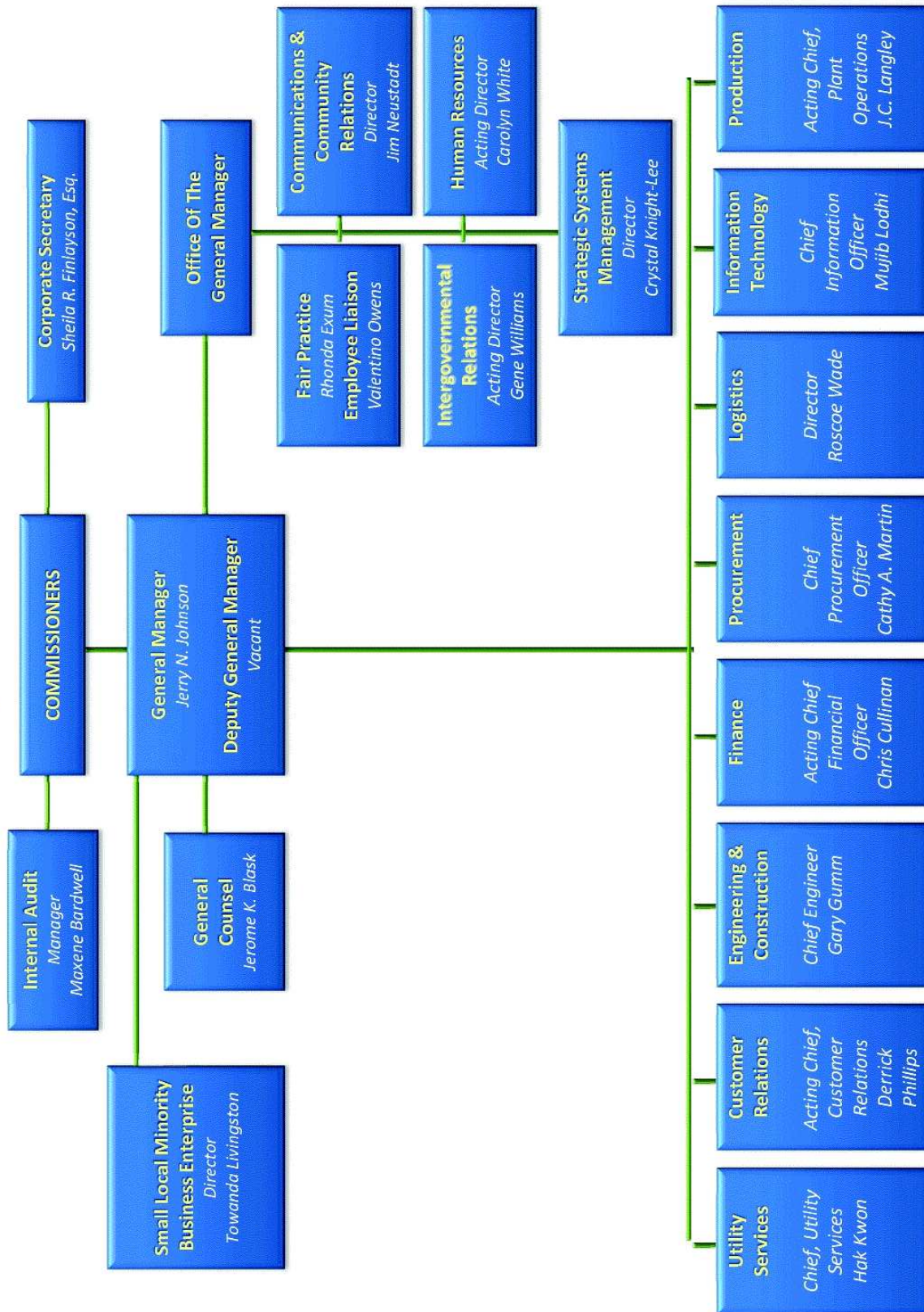
WSSC PROPOSED BUDGET: SIX-YEAR FORECAST FOR WATER AND SEWER OPERATING FUNDS

FISCAL PROJECTIONS	FY14 ESTIMATED	FY15 PROPOSED	FY15 RECOMMENDED	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
SPENDING AFFORDABILITY RESULTS								
New Water and Sewer Debt (\$millions)	\$497.4	\$384.6	\$384.6	\$364.9	\$335.6	\$310.2	\$242.0	\$162.9
Total Water and Sewer Operating Expenses (\$millions)	\$658.4	\$678.1	\$678.1	\$721.5	\$778.9	\$839.8	\$901.7	\$955.5
Debt Service (\$millions)	\$226.1	\$227.0	\$227.0	\$250.0	\$267.8	\$282.6	\$292.6	\$301.0
Average Water and Sewer Rate Increase	7.25%	6.00%	6.00%	11.30%	8.80%	8.50%	9.10%	6.40%
BEGINNING FUND BALANCE (\$000)	132,932	128,851	128,851	110,388	110,288	110,888	112,088	122,554
REVENUES (\$000)								
Water and Sewer Rate Revenue	554,296	586,255	586,255	652,458	709,572	770,390	840,436	893,834
Interest Income	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Account Maintenance Fee	22,850	22,900	22,900	22,900	22,900	22,900	22,900	22,900
Miscellaneous	23,844	26,574	26,574	27,060	27,192	27,388	27,528	27,748
Total Revenues	601,990	636,729	636,729	703,418	760,664	821,678	891,864	945,482
SDC Debt Service Offset	1,428	1,167	1,167	728	207	0	0	0
Reconstruction Debt Service Offset (REDO)	10,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Use of Prior Year Net Revenue	15,781	30,193	30,193	7,400	7,700	8,100	(166)	0
TOTAL FUNDS AVAILABLE	629,699	678,089	678,089	721,546	778,571	839,778	901,698	955,482
EXPENDITURES (\$000)								
Salaries and Wages	100,600	107,087	107,087	112,443	117,728	123,974	130,174	136,683
Heat, Light, and Power	23,910	22,906	22,906	24,832	25,851	26,902	28,004	29,013
Regional Sewage Disposal	53,207	55,176	55,176	57,218	59,335	61,530	63,807	66,168
Debt Service	221,300	227,042	217,612	250,013	267,835	282,596	292,612	301,014
PAYGO	13,782	19,996	19,996	27,341	45,503	69,256	97,770	130,120
All Other	205,200	243,582	243,582	242,399	254,019	266,220	279,031	292,484
Reserve Contribution	11,700	2,300	2,300	7,300	8,300	9,300	10,300	0
TOTAL USE OF RESOURCES	629,699	678,089	668,659	721,546	778,571	839,778	901,698	955,482
REVENUE/EXPENDITURE SURPLUS/(GAP)	0	0	9,430	0	0	0	0	0
YEAR END FUND BALANCE w/o additional reserve contribution	117,151	98,658	108,088	102,988	102,588	102,788	112,254	122,554
Additional Reserve Contribution	11,700	2,300	2,300	7,300	8,300	9,300	10,300	0
TOTAL YEAR END FUND BALANCE	128,851	100,958	110,388	110,288	110,888	112,088	122,554	122,554
Debt Service as a Percentage of Water and Sewer Operating Budget	35.1%	33.5%	32.5%	34.6%	34.4%	33.7%	32.5%	31.5%
Estimated Water Production (MGD)	165.0	168.0	168.0	168.0	168.0	168.0	168.0	168.0
Total End of Fiscal Year Operating Reserve	53,300	55,600	55,600	62,900	71,200	80,500	90,800	90,800
Total Operating Reserve as a Percentage of Water and Sewer Rate Revenue	9.6%	9.5%	9.5%	9.6%	10.0%	10.4%	10.8%	10.2%
Total Workyears (all funds)	1,527	1,717	1,717	--	--	--	--	--

Assumptions:

- The County Executive's operating budget recommendation is for FY15 only and incorporates the Executive's revenue and expenditure assumptions for that budget.
- The FY16-20 projections reflect WSSC's multi-year forecast and assumptions, which are not adjusted to conform to the County Executive's Recommended budget for WSSC. The projected expenditures, revenues, and fund balances for these years may be based on changes to rates, fees, usage, inflation, future labor agreements, and other factors not assumed in the County Executive's Recommended FY15 water and sewer operating budget for WSSC.
- The FY14 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY14 budget jointly approved by Montgomery and Prince George's counties. The FY15 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC's proposed FY15 budget. The FY15 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC budget for FY15. The FY16-20 spending affordability figures correspond to the values of the various spending affordability parameters based on the revenue and expenditure forecasts shown for the given year.
- The total FY14 estimated workyears shown correspond to the actual workyears as of December, 2013.
- Estimates of revenue in FY16-20 assume the rate increases projected by WSSC in the Average Water and Sewer Rate Increase line.

WSSC Organization Chart



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 recommended 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	5,406,655	32.60

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,384,680	6,687,265	6,677,991	7,110,721	6.3%
Employee Benefits	2,066,732	2,247,615	2,320,997	2,424,084	7.9%
County General Fund Personnel Costs	8,451,412	8,934,880	8,998,988	9,534,805	6.7%
Operating Expenses	619,752	906,645	877,453	847,195	-6.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	9,071,164	9,841,525	9,876,441	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	9,841,525	77.05
Other Adjustments (with no service impacts)		
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 RECOMMENDED:	10,382,000	79.05

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. FY15	FY16	FY17	(5000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	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 recommended 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 recommended 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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	378,110	387,405	364,986	382,073	-1.4%
Employee Benefits	126,089	148,170	125,246	127,416	-14.0%
County General Fund Personnel Costs	504,199	535,575	490,232	509,489	-4.9%
Operating Expenses	51,439	56,983	68,250	57,107	0.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	555,638	592,558	558,482	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 RECOMMENDED 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 RECOMMENDED:	566,596	3.50

FUTURE FISCAL IMPACTS

Title	CE REC. 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 Recommended	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 recommended 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 recommended 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.***

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- ❖ ***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. Sallee 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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	447,884	535,547	540,401	569,225	6.3%
Employee Benefits	91,003	126,458	126,459	119,519	-5.5%
County General Fund Personnel Costs	538,887	662,005	666,860	688,744	4.0%
Operating Expenses	106,767	168,095	168,095	68,302	-59.4%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	645,654	830,100	834,955	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 RECOMMENDED 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 RECOMMENDED:	757,046	5.00

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	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 recommended 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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	943,084	967,463	960,240	1,073,102	10.9%
Employee Benefits	294,623	336,393	322,642	336,199	-0.1%
County General Fund Personnel Costs	1,237,707	1,303,856	1,282,882	1,409,301	8.1%
Operating Expenses	37,503	50,746	42,227	26,202	-48.4%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	1,275,210	1,354,602	1,325,109	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 RECOMMENDED 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 RECOMMENDED:	1,435,503	11.00

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	1,436	1,436	1,436	1,436	1,436	1,436
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	11	11	11	11	11
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
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 recommended 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. Sallee 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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	47,824	127,960	109,966	108,776	-15.0%
Employee Benefits	4,181	31,269	28,744	34,013	8.8%
County General Fund Personnel Costs	52,005	159,229	138,710	142,789	-10.3%
Operating Expenses	75,253	15,508	3,694	15,508	—
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	127,258	174,737	142,404	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 RECOMMENDED 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 RECOMMENDED:	158,297	1.00

FUTURE FISCAL IMPACTS

Title	CE REC. 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 Recommended	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 recommended 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.

The County Council approved the Zoning Ordinance rewrite on February 25, 2014. Since the Council's approval, the Office of Zoning and Administrative Hearings will pay the costs of all special exception transcripts, which the Board of Appeals now pays, thereby increasing the department's operating expenses.

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 recommended 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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	359,392	439,860	377,531	411,359	-6.5%
Employee Benefits	78,091	95,629	88,507	99,642	4.2%
County General Fund Personnel Costs	437,483	535,489	466,038	511,001	-4.6%
Operating Expenses	77,586	76,290	76,226	76,414	0.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	515,069	611,779	542,264	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	611,779	3.75
<u>Other Adjustments (with no service impacts)</u>		
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 RECOMMENDED:	587,415	3.75

FUTURE FISCAL IMPACTS

Title	CE REC. 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 Recommended	587	587	587	587	587	587
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	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 recommended 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 recommended 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	2,396,035	23.23

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,828,861	6,164,589	6,165,647	6,616,302	7.3%
Employee Benefits	2,224,896	2,283,827	2,242,913	2,284,932	0.0%
County General Fund Personnel Costs	8,053,757	8,448,416	8,408,560	8,901,234	5.4%
Operating Expenses	2,363,267	2,551,579	2,551,579	2,681,823	5.1%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	10,417,024	10,999,995	10,960,139	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	13,102,520	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	10,999,995	91.05
Other Adjustments (with no service impacts)		
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 RECOMMENDED:	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 RECOMMENDED:	2,396,035	23.23

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.	(\$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 Recommended	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

ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY15 Recommended		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Increase Cost: Annualization of Personnel Costs	253,654	-0.72	414,693	-0.72
Total	253,654	-0.72	414,693	-0.72

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 recommended 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 recommended 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	3,390,396	39.55

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	9,739,308	9,858,207	9,961,993	10,834,857	9.9%
Employee Benefits	2,982,570	3,179,617	3,188,135	3,377,834	6.2%
County General Fund Personnel Costs	12,721,878	13,037,824	13,150,128	14,212,691	9.0%
Operating Expenses	824,882	753,012	887,776	678,088	-9.9%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	13,546,760	13,790,836	14,037,904	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	14,154,902	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 RECOMMENDED 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 RECOMMENDED:	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 RECOMMENDED:	117,470	1.22

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. 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 Recommended	14,891	14,891	14,891	14,891	14,891	14,891
No inflation or compensation change is included in outyear projections.						
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.						
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.						
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

The total recommended FY15 Operating Budget for the Office of the County Executive is \$5,058,212, an increase of \$161,885 or 3.3 percent from the FY14 Approved Budget of \$4,896,327. Personnel Costs comprise 87.9 percent of the budget for 31 full-time positions and five part-time positions, and a total of 31.60 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 12.1 percent of the FY15 budget.

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 Recommended 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 CE Recommended	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.

FY15 Recommended 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
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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	247,785	2.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,911,068	3,232,539	3,179,825	3,329,595	3.0%
Employee Benefits	863,032	933,171	916,721	991,133	6.2%
County General Fund Personnel Costs	3,774,100	4,165,710	4,096,546	4,320,728	3.7%
Operating Expenses	394,510	603,997	590,783	607,126	0.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	4,168,610	4,769,707	4,687,329	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	4,813,949	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 RECOMMENDED 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 RECOMMENDED:	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
FY15 RECOMMENDED:	130,358	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.	(\$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 Recommended	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 recommended 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 recommended 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 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 Recommended 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 CE Recommended	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 eight 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 Recommended 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
Increase Cost: Election Judge Module Maintenance	6,499	0.00

	Expenditures	FTEs
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 CE Recommended	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 Recommended 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 CE Recommended	2,179,964	12.65

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,799,532	2,476,269	2,898,240	2,803,615	13.2%
Employee Benefits	588,613	649,780	583,605	680,866	4.8%
County General Fund Personnel Costs	3,388,145	3,126,049	3,481,845	3,484,481	11.5%
Operating Expenses	2,847,423	2,900,364	2,961,834	3,240,957	11.7%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	6,235,568	6,026,413	6,443,679	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	6,026,413	31.35
Changes (with service impacts)		
Enhance: Early Voting Expansion [Election Operations]	161,351	0.29
Enhance: Polling Place Supplies - General Elections [Election Operations]	25,670	0.00
Other Adjustments (with no service impacts)		
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 RECOMMENDED:	6,725,438	50.98

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended 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 recommended FY15 Operating Budget for the Community Engagement Cluster is \$3,479,030, an increase of \$116,258 or 3.5 percent from the FY14 Approved Budget of \$3,362,772. Personnel Costs comprise 79.5 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 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***
- ❖ ***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 recommended 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.***

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 Recommended 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 CE Recommended	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 Recommended 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.	88,588	0.00
FY15 CE Recommended	402,771	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,551,883	8.30
FY15 CE Recommended	1,551,883	8.30

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,065,865	1,969,977	1,980,758	2,030,392	3.1%
Employee Benefits	542,198	621,400	621,400	665,686	7.1%
County General Fund Personnel Costs	2,608,063	2,591,377	2,602,158	2,696,078	4.0%
Operating Expenses	424,555	711,205	711,205	711,910	0.1%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	3,032,618	3,302,582	3,313,363	3,407,988	3.2%
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	3,373,553	3,479,030	3.5%
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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	3,302,582	21.53
<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 RECOMMENDED:	3,407,988	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 RECOMMENDED:	71,042	0.75

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	402,771	5.50
Commission for Women	451,109	2.00	471,712	2.00
Regional Centers	1,551,883	8.30	1,551,883	8.30
Total	3,362,772	22.30	3,479,030	22.30

FUTURE FISCAL IMPACTS

Title	CE REC.	(\$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 Recommended	3,408	3,408	3,408	3,408	3,408	3,408
No inflation or compensation change is included in outyear projections.						
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	3,408	3,427	3,427	3,427	3,427	3,427

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 recommended 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 recommended 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 Plaintiffs Favor)	84%	89%	89%	89%	89%

FY15 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,350,782	4.80
Increase Cost: FY15 Compensation Adjustment	245,941	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.	-92,604	-0.50
FY15 CE Recommended	1,358,213	4.80

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,470,625	3,481,883	3,529,185	3,623,625	4.1%
Employee Benefits	1,261,090	1,237,794	1,247,799	1,283,466	3.7%
County General Fund Personnel Costs	4,731,715	4,719,677	4,776,984	4,907,091	4.0%
Operating Expenses	1,092,190	632,116	433,654	474,145	-25.0%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	5,823,905	5,351,793	5,210,638	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	5,351,793	43.00
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment [Administration]	245,941	0.00
Increase Cost: Music Licensing	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 RECOMMENDED:	5,381,236	43.25

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
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	CE REC.		(\$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 Recommended	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 recommended 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 recommended 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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	225,234	248,836	194,364	261,162	5.0%
Employee Benefits	47,619	61,738	52,677	67,922	10.0%
County General Fund Personnel Costs	272,853	310,574	247,041	329,084	6.0%
Operating Expenses	53,943	26,433	26,433	26,557	0.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	326,796	337,007	273,474	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	337,007	3.00
<u>Other Adjustments (with no service impacts)</u>		
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 RECOMMENDED:	355,641	3.00

FUTURE FISCAL IMPACTS

Title	CE REC. 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 Recommended	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 recommended 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 FTE 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 recommended 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 FY12 Comprehensive Annual Financial Report (CAFR). This is the 43rd 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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	Expected	Expected	Expected	Expected

¹ The County has been awarded this certificate more times than any other county in the nation (FY12 = 43 times).

FY15 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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	\$2.91	\$2.91	\$2.91	\$2.91
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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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

	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.	-46,617	-1.00
FY15 CE Recommended	4,212,142	15.37

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,072,996	8,046,189	7,273,496	8,441,163	4.9%
Employee Benefits	1,946,846	2,404,593	2,533,106	2,529,612	5.2%
County General Fund Personnel Costs	8,019,842	10,450,782	9,806,602	10,970,775	5.0%
Operating Expenses	1,905,778	1,848,483	2,576,153	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	2,990,140	2,944,729	-1.5%
Employee Benefits	905,776	941,539	941,539	981,499	4.2%
Self Insurance Internal Service Fund Personnel Costs	3,693,384	3,931,679	3,931,679	3,926,228	-0.1%
Operating Expenses	46,009,237	52,911,511	52,911,511	54,943,339	3.8%
Capital Outlay	0	0	0	0	—
Self Insurance Internal Service Fund Expenditures	49,702,621	56,843,190	56,843,190	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	69,225,945	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 RECOMMENDED 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 RECOMMENDED:	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 RECOMMENDED:	58,869,567	30.37

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.					
	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 Recommended	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 Recommended	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 recommended FY15 Operating Budget for the Department of General Services is \$37,478,330, an increase of \$2,490,263 or 7.1 percent from the FY14 Approved Budget of \$34,988,067. Personnel Costs comprise 46.7 percent of the budget for 251 full-time positions and four part-time positions, and a total of 189.75 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 53.3 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 recommended 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 (NOx). 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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	386,534	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.	40,836	0.00
FY15 CE Recommended	427,370	4.00

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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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.
- 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 Recommended 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 CE Recommended	1,980,378	15.20

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,248,861	9,884,346	10,751,357	11,014,618	11.4%
Employee Benefits	3,953,658	3,901,345	4,279,472	4,091,250	4.9%
County General Fund Personnel Costs	14,202,519	13,785,691	15,030,829	15,105,868	9.6%
Operating Expenses	16,796,400	12,861,860	14,579,421	14,302,157	11.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	30,998,919	26,647,551	29,610,250	29,408,025	10.4%
PERSONNEL					
Full-Time	216	220	220	221	0.5%
Part-Time	6	3	3	3	—
FTEs	152.68	153.58	153.58	159.00	3.5%
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	1,623,823	1,697,306	5.1%
Employee Benefits	587,835	693,398	683,533	717,108	3.4%
Printing and Mail Internal Service Fund Personnel Costs	2,173,915	2,308,260	2,307,356	2,414,414	4.6%
Operating Expenses	6,103,036	5,546,876	6,026,895	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	8,334,251	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	37,944,501	37,478,330	7.1%
Total Full-Time Positions	246	249	249	251	0.8%
Total Part-Time Positions	7	4	4	4	—
Total FTEs	183.58	183.08	183.08	189.75	3.6%
Total Revenues	7,221,858	8,625,336	8,625,336	8,961,844	3.9%

FY15 RECOMMENDED 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
<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 RECOMMENDED:	29,408,025	159.00
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 RECOMMENDED:	8,070,305	30.75

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Procurement	2,784,078	26.30	2,742,924	23.90
Business Relations and Compliance	386,534	4.00	427,370	4.00
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	37,478,330	189.75

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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	29,408	29,408	29,408	29,408	29,408	29,408
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	29,408	29,623	29,623	31,321	31,321	31,321
PRINTING AND MAIL INTERNAL SERVICE FUND						
Expenditures						
FY15 Recommended	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 recommended 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 recommended 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	17,113,666	35.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	13,587,020	14,384,685	13,816,052	15,066,368	4.7%
Employee Benefits	4,504,239	4,847,004	4,449,321	4,830,694	-0.3%
Motor Pool Internal Service Fund Personnel Costs	18,091,259	19,231,689	18,265,373	19,897,062	3.5%
Operating Expenses	55,551,251	49,226,102	61,107,348	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	79,372,721	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 RECOMMENDED 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 RECOMMENDED:	79,093,933	204.10

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. FY15	FY16	FY17	(S000'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 Recommended	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 recommended FY15 Operating Budget for the Office of Human Resources is \$211,991,608, an increase of \$5,644,568 or 2.7 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 \$7,738,639 and a Employee Health Benefit Self Insurance Fund component of \$204,241,754.

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 recommended 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

- ❖ **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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	199,781,722	18.55
Increase Cost: Adjustment to Insurance Claims and Administration	5,425,602	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 CE Recommended	205,217,181	18.10

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,918,132	3,644,122	4,192,757	3,786,238	3.9%
Employee Benefits	1,122,486	1,134,529	1,273,028	1,236,791	9.0%
County General Fund Personnel Costs	5,040,618	4,778,651	5,465,785	5,023,029	5.1%
Operating Expenses	2,189,093	2,877,789	2,541,682	2,715,610	-5.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	7,229,711	7,656,440	8,007,467	7,738,639	1.1%
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	1,318,229	1,658,928	6.9%
Employee Benefits	335,911	461,563	364,411	491,873	6.6%
Employee Health Benefit Self Insurance Fund Pers. Costs	1,684,349	2,014,034	1,682,640	2,150,801	6.8%
Operating Expenses	179,742,021	196,676,566	185,044,490	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	194,734,597	211,991,608	2.7%
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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	7,656,440	46.25
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 RECOMMENDED:	7,738,639	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 RECOMMENDED:	204,252,969	20.85

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	205,217,181	18.10
Total	206,347,040	66.50	211,991,608	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	CE REC.			(\$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 Recommended	7,739	7,739	7,739	7,739	7,739	7,739
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	7,739	7,685	7,685	7,685	7,685	7,685
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND						
Expenditures						
FY15 Recommended	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.						
Labor Contracts - Other	0	-2	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						

Title	CE REC.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
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 recommended 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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Completed proposed revisions of the Chapter 27 Civil Rights Ordinance.***
- ❖ ***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.***

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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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

	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.	12,730	0.00
FY15 CE Recommended	250,010	1.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	698,384	669,175	692,293	737,537	10.2%
Employee Benefits	193,657	201,270	200,373	212,839	5.7%
County General Fund Personnel Costs	892,041	870,445	892,666	950,376	9.2%
Operating Expenses	43,928	72,228	34,170	72,902	0.9%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	935,969	942,673	926,836	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	942,673	8.00
Other Adjustments (with no service impacts)		
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 RECOMMENDED:	1,023,278	8.60

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	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 recommended 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 recommended 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

- ❖ **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.**
- ❖ **Met with department directors and key staff to explain the State and Federal priorities process in order to maximize opportunities at the state level.**
- ❖ **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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	493,382	628,900	537,664	632,405	0.6%
Employee Benefits	121,419	149,569	138,501	155,649	4.1%
County General Fund Personnel Costs	614,801	778,469	676,165	788,054	1.2%
Operating Expenses	85,524	86,443	83,003	86,609	0.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	700,325	864,912	759,168	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	789,838	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 RECOMMENDED 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 RECOMMENDED:	874,663	5.10
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	30,670	0.00
FY15 RECOMMENDED:	30,670	0.00

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(5000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	875	875	875	875	875	875
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	7	7	7	7	7
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	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 recommended 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 recommended 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.*
- ❖ *Worked with departments and agencies beginning two years ago to reduce general obligation bond issuance by \$140 million, or 7.3 percent, to rein in debt service costs. These actions made it possible to raise debt levels beginning in FY15 to support additional MCPS school capacity projects.*
- ❖ *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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,582,932	2,951,821	2,643,843	2,979,376	0.9%
Employee Benefits	778,236	810,836	908,468	810,958	0.0%
County General Fund Personnel Costs	3,361,168	3,762,657	3,552,311	3,790,334	0.7%
Operating Expenses	168,344	107,810	209,878	126,679	17.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	3,529,512	3,870,467	3,762,189	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	3,870,467	28.00
<u>Other Adjustments (with no service impacts)</u>		
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 RECOMMENDED:	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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	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 recommended 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 recommended 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	3,768,135	36.30

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,947,200	2,730,850	2,699,155	2,833,786	3.8%
Employee Benefits	990,126	984,502	1,012,210	1,034,634	5.1%
County General Fund Personnel Costs	3,937,326	3,715,352	3,711,365	3,868,420	4.1%
Operating Expenses	1,229,129	944,709	944,709	947,709	0.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	5,166,455	4,660,061	4,656,074	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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	4,660,061	42.30
<u>Other Adjustments (with no service impacts)</u>		
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 RECOMMENDED:	4,816,129	42.70

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	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 recommended FY15 Operating Budget for the Department of Technology Services is \$29,826,068, an increase of \$1,071,564 or 3.7 percent from the FY14 Approved Budget of \$28,754,504. Personnel Costs comprise 53.0 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 47.0 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***
- ❖ ***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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Received the following awards in 2013:***
 - 1. Montgomery County Ranks 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. Montgomery County received first place honors in the 2013 Digital Counties Survey competition for jurisdictions with populations of 500,000 or greater.***
 - 3. National Association of Counties Achievement Awards for: ASK the CIO, Bike Share Research Tool, and Open Montgomery program.***
 - 4. National Technology Award for the County's OpenMontgomery Program***
 - 5. Finalist in the 2012 Information Security Executive North America Award. Award recognizes project excellence in Information Security.***
- ❖ ***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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,221,575	33.38
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 CE Recommended	6,369,463	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	2,820,931	13.10
Increase Cost: Annualization of FY14 Personnel Costs	420,020	0.50
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 CE Recommended	2,897,699	7.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,722,453	11,116,155	11,286,766	11,886,047	6.9%
Employee Benefits	3,633,308	3,641,625	3,850,120	3,921,742	7.7%
County General Fund Personnel Costs	14,355,761	14,757,780	15,136,886	15,807,789	7.1%
Operating Expenses	11,891,701	13,876,424	13,996,726	13,897,979	0.2%
Capital Outlay	0	120,300	0	120,300	—
County General Fund Expenditures	26,247,462	28,754,504	29,133,612	29,826,068	3.7%
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	29,133,612	29,826,068	3.7%
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 RECOMMENDED 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
<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: 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
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 RECOMMENDED:	29,826,068	110.03

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	6,369,463	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	2,897,699	7.00
Total	28,754,504	109.53	29,826,068	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	CE REC.		(\$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 Recommended	29,826	29,826	29,826	29,826	29,826	29,826
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-180	-180	-180	-180	-180
Items approved for one-time funding in FY15, including the Security Awareness Training Program Developer (\$90,000) and the Security Technical Writer/Policy Developer (\$90,000), 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	29,826	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 recommended 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 recommended 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 240.777.2793 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.

FY15 Recommended Changes	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 CE Recommended	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.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	143,969	0.00
FY15 CE Recommended	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.

FY15 Recommended Changes	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 CE Recommended	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.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	115,810	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	2,783,308	12.28

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
BETHESDA URBAN DISTRICT					
EXPENDITURES					
Salaries and Wages	81,494	82,023	82,023	84,615	3.2%
Employee Benefits	40,681	45,085	45,086	47,145	4.6%
Bethesda Urban District Personnel Costs	122,175	127,108	127,109	131,760	3.7%
Operating Expenses	3,292,438	3,386,288	3,386,287	3,586,621	5.9%
Capital Outlay	0	0	0	0	—
Bethesda Urban District Expenditures	3,414,613	3,513,396	3,513,396	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	1,396,210	1,765,828	27.0%
Employee Benefits	353,767	433,913	395,115	451,231	4.0%
Silver Spring Urban District Personnel Costs	1,548,765	1,824,876	1,791,325	2,217,059	21.5%
Operating Expenses	908,309	1,055,167	1,059,126	991,920	-6.0%
Capital Outlay	0	0	0	0	—
Silver Spring Urban District Expenditures	2,457,074	2,880,043	2,850,451	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	677,714	969,471	2.0%
Employee Benefits	228,928	266,292	234,391	268,370	0.8%
Wheaton Urban District Personnel Costs	953,369	1,217,000	912,105	1,237,841	1.7%
Operating Expenses	504,819	583,402	587,565	576,101	-1.3%
Capital Outlay	0	0	0	0	—
Wheaton Urban District Expenditures	1,458,188	1,800,402	1,499,670	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	7,863,517	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 RECOMMENDED 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 RECOMMENDED:	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 RECOMMENDED:	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 RECOMMENDED:	1,813,942	22.40

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.		(\$000's)			
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
BETHESDA URBAN DISTRICT						
Expenditures						
FY15 Recommended	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 Recommended	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 Recommended	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 recommended 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 recommended 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.***

❖ **OCP hosted a National Consumer Protection Week Open House inviting consumers, merchants, and service providers to meet common ownership community, consumer and business licensing experts. OCP 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**

- **OCP 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, OCP 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 OCP'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.**
- **OCP 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.**
- **OCP has expanded its educational efforts by using Facebook and Twitter. Since launching in FY13, OCP has over 500 Twitter and Facebook followers enabling OCP 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 OCP 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 OCP 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 OCP 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 OCP 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 (OCP) 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	312,738	1.90

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,349,986	1,371,964	1,385,902	1,444,397	5.3%
Employee Benefits	645,874	635,545	673,172	669,927	5.4%
County General Fund Personnel Costs	1,995,860	2,007,509	2,059,074	2,114,324	5.3%
Operating Expenses	126,272	141,207	109,204	141,912	0.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	2,122,132	2,148,716	2,168,278	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 RECOMMENDED 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 RECOMMENDED:	2,256,236	16.60

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	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 recommended FY15 Operating Budget for the Department of Correction and Rehabilitation is \$70,769,096, an increase of \$4,170,995 or 6.3 percent from the FY14 Approved Budget of \$66,598,101. Personnel Costs comprise 89.9 percent of the budget for 521 full-time positions and two part-time positions, and a total of 521.30 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 10.1 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:

❖ *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 recommended 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	0	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	0	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

❖ *Replace grant funding for One-Stop Shop employment program.*

❖ *Implement integration of the department's health services with the Affordable Care Act.*

❖ *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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,192,718	42.38
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 CE Recommended	4,511,597	37.38

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 MCCF. 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 Recommended Changes	Expenditures	FTEs
FY14 Approved	52,970,886	403.62
Increase Cost: Eliminate charges to CIP	81,077	0.50
Increase Cost: Electronic health records	60,000	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.	2,318,754	-6.00
FY15 CE Recommended	55,430,717	399.12

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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	40,239,950	40,684,074	40,098,036	42,165,018	3.6%
Employee Benefits	18,798,089	18,950,498	20,522,110	21,487,584	13.4%
County General Fund Personnel Costs	59,038,039	59,634,572	60,620,146	63,652,602	6.7%
Operating Expenses	8,198,526	6,963,529	8,014,177	7,116,494	2.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	67,236,565	66,598,101	68,634,323	70,769,096	6.3%
PERSONNEL					
Full-Time	515	516	516	521	1.0%
Part-Time	2	2	2	2	—
FTEs	511.80	517.80	517.80	521.30	0.7%
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	68,634,323	70,769,096	6.3%
Total Full-Time Positions	515	516	516	521	1.0%
Total Part-Time Positions	2	2	2	2	—
Total FTEs	511.80	517.80	517.80	521.30	0.7%
Total Revenues	3,794,194	3,440,620	3,547,920	3,463,860	0.7%

FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	66,598,101	517.80
<u>Changes (with service impacts)</u>		
Enhance: Accountability: Pre-Trial client fees [Office of the Director]	61,224	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	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: 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 RECOMMENDED:	70,769,096	521.30

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	4,511,597	37.38
Detention Services	52,970,886	403.62	55,430,717	399.12
Total	66,598,101	517.80	70,769,096	521.30

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	CE REC.	(\$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 Recommended	70,769	70,769	70,769	70,769	70,769	70,769
No inflation or compensation change is included in outyear projections.						
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.						

Title	CE REC.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
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	70,769	71,451	71,451	71,451	71,486	71,522

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 recommended 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 recommended 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	534,904	2.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	670,039	808,509	819,256	844,983	4.5%
Employee Benefits	204,816	249,651	246,726	263,435	5.5%
County General Fund Personnel Costs	874,855	1,058,160	1,065,982	1,108,418	4.7%
Operating Expenses	195,353	259,152	256,551	259,800	0.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	1,070,208	1,317,312	1,322,533	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	1,744,240	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 RECOMMENDED 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 RECOMMENDED:	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 RECOMMENDED:	633,331	5.70

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.				(S000'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 Recommended	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 total recommended FY15 Operating Budget for the Montgomery County Fire and Rescue Service is \$225,219,536, an increase of \$6,579,120 or 3.0 percent from the FY14 Approved Budget of \$218,640,416. Personnel Costs comprise 82.3 percent of the budget for 1283 full-time positions and three part-time positions, and a total of 1286.56 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 17.7 percent of the FY15 budget.

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 recommended 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 Amy Wilson of the Office of Management and Budget at 240.777.2775 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 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 Recommended 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 CE Recommended	6,426,898	36.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	113,709,277	114,129,578	115,411,647	120,132,188	5.3%
Employee Benefits	57,126,782	58,189,832	61,793,762	64,222,544	10.4%
Fire Personnel Costs	170,836,059	172,319,410	177,205,409	184,354,732	7.0%
Operating Expenses	34,522,167	39,310,376	46,002,396	39,947,649	1.6%
Capital Outlay	0	5,388,907	0	0	—
Fire Expenditures	205,358,226	217,018,693	223,207,805	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	224,829,528	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 RECOMMENDED 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 RECOMMENDED:	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 RECOMMENDED:	917,155	11.19

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC. FY15	FY16	FY17	(5000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
FIRE						
Expenditures						
FY15 Recommended	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 Recommended Expenditures	FTEs	FY16 Annualized 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

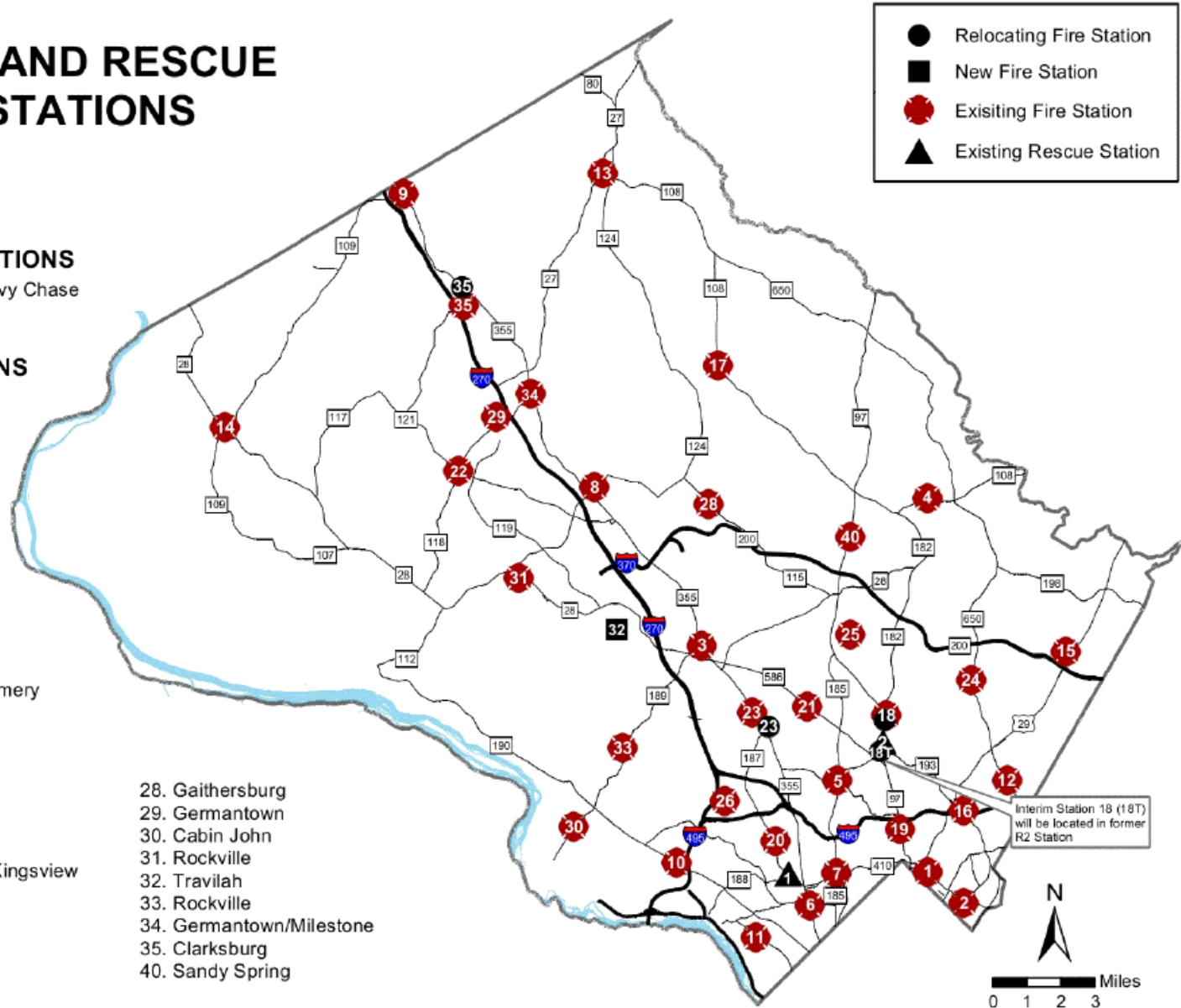
FIRE AND RESCUE STATIONS

RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring



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 recommended FY15 Operating Budget for the Department of Police is \$273,601,323, an increase of \$13,006,673 or 5.0 percent from the FY14 Approved Budget of \$260,594,650. Personnel Costs comprise 84.1 percent of the budget for 1776 full-time positions and 186 part-time positions, and a total of 1834.75 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 recommended 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 County Executive Recommended 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 two more School Resource Officers. Along with the previous year's increase of six, putting the County closer to the goal to provide a police 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 Recommended 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 CE Recommended	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 Recommended 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 - School Resource Officers	93,304	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.	120,387,340	900.83
FY15 CE Recommended	121,981,258	923.83

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 Recommended Changes	Expenditures	FTEs
FY14 Approved	142,386,738	1067.35
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-101,753,886	-785.43
FY15 CE Recommended	40,632,852	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 (SOCEM-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 Recommended Changes	Expenditures	FTEs
FY14 Approved	165,000	2.00
Technical Adj: Align budget to grant award	0	-1.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	137,381,961	145,430,415	143,431,548	153,103,563	5.3%
Employee Benefits	65,872,462	69,554,187	73,105,923	76,983,401	10.7%
County General Fund Personnel Costs	203,254,423	214,984,602	216,537,471	230,086,964	7.0%
Operating Expenses	43,105,038	45,445,048	44,544,449	43,349,359	-4.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	246,359,461	260,429,650	261,081,920	273,436,323	5.0%
PERSONNEL					
Full-Time	1,661	1,702	1,702	1,775	4.3%
Part-Time	198	198	198	186	-6.1%
FTEs	1,740.95	1,765.35	1,765.35	1,833.75	3.9%
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	13,711,890	—
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	41,513,652	2.1%
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	261,246,920	273,601,323	5.0%
Total Full-Time Positions	1,664	1,704	1,704	1,776	4.2%
Total Part-Time Positions	198	198	198	186	-6.1%
Total FTEs	1,743.95	1,767.35	1,767.35	1,834.75	3.8%
Total Revenues	38,454,501	40,822,645	40,822,645	41,678,652	2.1%

FY15 RECOMMENDED 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: Investigations Forensic Scientists [Investigative Services]	151,740	2.00
Enhance: Staffing Initiative: School Safety - School Resource Officers [Patrol Services]	93,304	2.00
Enhance: 30 additional Automatic External Defibrillators (AEDs)	69,600	0.00
<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 RECOMMENDED:	273,436,323	1833.75
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 RECOMMENDED:	165,000	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Chief	2,086,092	13.00	3,551,460	11.00
Patrol Services	0	0.00	121,981,258	923.83
Field Services	142,386,738	1067.35	40,632,852	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	273,601,323	1834.75

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

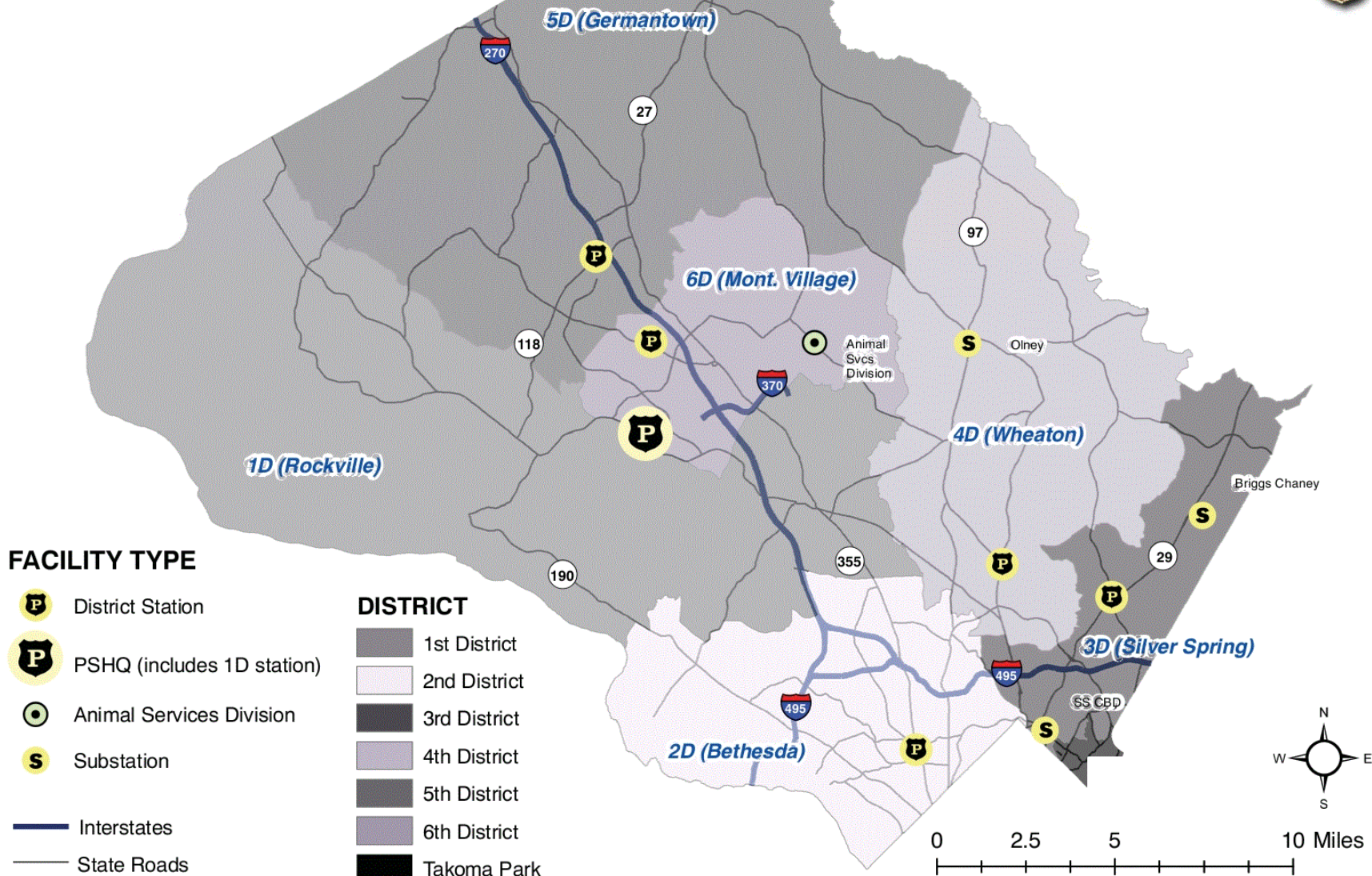
FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(5000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	273,436	273,436	273,436	273,436	273,436	273,436
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY15	0	-330	-330	-330	-330	-330
Items approved for one-time funding in FY15, including equipment for new positions, 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	273,436	275,941	276,898	276,898	276,898	276,898

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Recommended		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 - School Resource Officers [Patrol Services]	61,564	2.00	188,995	2.00
Total	1,305,159	25.00	2,479,110	25.00

Montgomery County Police Facilities



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 recommended 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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Due to the lapse of federal funds through the ARREST grant, the County Executive recommends continuing 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	792,000	5.17

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,804,722	12,653,222	12,827,274	13,311,755	5.2%
Employee Benefits	6,379,577	6,609,760	6,862,698	7,341,697	11.1%
County General Fund Personnel Costs	19,184,299	19,262,982	19,689,972	20,653,452	7.2%
Operating Expenses	2,476,494	2,670,908	2,883,782	2,317,237	-13.2%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	21,660,793	21,933,890	22,573,754	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	23,609,036	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 RECOMMENDED 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 RECOMMENDED:	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 RECOMMENDED:	792,000	5.17

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.	(\$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 Recommended	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.						

Title	CE REC.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
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 Recommended		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 recommended FY15 Operating Budget for the Department of Transportation is \$49,123,424, an increase of \$1,817,853 or 3.8 percent from the FY14 Approved Budget of \$47,305,571. Personnel Costs comprise 46.7 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 53.3 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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***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.***
- ❖ ***Oversee an increasing road resurfacing program with lane miles addressed rising from 24 lane miles in FY14 to 129 lane miles in FY15.***
- ❖ ***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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,789,410	0.00
FY15 CE Recommended	1,789,410	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	15,778,581	120.59
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 CE Recommended	16,402,821	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	520,870	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.	387	0.00
FY15 CE Recommended	521,257	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	2,105,760	11.80
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 CE Recommended	2,185,252	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,590,880	7.50
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 CE Recommended	1,669,857	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	4,530,900	14.60
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 CE Recommended	4,531,677	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	3,596,245	23.70

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	16,090,471	13,346,280	13,427,931	13,974,657	4.7%
Employee Benefits	6,109,794	5,858,821	5,849,449	5,960,424	1.7%
County General Fund Personnel Costs	22,200,265	19,205,101	19,277,380	19,935,081	3.8%
Operating Expenses	36,722,196	22,927,839	22,916,861	23,948,716	4.5%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	58,922,461	42,132,940	42,194,241	43,883,797	4.2%
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	325,000	—
Motor Pool Charges/Fees	2,644	0	0	0	—
Other Charges/Fees	0	40,000	40,000	40,000	—
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	3,587,366	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	5,594,366	3.6%
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%
Operating Expenses	62,536	0	0	0	—

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	2,066,233	2,242,070	4.1%
Employee Benefits	647,686	718,181	619,819	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	2,729,446	2,242,370	-1.8%
Capital Outlay	0	0	0	0	—
Vacuum Leaf Collection Expenditures	5,333,886	5,155,303	5,415,498	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	47,627,067	49,123,424	3.8%
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	12,137,835	1.6%

FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	42,132,940	242.06
<u>Changes (with service impacts)</u>		
Enhance: Inspection of Short Span Bridges [Transportation Planning and Design]	40,000	0.00
Enhance: Master Plan Review and Transportation Policy Area Review monitoring through increased Planning Specialist staffing [Transportation Policy]	6,439	0.50
<u>Other Adjustments (with no service impacts)</u>		
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
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 RECOMMENDED:	43,883,797	243.98

	Expenditures	FTEs
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	17,328	0.25
<u>Other Adjustments (with no service impacts)</u>		
Decrease Cost: Partial expiration of Safe Routes to Schools grant [Traffic and Pedestrian Safety]	-2,344	-0.06
FY15 RECOMMENDED:	14,984	0.19
VACUUM LEAF COLLECTION		
FY14 ORIGINAL APPROPRIATION	5,155,303	30.83
<u>Other Adjustments (with no service impacts)</u>		
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 RECOMMENDED:	5,224,643	30.83

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	1,789,410	0.00
Roadway and Related Maintenance	15,778,581	120.59	16,402,821	122.10
Snow Removal/Wind/Rain Storms	3,214,060	24.70	3,281,713	24.70
Streetlighting	520,870	0.50	521,257	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	2,185,252	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	1,669,857	7.50
Transportation Policy	443,220	2.50	446,878	3.00
Tree Maintenance	4,530,900	14.60	4,531,677	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	49,123,424	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	17,657,432	148.34
Environmental Protection	Water Quality Protection Fund	3,456,635	32.29	3,534,151	32.29
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	21,979,008	185.28

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	43,884	43,884	43,884	43,884	43,884	43,884
No inflation or compensation change is included in outyear projections.						
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	43,884	44,342	44,487	44,744	44,751	44,751
VACUUM LEAF COLLECTION						
Expenditures						
FY15 Recommended	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

FY15-20 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Leaf Collection				
FISCAL PROJECTIONS	FY14 ESTIMATE	FY15 REC	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	1.6%	2.0%	2.2%	2.5%	2.6%	2.4%	2.3%
Investment Income Yield	0.2%	0.4%	1.0%	1.6%	2.2%	2.9%	3.5%
Charge per single-family household	\$ 88.91	\$ 88.91	\$ 100.71	\$ 100.92	\$ 105.62	\$ 106.79	\$ 105.66
Charge per multi-family unit and townhome unit	\$ 3.54	\$ 3.54	\$ 4.05	\$ 4.06	\$ 4.25	\$ 4.30	\$ 4.25
Single-family households in leaf collection district	71,372	71,382	71,382	71,382	71,382	71,382	71,382
Multi-family units in leaf collection district	50,180	50,253	50,253	50,253	50,253	50,253	50,253
% of leaves attributed to multi-family units and townhome units	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%
BEGINNING FUND BALANCE	1,535,193	1,282,952	950,243	926,123	906,421	891,592	882,883
REVENUES							
Charges For Services	6,526,619	6,526,335	7,388,309	7,403,769	7,749,051	7,834,875	7,751,901
Miscellaneous	1,110	2,150	6,150	10,570	15,440	21,560	27,490
Subtotal Revenues	6,527,729	6,528,485	7,394,459	7,414,339	7,764,491	7,856,435	7,779,391
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(1,364,472)	(1,636,551)	(2,037,052)	(1,897,211)	(2,060,642)	(1,935,847)	(1,610,844)
Indirect Costs	(479,276)	(503,807)	(489,290)	(503,360)	(519,830)	(538,910)	(560,830)
Technology Modernization CIP	(450,710)	(473,290)	(489,290)	(503,360)	(519,830)	(538,910)	(560,830)
Transfers To Special Fds: Non-Tax + ISF	(28,566)	(30,517)	0	0	0	0	0
Solid Waste Disposal	(885,196)	(1,132,744)	(1,547,762)	(1,393,851)	(1,540,812)	(1,396,937)	(1,050,014)
TOTAL RESOURCES	6,698,450	6,174,886	6,307,650	6,443,251	6,610,270	6,812,180	7,051,430
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,415,498)	(5,224,643)	(5,355,259)	(5,510,562)	(5,692,410)	(5,903,029)	(6,145,054)
Labor Agreement	n/a	0	(26,268)	(26,268)	(26,268)	(26,268)	(26,268)
Subtotal PSP Oper Budget Approp / Exp's	(5,415,498)	(5,224,643)	(5,381,527)	(5,536,830)	(5,718,678)	(5,929,297)	(6,171,322)
TOTAL USE OF RESOURCES	(5,415,498)	(5,224,643)	(5,381,527)	(5,536,830)	(5,718,678)	(5,929,297)	(6,171,322)
YEAR END FUND BALANCE	1,282,952	950,243	926,123	906,421	891,592	882,883	880,108
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	19.2%	15.4%	14.7%	14.1%	13.5%	13.0%	12.5%
Assumptions: 1. Leafvacuuming charges are adjusted to achieve cost recovery. 2. The rates have been set to establish a fund balance of at least \$250,000, consistent with the fund balance policy developed in August 2004. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending fund balance.							

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 recommended FY15 Operating Budget for the Parking Districts Funds is \$28,461,931, an increase of \$2,605,536 or 10.1 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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***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.***
- ❖ ***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.**

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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,221,932	16.68
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 CE Recommended	5,493,270	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 Recommended 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 CE Recommended	11,982,244	16.10

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
BETHESDA PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	1,364,954	1,382,866	1,426,822	1,567,412	13.3%
Employee Benefits	473,802	529,231	530,716	569,313	7.6%
Bethesda Parking District Personnel Costs	1,838,756	1,912,097	1,957,538	2,136,725	11.7%
Operating Expenses	10,842,972	7,376,145	7,336,145	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	13,304,622	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	31,105	35,602	8.8%
Employee Benefits	9,308	11,951	9,710	12,431	4.0%
Montgomery Hills Parking District Personnel Costs	42,175	44,667	40,815	48,033	7.5%
Operating Expenses	87,329	92,232	92,233	92,339	0.1%
Capital Outlay	0	0	0	0	—
Montgomery Hills Parking District Expenditures	129,504	136,899	133,048	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	1,506,910	1,675,668	11.3%
Employee Benefits	506,214	581,991	529,697	617,237	6.1%
Silver Spring Parking District Personnel Costs	1,957,694	2,087,956	2,036,607	2,292,905	9.8%
Operating Expenses	7,809,001	9,009,878	9,009,878	9,667,874	7.3%
Capital Outlay	0	0	0	0	—
Silver Spring Parking District Expenditures	9,766,695	11,097,834	11,046,485	11,960,779	7.8%
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%
WHEATON PARKING DISTRICT					

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	239,515	240,190	231,467	261,559	8.9%
Employee Benefits	87,293	94,522	91,439	99,708	5.5%
Wheaton Parking District Personnel Costs	326,808	334,712	322,906	361,267	7.9%
Operating Expenses	926,352	987,769	987,769	987,359	0.0%
Capital Outlay	0	0	0	0	—
Wheaton Parking District Expenditures	1,253,160	1,322,481	1,310,675	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	25,794,830	28,461,931	10.1%
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 RECOMMENDED 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 RECOMMENDED:	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
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

	Expenditures	FTEs
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 RECOMMENDED:	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: 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 RECOMMENDED:	11,960,779	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 RECOMMENDED:	1,348,626	3.52

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	5,493,270	17.98
Parking Operations	10,207,625	16.10	11,982,244	16.10
Total	25,856,395	48.59	28,461,931	49.89

FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY15	FY16	FY17	FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
BETHESDA PARKING DISTRICT						
Expenditures						
FY15 Recommended	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 Recommended	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 Recommended	11,961	11,961	11,961	11,961	11,961	11,961
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	11,961	10,626	10,678	10,617	10,668	10,606

Title	CE REC.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
WHEATON PARKING DISTRICT						
Expenditures						
FY15 Recommended	1,349	1,349	1,349	1,349	1,349	1,349
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.						
Emergency Backup Batteries in Garages	0	-22	0	-22	0	-22
Replacement every two years.						
Retiree Health Insurance Pre-Funding	0	-1	-1	-2	-3	-4
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	1,349	1,330	1,351	1,328	1,349	1,326

FY15-20 Public Services Program: Fiscal Plan Bethesda Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2014	2015	2016	2017	2018	2019	2020
Assumptions							
Property Tax Rate Real/Improved	0.124	0.124	0.124	0.124	0.124	0.124	0.124
Assessable Base Real/Improved (000)	1,522,200	1,576,500	1,634,100	1,716,600	1,817,200	1,921,600	2,034,100
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.310	0.310	0.310	0.310	0.310	0.310	0.310
Assessable Base Personal/Improved (000)	167,500	164,200	158,600	154,200	150,200	146,400	142,500
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	1.80	2.20	2.50	2.90	3.30	3.70	4.10
Investment Income Yield	0.30%	0.55%	1.25%	1.75%	2.25%	2.75%	3.25%
Beginning Fund Balance	\$ 16,716,696	\$ 9,906,665	\$ 8,329,563	\$ 9,200,217	\$ 7,257,077	\$ 9,880,233	\$ 10,309,095
Revenues							
Taxes	\$ 2,568,146	\$ 2,629,783	\$ 2,688,236	\$ 2,783,693	\$ 2,904,583	\$ 3,031,134	\$ 3,168,201
Charges for Services	\$ 13,114,730	\$ 13,989,730	\$ 14,247,730	\$ 14,247,730	\$ 14,247,730	\$ 14,247,730	\$ 14,247,730
Fines & Forfeits	\$ 4,829,000	\$ 4,829,000	\$ 4,829,000	\$ 4,829,000	\$ 4,829,000	\$ 4,829,000	\$ 4,829,000
Miscellaneous	\$ 33,507,330	\$ 346,840	\$ 4,428,280	\$ 435,770	\$ 5,312,260	\$ 3,551,920	\$ 614,600
Subtotal Revenues	\$ 54,019,206	\$ 21,795,353	\$ 26,193,246	\$ 22,296,193	\$ 27,293,573	\$ 25,659,784	\$ 22,859,531
Transfers							
Transfers to General Fund	\$ (317,640)	\$ (359,291)	\$ (339,098)	\$ (339,098)	\$ (339,098)	\$ (339,098)	\$ (339,098)
Indirect Costs	\$ (300,010)	\$ (339,098)	\$ (339,098)	\$ (339,098)	\$ (339,098)	\$ (339,098)	\$ (339,098)
Transfers to Special Funds : Tax Supported	\$ (7,770,920)	\$ (7,180,009)	\$ (7,536,037)	\$ (7,610,437)	\$ (7,686,369)	\$ (7,755,204)	\$ (7,820,922)
Transportation Management District	\$ (492,820)	\$ (492,820)	\$ (492,820)	\$ (492,820)	\$ (492,820)	\$ (492,820)	\$ (492,820)
Bethesda Urban District	\$ (2,932,000)	\$ (2,823,989)	\$ (3,180,017)	\$ (3,254,417)	\$ (3,330,349)	\$ (3,399,184)	\$ (3,464,902)
Mass Transit (Fine Revenue)	\$ (4,346,100)	\$ (3,863,200)	\$ (3,863,200)	\$ (3,863,200)	\$ (3,863,200)	\$ (3,863,200)	\$ (3,863,200)
Transfer from General Fund - Shady Grove Meters	\$ 67,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Silver Spring PLD	\$ -	\$ 1,500,000	\$ (1,500,000)	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 62,714,567	\$ 25,662,718	\$ 25,147,675	\$ 23,546,875	\$ 26,525,184	\$ 27,445,715	\$ 25,008,605
CIP Current Revenue Appropriation Expenditure							
	\$ (6,343,280)	\$ (2,321,000)	\$ (625,000)	\$ (590,000)	\$ (590,000)	\$ (590,000)	\$ (590,000)
Other CIP Revenue Appropriation Expenditure							
	\$ (33,160,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Appropriations/Expenditures							
Operating Budget	\$ (9,293,683)	\$ (10,052,365)	\$ (10,346,355)	\$ (10,690,995)	\$ (11,090,575)	\$ (11,550,175)	\$ (12,075,785)
Existing Debt Service	\$ (4,010,939)	\$ (4,959,789)	\$ (4,960,917)	\$ (4,963,007)	\$ (4,963,470)	\$ (4,965,220)	\$ (4,958,970)
Annualize and One-Time Annualization	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Garage 31	\$ -	\$ -	\$ (70,000)	\$ (70,000)	\$ (70,000)	\$ (70,000)	\$ (70,000)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ 5,530	\$ 13,420	\$ 19,810	\$ 27,990	\$ 35,880
Battery Backup	\$ -	\$ -	\$ 38,500	\$ -	\$ 38,500	\$ -	\$ 38,500
Labor Agreement	\$ -	\$ -	\$ (19,215)	\$ (19,215)	\$ (19,215)	\$ (19,215)	\$ (19,215)
Subtotal PSP Operating Budget Appropriation	\$ (13,304,622)	\$ (15,012,154)	\$ (15,322,457)	\$ (15,699,797)	\$ (16,054,950)	\$ (16,546,620)	\$ (17,019,590)
Total Use of Resources							
	\$ (52,807,902)	\$ (17,333,154)	\$ (15,947,457)	\$ (16,289,797)	\$ (16,644,950)	\$ (17,136,620)	\$ (17,609,590)
Year End Fund Balance	\$ 9,906,665	\$ 8,329,563	\$ 9,200,217	\$ 7,257,077	\$ 9,880,233	\$ 10,309,095	\$ 7,399,015
Bond Restricted Reserve	\$ (6,091,794)	\$ (7,088,062)	\$ (7,108,514)	\$ (7,134,057)	\$ (7,156,688)	\$ (7,189,058)	\$ (7,212,759)
Year End Available Fund Balance	\$ 3,814,871	\$ 1,241,501	\$ 2,091,704	\$ 123,021	\$ 2,723,546	\$ 3,120,037	\$ 186,256
End-of-Year Available Fund Balance As A Percent of Resources	6.08%	4.84%	8.32%	0.52%	10.27%	11.37%	0.74%

Assumptions:

1. The cash balance includes funds required to be held by the District to cover Bond Covenants.

Bond coverage (annual net revenues over debt service requirements) is maintained at about 322 percent in FY15. The minimum requirement is 125 percent.

2. Real/Improved property tax revenue is assumed to increase over the six years based on an improved assessable base.

3. Revenue for the air rights lease for Garage 49 is assumed in FY14 through FY20.

4. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY16-20 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The project expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY15-20 Public Services Program: Fiscal Plan Montgomery Hills Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2014	2015	2016	2017	2018	2019	2020
Assumptions							
Property Tax Rate Real/Improved	0.240	0.240	0.240	0.240	0.240	0.240	0.240
Assessable Base Real/Improved (000)	27,500	28,500	29,500	31,000	32,800	34,700	36,700
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.600	0.600	0.600	0.600	0.600	0.600	0.600
Assessable Base Personal/Improved (000)	2,400	2,400	2,300	2,200	2,100	2,000	1,900
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	2.25	2.32	2.40	2.73	3.15	3.45	3.73
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
Beginning Fund Balance	\$ 63,542	\$ 75,465	\$ 82,008	\$ 83,229	\$ 81,954	\$ 78,238	\$ 71,619
Revenues							
Taxes	\$ 80,381	\$ 82,762	\$ 84,546	\$ 87,521	\$ 91,210	\$ 95,137	\$ 99,302
Charges for Services	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
Fines & Forfeits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Revenues	\$ 157,381	\$ 159,762	\$ 161,546	\$ 164,521	\$ 168,210	\$ 172,137	\$ 176,302
Transfers	\$ (12,410)	\$ (12,846)	\$ (12,623)	\$ (12,623)	\$ (12,623)	\$ (12,623)	\$ (12,623)
Transfers to General Fund	\$ (12,410)	\$ (12,846)	\$ (12,623)	\$ (12,623)	\$ (12,623)	\$ (12,623)	\$ (12,623)
Indirect Costs	\$ (7,010)	\$ (7,381)	\$ (7,623)	\$ (7,623)	\$ (7,623)	\$ (7,623)	\$ (7,623)
Technology Modernization CIP Project	\$ (400)	\$ (465)	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Services Center	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)
Total Resources	\$ 208,513	\$ 222,380	\$ 230,932	\$ 235,127	\$ 237,541	\$ 237,752	\$ 235,298
Appropriations/Expenditures							
Operating Budget	\$ (133,048)	\$ (140,372)	\$ (147,272)	\$ (152,742)	\$ (158,872)	\$ (165,702)	\$ (172,532)
Labor Agreement	\$ -	\$ -	\$ (431)	\$ (431)	\$ (431)	\$ (431)	\$ (431)
Subtotal PSP Operating Budget Appropriation	\$ (133,048)	\$ (140,372)	\$ (147,703)	\$ (153,173)	\$ (159,303)	\$ (166,133)	\$ (172,963)
Total Use of Resources	\$ (133,048)	\$ (140,372)	\$ (147,703)	\$ (153,173)	\$ (159,303)	\$ (166,133)	\$ (172,963)
Year End Available Fund Balance	\$ 75,465	\$ 82,008	\$ 83,229	\$ 81,954	\$ 78,238	\$ 71,619	\$ 62,335
End-of-Year Available Fund Balance As A Percent of Resources	36.19%	36.88%	36.04%	34.86%	32.94%	30.12%	26.49%

Assumptions:

1. Property tax revenue is assumed to increase over the six years based on an improved assessable base.
2. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY16-20 expenditures are based on the major, known commitments of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY15-20 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2014	2015	2016	2017	2018	2019	2020
Assumptions							
Property Tax Rate Real/Improved	0.317	0.317	0.317	0.317	0.317	0.317	0.317
Assessable Base Real/Improved (000)	1,955,500	2,025,300	2,099,300	2,205,300	2,334,500	2,468,600	2,613,100
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.7925	0.7925	0.7925	0.7925	0.7925	0.7925	0.7925
Assessable Base Personal/Improved (000)	120,000	117,700	113,700	110,600	107,700	105,000	102,200
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	2.25	2.32	2.40	2.73	3.15	3.45	3.73
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
Beginning Fund Balance	\$ 13,935,972	\$ 14,769,051	\$ 11,724,685	\$ 11,746,288	\$ 9,501,731	\$ 9,034,553	\$ 8,335,112
Revenues							
Taxes	\$ 7,589,621	\$ 7,808,396	\$ 8,028,085	\$ 8,363,485	\$ 8,779,215	\$ 9,213,184	\$ 9,681,734
Charges for Services	\$ 10,550,000	\$ 10,550,000	\$ 10,550,000	\$ 10,550,000	\$ 10,550,000	\$ 10,550,000	\$ 10,550,000
Fines & Forfeits	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250
Miscellaneous	\$ 6,980	\$ 13,540	\$ 38,710	\$ 66,530	\$ 97,210	\$ 135,740	\$ 173,090
Subtotal Revenues	\$ 20,402,851	\$ 20,628,186	\$ 20,873,045	\$ 21,236,265	\$ 21,682,675	\$ 22,155,174	\$ 22,661,074
Transfers	\$ (5,753,287)	\$ (8,451,773)	\$ (5,824,626)	\$ (7,444,346)	\$ (7,569,267)	\$ (7,693,919)	\$ (7,815,539)
Transfers to General Fund	\$ (348,236)	\$ (1,478,797)	\$ (1,472,534)	\$ (1,472,534)	\$ (1,472,534)	\$ (1,472,534)	\$ (1,472,534)
Indirect Costs	\$ (327,600)	\$ (346,163)	\$ (363,884)	\$ (363,884)	\$ (363,884)	\$ (363,884)	\$ (363,884)
Technology Modernization CIP Project	\$ (20,636)	\$ (23,984)	\$ -	\$ -	\$ -	\$ -	\$ -
Other Transfers to General Fund	\$ -	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)
Other Transfers to General Fund	\$ -	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)	\$ (1,108,650)
Transfers to Special Funds : Tax Supported	\$ (5,437,430)	\$ (6,972,976)	\$ (4,352,092)	\$ (5,971,812)	\$ (6,096,733)	\$ (6,221,385)	\$ (6,343,005)
Transportation Management District	\$ (776,180)	\$ (776,180)	\$ (776,180)	\$ (802,301)	\$ (831,784)	\$ (864,044)	\$ (896,304)
Silver Spring Urban District	\$ (2,405,000)	\$ (2,440,546)	\$ (2,819,662)	\$ (2,913,261)	\$ (3,008,699)	\$ (3,101,091)	\$ (3,190,451)
Mass Transit (Fine Revenue)	\$ (2,256,250)	\$ (2,256,250)	\$ (2,256,250)	\$ (2,256,250)	\$ (2,256,250)	\$ (2,256,250)	\$ (2,256,250)
Transfers From General Fund	\$ 32,379	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shady Grove Meters	\$ 32,379	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 28,585,536	\$ 26,945,464	\$ 26,773,104	\$ 25,538,207	\$ 23,615,139	\$ 23,495,808	\$ 23,180,647
CIP Current Revenue Appropriation Expenditure	\$ (2,770,000)	\$ (3,260,000)	\$ (4,054,000)	\$ (4,556,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)
Appropriations/Expenditures							
Operating Budget	\$ (9,946,486)	\$ (10,860,779)	\$ (11,201,159)	\$ (11,601,069)	\$ (12,062,779)	\$ (12,591,329)	\$ (13,039,049)
Annualize and One-Time Annualization	\$ -	\$ -	\$ 1,294,060	\$ 1,294,060	\$ 1,294,060	\$ 1,294,060	\$ 1,294,060
Operating Leases	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ 3,810	\$ 9,260	\$ 13,660	\$ 19,300	\$ 24,740
Battery Backup	\$ -	\$ -	\$ 57,200	\$ -	\$ 57,200	\$ -	\$ 57,200
Labor Agreement	\$ -	\$ -	\$ (20,727)	\$ (20,727)	\$ (20,727)	\$ (20,727)	\$ (20,727)
Lot 3 Parking Garage	\$ -	\$ -	\$ (6,000)	\$ (62,000)	\$ (62,000)	\$ (62,000)	\$ (62,000)
Subtotal PSP Operating Budget Appropriation	\$ (11,046,485)	\$ (11,960,779)	\$ (10,972,816)	\$ (11,480,476)	\$ (11,880,586)	\$ (12,460,696)	\$ (12,845,776)
Total Use of Resources	\$ (13,816,485)	\$ (15,220,779)	\$ (15,026,816)	\$ (16,036,476)	\$ (14,580,586)	\$ (15,160,696)	\$ (15,545,776)
Year End Available Fund Balance	\$ 14,769,051	\$ 11,724,685	\$ 11,746,288	\$ 9,501,731	\$ 9,034,553	\$ 8,335,112	\$ 7,634,871
End-of-Year Available Fund Balance As A Percent of Resources	51.67%	43.51%	43.87%	37.21%	38.26%	35.47%	32.94%

Assumptions:

1. Property tax revenue is assumed to increase over the six years based on an improved assessable base.
2. Large assessable base increases are due to economic growth and new projects coming online.
3. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY 16-20 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY15-20 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2014	2015	2016	2017	2018	2019	2020
Assumptions							
Property Tax Rate Real/Improved	0.240	0.240	0.240	0.240	0.240	0.240	0.240
Assessable Base Real/Improved (000)	172,100	178,200	184,700	194,000	205,400	217,200	229,900
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.600	0.600	0.600	0.600	0.600	0.600	0.600
Assessable Base Personal/Improved (000)	8,200	8,000	7,700	7,500	7,300	7,100	6,900
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	2.25	2.32	2.40	2.73	3.15	3.45	3.73
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
Beginning Fund Balance	\$ 1,049,317	\$ 948,128	\$ 818,734	\$ 1,177,123	\$ 997,213	\$ 768,771	\$ 574,671
Revenues							
Taxes	\$ 467,763	\$ 480,795	\$ 494,183	\$ 514,833	\$ 540,603	\$ 567,324	\$ 596,188
Charges for Services	\$ 925,200	\$ 925,200	\$ 925,200	\$ 925,200	\$ 925,200	\$ 925,200	\$ 925,200
Fines & Forfeits	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000
Miscellaneous	\$ 250	\$ 490	\$ 1,400	\$ 2,410	\$ 3,520	\$ 4,920	\$ 6,270
Subtotal Revenues	\$ 1,939,213	\$ 1,952,485	\$ 1,966,783	\$ 1,988,443	\$ 2,015,323	\$ 2,043,444	\$ 2,073,658
Transfers	\$ (572,727)	\$ (576,253)	\$ (57,333)	\$ (57,333)	\$ (57,333)	\$ (57,333)	\$ (57,333)
Transfers to General Fund	\$ (55,407)	\$ (58,933)	\$ (57,333)	\$ (57,333)	\$ (57,333)	\$ (57,333)	\$ (57,333)
Indirect Costs	\$ (52,520)	\$ (55,478)	\$ (57,333)	\$ (57,333)	\$ (57,333)	\$ (57,333)	\$ (57,333)
Technology Modernization CIP Project	\$ (2,887)	\$ (3,455)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Special Funds : Tax Supported	\$ (517,320)	\$ (517,320)	\$ -	\$ -	\$ -	\$ -	\$ -
Wheaton Urban District	\$ (292,320)	\$ (292,320)	\$ -	\$ -	\$ -	\$ -	\$ -
Mass Transit (Fine Revenue)	\$ (225,000)	\$ (225,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 2,415,803	\$ 2,324,360	\$ 2,728,184	\$ 3,108,234	\$ 2,955,202	\$ 2,754,882	\$ 2,590,996
CIP Current Revenue Appropriation Expenditure	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (645,000)	\$ (686,000)	\$ (595,000)	\$ (545,000)
Appropriations/Expenditures							
Operating Budget	\$ (1,310,675)	\$ (1,348,626)	\$ (1,418,981)	\$ (1,469,761)	\$ (1,526,831)	\$ (1,590,461)	\$ (1,654,091)
Annualize and One-Time Annualization	\$ -	\$ -	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350	\$ 2,350
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ 570	\$ 1,390	\$ 2,050	\$ 2,900	\$ 3,710
Battery Backup	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ (22,000)
Labor Agreement	\$ -	\$ -	\$ (3,205)	\$ (3,205)	\$ (3,205)	\$ (3,205)	\$ (3,205)
Subtotal PSP Operating Budget Appropriation	\$ (1,310,675)	\$ (1,348,626)	\$ (1,394,061)	\$ (1,466,021)	\$ (1,500,431)	\$ (1,585,211)	\$ (1,670,031)
Total Use of Resources	\$ (1,467,675)	\$ (1,505,626)	\$ (1,551,061)	\$ (2,111,021)	\$ (2,186,431)	\$ (2,180,211)	\$ (2,215,031)
Year End Available Fund Balance	\$ 948,128	\$ 818,734	\$ 1,177,123	\$ 997,213	\$ 768,771	\$ 574,671	\$ 375,965
End-of-Year Available Fund Balance As A Percent of Resources	39.25%	35.22%	43.15%	32.08%	26.01%	20.86%	14.51%

Assumptions:

1. Property tax revenue is assumed to increase over the six years based on an improved assessable base.
2. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY16-20 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

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 recommended FY15 Operating Budget for the Division of Transit Services is \$125,013,667, an increase of \$3,659,766 or 3.0 percent from the FY14 Approved Budget of \$121,353,901. Personnel Costs comprise 54.6 percent of the budget for 815 full-time positions, and a total of 825.62 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 \$14,015,110 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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***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.***
- ❖ ***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.***
- ❖ ***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.***
- ❖ ***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 Recommended 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 CE Recommended	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
Percent of Ride On Customers Who Report a Satisfactory Customer Service Experience ²	NA	NA	NA	NA	NA

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
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 Recommended Changes	Expenditures	FTEs
FY14 Approved	98,032,331	748.18
Enhance: System Safety	629,785	8.00
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 CE Recommended	101,602,890	752.91

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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	2,513,270	6.45

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	44,770,071	46,447,330	46,067,853	48,790,656	5.0%
Employee Benefits	15,059,155	17,082,566	16,831,939	17,677,586	3.5%
Mass Transit Personnel Costs	59,829,226	63,529,896	62,899,792	66,468,242	4.6%
Operating Expenses	53,159,389	53,135,836	53,276,560	53,847,863	1.3%
Capital Outlay	0	0	0	0	—
Mass Transit Expenditures	112,988,615	116,665,732	116,176,352	120,316,105	3.1%
PERSONNEL					
Full-Time	789	791	791	800	1.1%
Part-Time	0	0	0	0	—
FTEs	799.25	800.95	800.95	810.69	1.2%
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	65,474,509	-6.6%
Ride On Fare Revenue	21,977,926	21,358,898	22,068,194	24,100,000	12.8%
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	131,935,550	1.8%
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%
DEPARTMENT TOTALS					
Total Expenditures	116,336,769	121,353,901	120,864,521	125,013,667	3.0%
Total Full-Time Positions	804	806	806	815	1.1%
Total Part-Time Positions	0	0	0	0	—
Total FTEs	814.41	816.06	816.06	825.62	1.2%
Total Revenues	137,970,925	134,327,810	134,274,332	136,633,112	1.7%

FY15 RECOMMENDED 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: 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: 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 RECOMMENDED:	120,316,105	810.69
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 RECOMMENDED:	4,697,562	14.93

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	101,602,890	752.91
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	125,013,667	825.62

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	CE REC.			(5000'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 Recommended	120,316	120,316	120,316	120,316	120,316	120,316
No inflation or compensation change is included in outyear projections.						
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	120,316	121,025	121,025	121,025	121,025	121,025

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 recommended FY15 Operating Budget for the Department of Health and Human Services is \$277,734,808, an increase of \$16,330,330 or 6.2 percent from the FY14 Approved Budget of \$261,404,478. Personnel Costs comprise 56.4 percent of the budget for 1350 full-time positions and 329 part-time positions, and a total of 1586.87 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 43.6 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 recommended 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

- ❖ **Expand the Kennedy Cluster Project to the Watkins Mill Cluster, a multi-agency collaborative service model, to enhance early childhood services, add one Linkages to Learning site at South Lake Elementary School, and increase staff support to reduce institutional barriers for students and families in the high-need areas to engage school activities and improve academic achievement.**
- ❖ **Create the Children's Trust, which will support services to improve educational outcomes for children (from birth to age 18) and families by addressing social determinants that impact the educational achievement gap. The Executive is launching this multi-disciplinary partnership approach to support student and family success. The approach is a collaboration led by a Governing Board made up of County leaders and supported by Department Directors through an Operations Committee with financial management and private sector fund leveraged through the Community Foundation.**
- ❖ **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 provision for low income persons to achieve greater self-sufficiency through technical assistance and case management so they can access public and community resources.**
- ❖ **Add funding to support a 2% inflationary adjustment for the developmental disability supplement and other tax-supported contracts with non-profit organizations and residential treatment providers.**
- ❖ **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 resulting from new bank mandatory reporting requirements.**
- ❖ **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 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.**
- ❖ **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.**
- ❖ **Add funds for a Caregiver Support Senior Fellow to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers.**
- ❖ **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.**
- ❖ **Add funds to the Developmental Disability Supplement to support program growth due to increased enrollment and expanding service requirements among current clients.**
- ❖ **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.**
- ❖ **Enhance the Saturday School program through the George B. Thomas Learning Academy to serve Montgomery County Public School students who need educational supports.**
- ❖ **Enhance the County's Welcome 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.**

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- ❖ **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.**
 - ❖ **In addition to the funding for this department, the recommended budget includes funds for community organizations that augment County services including \$1.1 million for community organizations serving the disabled, \$1.4 million for organizations extending senior services, \$600,967 for organizations providing public health services, \$926,050 for community organizations supplementing County Behavioral health services, and \$1.9 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. Montgomery County presently has six Senior Villages with six more in development.**
 - ❖ **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.**
 - ❖ **The Montgomery County Commission on People with Disabilities worked to have a special hiring authority to promote the hiring of qualified people with disabilities similar to the federal government, which was overwhelmingly supported by County voters during the 2012 election. Since July 2013, nine persons with severe disabilities have been hired using the special hiring non-competitive process. An additional four persons have been hired under contract.**
 - ❖ **The Montgomery County Continuum of Care held its third "Homeless Resource Day" in November 2013, continuing its efforts to utilize innovative ways to reach out to and provide assistance to persons experiencing homelessness. More than 300 households attended this highly successful event.**
 - ❖ **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.**
- **Adult Protective Services saw a 33% increase in investigations of financial exploitation due to new law mandating financial institutions to report suspected financial exploitation of seniors.**
- **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	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	74,072,149	78,351,423	76,154,831	82,626,705	5.5%
Employee Benefits	26,467,464	29,261,722	28,777,127	30,641,875	4.7%
County General Fund Personnel Costs	100,539,613	107,613,145	104,931,958	113,268,580	5.3%
Operating Expenses	77,455,111	85,612,072	87,685,143	91,102,875	6.4%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	177,994,724	193,225,217	192,617,101	204,371,455	5.8%
PERSONNEL					
Full-Time	763	792	792	806	1.8%
Part-Time	288	288	288	289	0.3%
FTEs	1,117.09	1,150.14	1,150.14	1,159.66	0.8%
REVENUES					
Core Health Services Funding	3,666,098	3,838,256	3,975,150	3,975,150	3.6%
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	5,514,816	4.5%
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	843,178	1813.0%
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	26,998,594	21.1%
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	30,111,748	17.6%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	72,109,209	68,179,261	68,179,261	73,363,353	7.6%
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	23,261,730	18.2%
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	73,363,353	7.6%
DEPARTMENT TOTALS					
Total Expenditures	250,103,933	261,404,478	260,796,362	277,734,808	6.2%
Total Full-Time Positions	1,321	1,326	1,326	1,350	1.8%
Total Part-Time Positions	332	331	331	329	-0.6%
Total FTEs	1,558.60	1,568.76	1,568.76	1,586.87	1.2%
Total Revenues	98,416,792	90,474,181	96,268,974	100,361,947	10.9%

FY15 RECOMMENDED 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: Enrollment Increases and Service Delivery for Developmental Disability Supplement Providers [Community Support Network for People with Disabilities]	500,000	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: Linkages to Learning Site at South Lake Elementary School to Support the Expansion of the Kennedy Cluster Project [Linkages to Learning]	122,377	0.00
Enhance: Staffing Need for the Expansion of the Kennedy Cluster Project [Child and Adolescent School and Community Based Services]	111,565	2.50
Enhance: Early Childhood Services for the Expansion of the Kennedy Cluster Project [Early Childhood Services]	104,156	0.00
Add: Children's Trust Fund [Service Area Administration]	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
Enhance: Therapist II Position to expand service capacity [Trauma Services]	72,445	1.00
Enhance: One Social Worker III Position to Reduce Adults Waitlist for Social Services [Assessment and Continuing Case Management Services]	69,324	1.00
Add: One Program Manager I Position to Long Term Care Ombudsman Program [Ombudsman Services]	65,385	1.00
Enhance: Adult Day Care Subsidy [Assessment and Continuing Case Management Services]	52,500	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: Welcome Centers Program through CASA de Maryland [Office of Community Affairs]	46,752	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY15 Compensation Adjustment	4,490,427	0.00
Increase Cost: 2% Inflationary Adjustment to Tax-Supported Contracts with Non-profit Organizations, Developmental Disability Supplement, and Residential Treatment Providers	1,100,888	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
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: Raise the Adult Foster Care Reimbursement Rate [Assisted Living Services]	105,000	0.00
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
Technical Adj: Align FTEs with Hyperion	0	2.85
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 RECOMMENDED:	204,371,455	1159.66
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	68,179,261	418.62
<u>Changes (with service impacts)</u>		
Add: Maryland Health Benefit Exchange Grant (2001651) [Office of the Director]	2,900,000	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

	Expenditures	FTEs
Eliminate: Minority Infant Mortality Reduction Grant (0F64175) [Women's Health Services]	-135,000	0.00
Other Adjustments (with no service impacts)		
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 RECOMMENDED:	73,363,353	427.21

FUNCTION SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Aging and Disability Services	39,230,036	160.55	43,112,933	164.93
Behavioral Health and Crisis Services	39,447,338	209.70	40,524,790	209.70
Children, Youth, and Family Services	62,407,923	433.53	73,628,754	525.43
Public Health Services	73,394,361	571.98	68,398,678	489.71
Special Needs Housing	19,756,896	62.50	20,138,104	62.50
Administration and Support	27,167,924	130.50	31,931,550	134.60
Total	261,404,478	1568.76	277,734,809	1586.87

FUTURE FISCAL IMPACTS

Title	CE REC. 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 Recommended	204,371	204,371	204,371	204,371	204,371	204,371
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	174	174	174	174	174
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	-37	-37	-37	-37	-37
Items approved for one-time funding in FY15 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.						
Children's Resource Center (P641300)	0	27	54	54	54	54
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended Capital Improvements Program.						
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 Recommended Capital Improvements Program.						
High School Wellness Center (P640902)	0	872	904	904	904	904
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended 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 Recommended Capital Improvements Program.						

Title	CE REC.	(\$000's)				
	FY15	FY16	FY17	FY18	FY19	FY20
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 Recommended Capital Improvements Program.						
Subtotal Expenditures	204,371	206,580	206,918	206,941	206,941	206,941

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Recommended		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
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 [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	321,569	5.88	495,426	5.88

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 Recommended Changes	Expenditures	FTEs
FY14 Approved	16,016,041	38.00
Enhance: Enrollment Increases and Service Delivery for Developmental Disability Supplement Providers	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.	168,750	-2.50
FY15 CE Recommended	16,684,791	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	7,121,420	59.55
Enhance: One Social Worker III Position to Reduce Adults Waitlist for Social Services	69,324	1.00
Enhance: Adult Day Care Subsidy	52,500	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.	346,975	3.00
FY15 CE Recommended	7,590,219	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,899,098	7.07
Increase Cost: Raise the Adult Foster Care Reimbursement Rate	105,000	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.	24,140	0.00
FY15 CE Recommended	2,028,238	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 Recommended 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.	124,541	0.50
FY15 CE Recommended	4,416,397	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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.	24,996	0.00
FY15 CE Recommended	971,352	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 Recommended 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.	94,016	1.00
FY15 CE Recommended	2,706,820	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 Recommended 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.	-32,297	0.00
FY15 CE Recommended	2,517,883	3.00

Service Area Administration

This program area provides leadership and direction for the administration of Aging and Disability.

FY15 Recommended 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 CE Recommended	479,840	3.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Community Support Network for People with Disabilities	16,016,041	38.00	16,684,791	35.50
Assessment and Continuing Case Management Services	7,121,420	59.55	7,590,219	63.55
Assisted Living Services	1,899,098	7.07	2,028,238	7.07
Home Care Services	4,291,856	14.50	4,416,397	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	971,352	0.00
Senior Community Services	2,464,038	7.93	2,706,820	9.31
Senior Nutrition Program	2,550,180	3.00	2,517,883	3.00
Service Area Administration	459,652	3.00	479,840	3.00
Total	39,230,036	160.55	43,112,933	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	7,819,920	15.50
Technical Adj: Community Mental Health Grant Consolidation (0F60032)	55,395	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.	-201,020	0.00
FY15 CE Recommended	7,674,295	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 Recommended 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 CE Recommended	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 Recommended 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.	-206,165	-1.00
FY15 CE Recommended	5,664,429	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	3,127,125	22.00
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.	-261,453	-2.50
FY15 CE Recommended	2,929,354	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 Recommended 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.	53,131	0.00
FY15 CE Recommended	5,541,930	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 Recommended 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.	23,841	-1.00
FY15 CE Recommended	4,755,299	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	3,996,733	35.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	256,822	0.00
FY15 CE Recommended	4,253,555	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 Recommended 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.	-2,931	0.00
FY15 CE Recommended	760,060	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 Recommended 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 CE Recommended	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 Recommended 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.	29,119	0.00
FY15 CE Recommended	615,086	3.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Behavioral Health Planning and Management	7,819,920	15.50	7,674,295	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	5,664,429	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	2,929,354	19.50
Outpatient Behavioral Health Services - Child	5,488,799	28.25	5,541,930	28.25
Trauma Services	4,660,374	29.55	4,755,299	29.55
24-Hour Crisis Center	3,996,733	35.90	4,253,555	35.90
Mental Health Services: Seniors & Persons with Disabilities	762,991	2.00	760,060	2.00
Specialty Behavioral Health Services	2,139,442	19.50	2,435,763	21.50
Service Area Administration	585,967	3.50	615,086	3.50
Total	39,447,338	209.70	40,524,790	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 Recommended 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.	561,572	-1.60
FY15 CE Recommended	22,779,312	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,241,537	5.00
Enhance: Linkages to Learning Site at South Lake Elementary School to Support the Expansion of the Kennedy Cluster Project	122,377	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.	237,353	0.00
FY15 CE Recommended	5,601,267	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	4,131,426	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.	112,461	0.00
FY15 CE Recommended	4,243,887	10.00

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 Recommended Changes	Expenditures	FTEs
FY14 Approved	3,076,452	12.00
Add: Early Childhood Advisory Council Grant (2001450)	142,830	0.00
Enhance: Early Childhood Services for the Expansion of 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.	95,859	1.00
FY15 CE Recommended	3,419,297	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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

¹ *This measure is under construction for FY13

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	16,849,551	159.10
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 CE Recommended	25,329,945	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	2,920,006	4.00
Enhance: Staffing Need for the Expansion of the Kennedy Cluster Project	111,565	2.50
Enhance: The Saturday School Program through the George B. Thomas Academy Learning	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.	80,525	0.00
FY15 CE Recommended	3,212,096	6.50

Service Area Administration

This program provides leadership and direction for the administration of Children, Youth, and Family.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	391,851	4.50
Add: Children's Trust Fund	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.	42,799	0.00
FY15 CE Recommended	534,650	4.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Child Welfare Services	22,217,740	209.40	22,779,312	207.80
Linkages to Learning	5,241,537	5.00	5,601,267	5.00
Positive Youth Development	4,131,426	10.00	4,243,887	10.00
Early Childhood Services	3,076,452	12.00	3,419,297	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	25,329,945	249.10
Child and Adolescent School and Community Based Services	2,920,006	4.00	3,212,096	6.50
Service Area Administration	391,851	4.50	534,650	4.50
Total	62,407,923	433.53	73,628,754	525.43

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.

Program Performance Measures	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
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.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	13,614,382	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.	267,531	0.00
FY15 CE Recommended	13,881,913	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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.	24,913	0.25
FY15 CE Recommended	2,302,684	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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.	-721	0.00
FY15 CE Recommended	1,139,473	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 Recommended 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.	-8,110	0.00
FY15 CE Recommended	7,298,359	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 Recommended 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.	1,104,503	0.40
FY15 CE Recommended	24,321,914	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	1,682,645	12.85

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Health Care for the Uninsured	13,614,382	6.00	13,881,913	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	2,302,684	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	1,139,473	3.00
STD/HIV Prevention and Treatment Program	7,306,469	42.65	7,298,359	42.65
School Health Services	23,167,911	256.33	24,321,914	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	68,398,678	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,098,256	13.00
Replace: Emergency Solutions Grant Shortfall	125,044	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.	2,637	0.00
FY15 CE Recommended	5,225,937	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	6,661,362	3.00
Shift: Transitional Shelters to A Leased Facility and Paid Through the Leases Non-Departmental Account	-71,528	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.	44,579	0.00
FY15 CE Recommended	6,634,413	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 Recommended 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.	83,895	0.00
FY15 CE Recommended	2,465,779	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 Recommended 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.	184,222	0.00
FY15 CE Recommended	5,525,646	34.60

Service Area Administration

This program provides leadership and direction for the administration of Special Needs Housing.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	273,970	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.	12,359	0.00
FY15 CE Recommended	286,329	2.00

PROGRAM SUMMARY

Program Name	FY14 Approved Expenditures	FTEs	FY15 Recommended Expenditures	FTEs
Rental & Energy Assistance Program	5,098,256	13.00	5,225,937	13.00
Shelter Services	6,661,362	3.00	6,634,413	3.00
Permanent Supportive Housing Services	2,381,884	9.90	2,465,779	9.90
Housing Stabilization Services	5,341,424	34.60	5,525,646	34.60
Service Area Administration	273,970	2.00	286,329	2.00
Total	19,756,896	62.50	20,138,104	62.50

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).

<i>FY15 Recommended Changes</i>	Expenditures	FTEs
FY14 Approved	2,269,683	18.75
Add: Maryland Health Benefit Exchange Grant (2001651)	2,900,000	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.	165,181	-1.00
FY15 CE Recommended	5,310,637	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.

<i>FY15 Recommended Changes</i>	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.	684,268	0.50
FY15 CE Recommended	19,296,194	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	7,226,167	22.50
Replace: Community Services Block Grant Shortfall	110,674	1.06
Enhance: Welcome 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.	86,800	0.00
FY15 CE Recommended	7,324,719	22.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Director	2,269,683	18.75	5,310,637	22.35
Office of the Chief Operating Officer	17,672,074	89.25	19,296,194	89.75
Office of Community Affairs	7,226,167	22.50	7,324,719	22.50
Total	27,167,924	130.50	31,931,550	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 recommended 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 recommended 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/cafeterias 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 Coordination 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	Recommended FY15	% Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	1,822,708	1,845,507	1,818,275	1,940,191	5.1%
Employee Benefits	692,735	699,304	679,114	711,495	1.7%
Community Use of Public Facilities Personnel Costs	2,515,443	2,544,811	2,497,389	2,651,686	4.2%
Operating Expenses	7,027,221	7,351,460	6,827,559	7,482,823	1.8%
Capital Outlay	0	0	0	0	—
Community Use of Public Facilities Expenditures	9,542,664	9,896,271	9,324,948	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 RECOMMENDED 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 RECOMMENDED:	10,134,509	26.74

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(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 Recommended	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	1	2	4	7	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	7	15	27	43	61
Reimbursements to MCPS for staff, maintenance, and supplies will be periodically adjusted to reflect increases in those costs.						
Office Lease	0	9	18	27	36	45
These costs assume the current lease remains in effect.						
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.						

Title	CE REC.			(\$000's)		
	FY15	FY16	FY17	FY18	FY19	FY20
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	196	234	273	313	354
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
Subtotal Expenditures	10,135	10,439	10,483	10,538	10,598	10,661

FY15-20 PUBLIC SERVICES PROGRAM: FISCAL PLAN			COMMUNITY USE OF PUBLIC FACILITIES				
FISCAL PROJECTIONS	FY14 ESTIMATE	FY15 REC	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	1.6%	2.0%	2.2%	2.5%	2.6%	2.4%	2.3%
Investment Income Yield	0.19%	0.35%	0.95%	1.55%	2.15%	2.85%	3.45%
BEGINNING FUND BALANCE	3,842,602	4,253,219	4,085,503	3,655,062	3,139,517	2,523,696	1,801,340
REVENUES							
Charges For Services	10,004,550	10,368,000	10,598,170	10,865,243	11,150,999	11,421,969	11,682,390
Miscellaneous	1,150	2,230	6,380	10,970	16,030	22,380	28,540
Subtotal Revenues	10,005,700	10,370,230	10,604,550	10,876,213	11,167,029	11,444,349	11,710,930
INTERFUND TRANSFERS (Net Non-CIP)	(270,135)	(403,437)	(317,483)	(313,470)	(308,771)	(303,329)	(297,075)
Transfers To The General Fund	(429,435)	(454,619)	(432,030)	(432,030)	(432,030)	(432,030)	(432,030)
Indirect Costs	(399,280)	(420,820)	(424,700)	(424,700)	(424,700)	(424,700)	(424,700)
DCM	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
Technology Modernization	(22,825)	(26,469)	0	0	0	0	0
Transfers To Special Fds: Tax Supported	0	(108,818)	(48,828)	(48,828)	(48,828)	(48,828)	(48,828)
ActiveNet	0	(108,818)	(48,828)	(48,828)	(48,828)	(48,828)	(48,828)
Transfers From The General Fund	159,300	160,000	163,375	167,388	172,087	177,529	183,783
After School Subsidy	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Election	134,300	135,000	138,375	142,388	147,087	152,529	158,783
TOTAL RESOURCES	13,578,167	14,220,012	14,372,570	14,217,805	13,997,775	13,664,716	13,215,195
PSP OPER. BUDGET APPROP/ EXPS.							
Operating Budget	(9,324,948)	(10,134,509)	(10,134,509)	(10,134,509)	(10,134,509)	(10,134,509)	(10,134,509)
Compensation Adjustment	n/a	0	(278,020)	(595,680)	(935,660)	(1,265,110)	(1,588,140)
Labor Agreement	n/a	0	(24,405)	(24,405)	(24,405)	(24,405)	(24,405)
Elections	n/a	n/a	(700)	(2,340)	(3,820)	(6,582)	(9,400)
Utility Reimbursement to MCPS	n/a	n/a	(195,984)	(234,339)	(273,461)	(313,366)	(354,069)
Increases in Other MCPS Reimbursable Costs	n/a	n/a	(7,212)	(14,707)	(27,366)	(43,396)	(61,262)
Office Lease	n/a	n/a	(9,470)	(18,450)	(26,950)	(35,710)	(44,730)
Retire Health Insurance Pre-Funding	n/a	n/a	5,140	12,490	18,440	26,050	33,400
ACTIVENet	n/a	n/a	(72,348)	(66,348)	(66,348)	(66,348)	(66,348)
Subtotal PSP Oper Budget Approp / Exp's	(9,324,948)	(10,134,509)	(10,717,508)	(11,078,288)	(11,474,079)	(11,863,376)	(12,249,463)
TOTAL USE OF RESOURCES	(9,324,948)	(10,134,509)	(10,717,508)	(11,078,288)	(11,474,079)	(11,863,376)	(12,249,463)
YEAR END FUND BALANCE	4,253,219	4,085,503	3,655,062	3,139,517	2,523,696	1,801,340	965,732
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	31.3%	28.7%	25.4%	22.1%	18.0%	13.2%	7.3%
Assumptions: 1.Changes in interfund transfers reflect the election cycle, receipts from the General Fund to offset the cost of free use and unpermitted field use, and technology modernization costs. 2. Changes in revenue in FY15-FY20 are necessary to maintain a fund balance of 10%. The ICB must review and approve any changes in fees. Notes: 1. The fund balance is calculated on a net assets basis. 2. 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, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.							

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 recommended FY15 Operating Budget for the Department of Public Libraries is \$37,154,153, an increase of \$2,332,279 or 6.7 percent from the FY14 Approved Budget of \$34,821,874. Personnel Costs comprise 82.7 percent of the budget for 201 full-time positions and 207 part-time positions, and a total of 371.66 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 17.3 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 recommended 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 County Executive Recommended Initiatives**
 - Open the new **Silver Spring Library**. **Silver Spring Library** will open with **69 Public Service Hours (PSH)** per week, an increase of **18 PSH** over the current hours.
 - Expand **Public Service Hours** by up to four per week at the following eleven library branches: **Davis, Marilyn Praisner, Potomac, Aspen Hill, Chevy Chase, Damascus, White Oak, Kensington Park, Little Falls, Long Branch, and Twinbrook**.
 - **Library PSH** per week will increase **5.5% overall** (**62 added hours** per week to a total of **1,189 service hours** per week).
- ❖ **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

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 Recommended Changes	Expenditures	FTEs
FY14 Approved	23,118,577	299.24
Enhance: New Silver Spring Library	760,248	17.19
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.	1,192,363	2.93
FY15 CE Recommended	25,436,430	323.46

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 Recommended 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.	-300,284	-4.50
FY15 CE Recommended	4,104,756	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
eBooks and eAudioBooks borrowed. ⁴	188,132	381,335	464,862	511,348	562,483

¹ 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 branch 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 Recommended Changes	Expenditures	FTEs
FY14 Approved	7,307,817	23.70
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.	247,400	2.00
FY15 CE Recommended	7,612,967	25.70

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,620,286	19,632,540	19,203,897	21,247,662	8.2%
Employee Benefits	7,233,688	8,756,735	8,792,753	9,432,746	7.7%
County General Fund Personnel Costs	24,853,974	28,389,275	27,996,650	30,680,408	8.1%
Operating Expenses	6,025,678	6,380,309	6,380,309	6,421,455	0.6%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	30,879,652	34,769,584	34,376,959	37,101,863	6.7%
PERSONNEL					
Full-Time	172	190	190	201	5.8%
Part-Time	180	196	196	207	5.6%
FTEs	312.96	348.94	348.94	370.66	6.2%
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	2,771,423	1.9%
State Reimbursement: Library Staff Retirement	1,965,520	2,618,000	2,618,000	2,972,000	13.5%
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	7,447,243	5.7%
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	34,429,249	37,154,153	6.7%
Total Full-Time Positions	172	190	190	201	5.8%
Total Part-Time Positions	181	196	196	207	5.6%
Total FTEs	313.96	349.94	349.94	371.66	6.2%

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Total Revenues	6,163,479	7,095,086	7,095,086	7,499,533	5.7%

FY15 RECOMMENDED 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: 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 RECOMMENDED:	37,101,863	370.66
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	52,290	1.00
FY15 RECOMMENDED:	52,290	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Branch Library Services	23,118,577	299.24	25,436,430	323.46
Administration, Virtual Services, Outreach and Operations Support	4,395,480	27.00	4,104,756	22.50
Collection Management	7,307,817	23.70	7,612,967	25.70
Total	34,821,874	349.94	37,154,153	371.66

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	CE REC.			(5000'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 Recommended	37,102	37,102	37,102	37,102	37,102	37,102
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	384	384	384	384	384
This reflects the annualization of positions in FY15 associated with the following initiatives: new Silver Spring Library (\$300,891) and Increase in Public Service Hours at Eleven Library Branches (\$83,140).						
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	37,102	37,799	37,799	37,799	37,799	37,799

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY15 Recommended		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: New Silver Spring Library [Branch Library Services]	757,248	17.19	1,058,139	17.19
Enhance: Public Service Hours Up to Four Per Week at Eleven Libraries [Branch Library Services]	249,420	4.10	332,560	4.10
Total	1,006,668	21.29	1,390,699	21.29

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 recommended FY15 Operating Budget for the Department of Recreation is \$29,830,818, an increase of \$1,736,860 or 6.2 percent from the FY14 Approved Budget of \$28,093,958. Personnel Costs comprise 64.0 percent of the budget for 107 full-time positions and one part-time position, and a total of 409.01 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 36.0 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 \$8,167,042 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 recommended 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

❖ Recommended FY15 Operating Budget Initiatives

- **Provides staffing and operating costs for the re-opening of the Scotland Neighborhood Recreation Center in the Fall of 2014.**
- **Expands the Kennedy Cluster Initiative to the Watkins Mills Cluster by adding a High School Sports Academy to Watkins Mills High School.**
- **Expands Excel Beyond the Bell (EBB) to one additional school, Montgomery Village Middle School.**
- **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.**
- **Increases contractor services to help cover the cost of operating the Piney Branch Elementary School Pool in Takoma Park.**
- **Increases contractor services to provide a professional to operate and support management of the Silver Spring Black Box Theater for one year.**
- **In addition to the funding for this department, the recommended 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: County Executive 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 Center 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) will be 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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,524,863	120.62
Increase Cost: Contractor Services for Piney Branch Elementary School Pool	73,000	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 CE Recommended	5,609,084	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 Recommended 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.	-2,236,068	-44.13
FY15 CE Recommended	5,630,725	81.12

Notes: \$2,564,019 shifted from Countywide Programs into 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 Recommended 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 CE Recommended	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 Department of Recreation is subdivided into four geographic service areas. Area supervisors and staff advocate for, coordinate all recreation services and activities, and develop and implement long range facility planning 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 Recommended 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

	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.	-39,118	-1.85
FY15 CE Recommended	4,928,887	91.48

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.

Senior Neighborhood 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 Recommended 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
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.	30,866	0.64
FY15 CE Recommended	1,859,927	22.41

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 Recommended 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.	105,827	1.00
FY15 CE Recommended	2,330,212	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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.	183,098	-1.79
FY15 CE Recommended	1,929,206	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
Enhance: Expand Excel Beyond the Bell to Montgomery Village Middle School	217,959	3.50
Enhance: Expand High School Sports Academy to Watkins Mills Cluster - January 2015	112,299	4.88
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 CE Recommended	3,141,926	57.51

Notes: \$2,564,019 shifted from Countywide Programs into this new Youth Development Program.

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	13,495,396	14,514,171	14,010,635	15,243,854	5.0%
Employee Benefits	3,280,125	3,518,433	3,904,429	3,785,688	7.6%
Recreation Personnel Costs	16,775,521	18,032,604	17,915,064	19,029,542	5.5%
Operating Expenses	8,059,741	9,975,851	9,975,851	10,732,119	7.6%
Capital Outlay	0	0	0	0	—
Recreation Expenditures	24,835,262	28,008,455	27,890,915	29,761,661	6.3%
PERSONNEL					
Full-Time	101	104	104	107	2.9%
Part-Time	1	1	1	1	—
FTEs	373.69	393.73	393.73	405.87	3.1%
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	219,065	—
Property Tax	30,477,219	29,016,049	29,092,219	33,057,337	13.9%
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	44,538,703	9.7%
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	27,976,418	29,830,818	6.2%
Total Full-Time Positions	101	104	104	107	2.9%
Total Part-Time Positions	1	1	1	1	—
Total FTEs	375.19	397.63	397.63	409.01	2.9%
Total Revenues	40,514,549	40,682,102	40,196,872	44,607,860	9.6%

FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY14 ORIGINAL APPROPRIATION	28,008,455	393.73
<u>Changes (with service impacts)</u>		
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 High School Sports Academy to Watkins Mills Cluster - January 2015 [Youth Development Programs]	112,299	4.88
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: Risk Management Adjustment	92,311	0.00
Increase Cost: Contractor Services for Piney Branch Elementary School Pool [Aquatics]	73,000	0.00
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: 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: Annualization of FY14 Lapsed Positions	6,863	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 RECOMMENDED:	29,761,661	405.87
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 RECOMMENDED:	69,157	3.14

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Aquatics	5,524,863	120.62	5,609,084	119.62
Countywide Programs	7,866,793	125.25	5,630,725	81.12
Recreation Outreach Services	582,870	6.92	393,030	4.92
Recreation Areas and Community Centers	4,764,337	91.27	4,928,887	91.48
Senior Adult Programs	1,444,691	20.83	1,859,927	22.41
Management Services	2,301,385	16.82	2,330,212	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	1,929,206	13.63
Youth Development Programs	0	0.00	3,141,926	57.51
Total	28,093,958	397.63	29,830,818	409.01

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

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
RECREATION						
Expenditures						
FY15 Recommended	29,762	29,762	29,762	29,762	29,762	29,762
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY15	0	83	83	83	83	83
This represents the annualization of the Recreation Specialist position associated with addition of the Sports Academy at Watkins Mills High School in January 2015. Operating expense annualization for this initiative is separately identified.						
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 Recommended 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 Recommended Capital Improvements Program.						
Ross Boddy Neighborhood Recreation Center (P720919)	0	133	127	127	127	127
These figures represent the impacts on the Operating Budget of projects included in the FY15-20 Recommended Capital Improvements Program.						
Watkins Mills High School Sports Academy	0	29	29	29	29	29
Annualization of operating costs to implement a Sports Academy at Watkins Mills High School in January 2015.						
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 Recommended Capital Improvements Program.						
Subtotal Expenditures	29,762	30,684	31,068	32,032	31,992	31,992

ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY15 Recommended		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Expand High School Sports Academy to Watkins Mills Cluster - January 2015 [Youth Development Programs]	82,944	4.88	165,888	4.88
Total	82,944	4.88	165,888	4.88

RECREATION

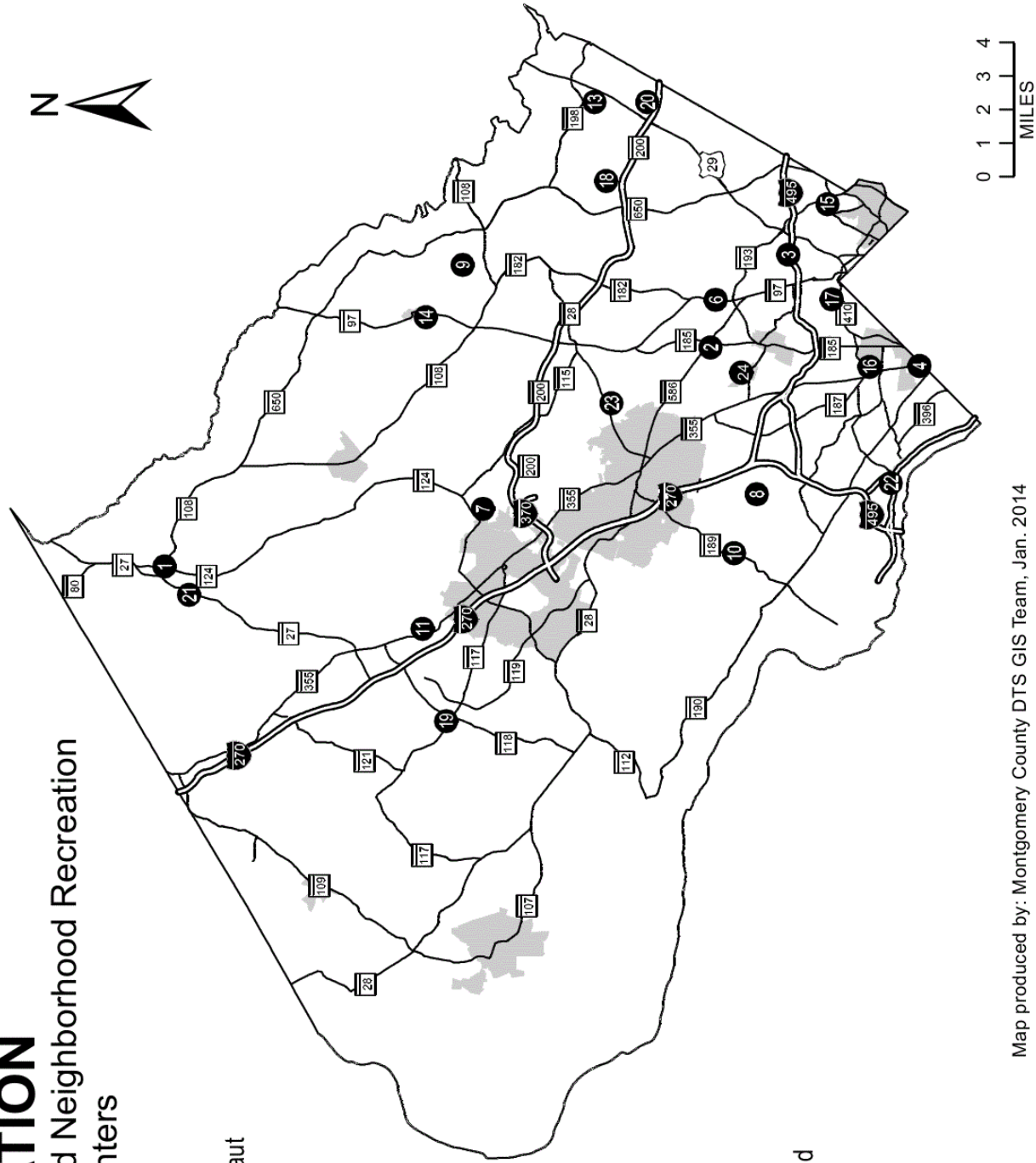
Community and Neighborhood Recreation and Senior Centers

Senior Centers

1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
15. Long Branch

Recreation Centers

4. Wisconsin Place
5. White Oak
6. Wheaton
7. Upper County
8. Scotland
9. Ross Boddy
10. Potomac
11. Plum Gar
12. Mid-County
13. Marilyn Praisner
14. Longwood
15. Long Branch
16. Jane Lawton
17. Gwendolyn Coffield
18. Good Hope
19. Germantown
20. East County
21. Damascus
22. Clara Barton
23. Bauer Drive
24. Ken Gar



Map produced by: Montgomery County DTS GIS Team, Jan. 2014

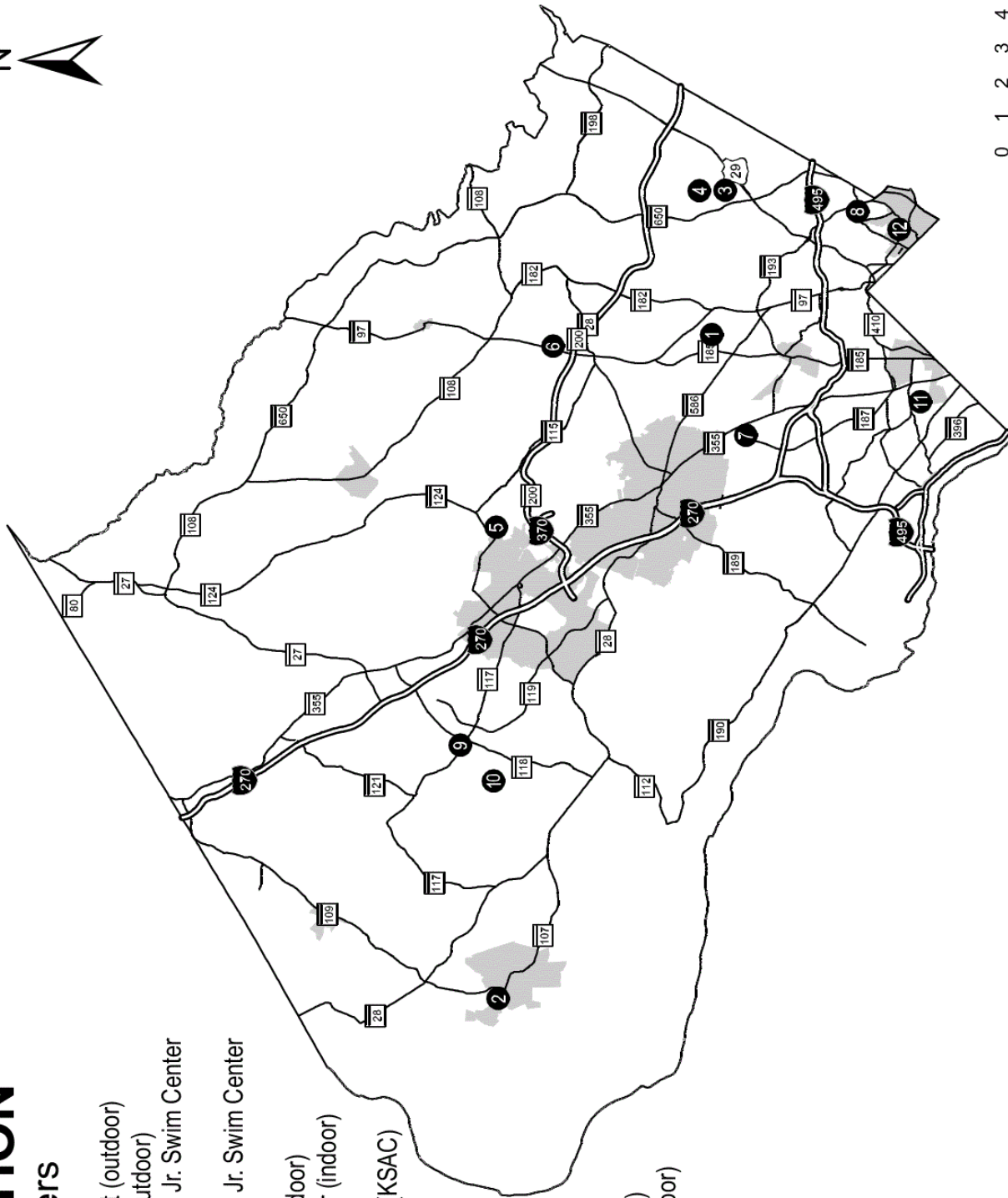
RECREATION

Aquatic Centers

1. Wheaton/Glenmont (outdoor)
2. Western County (outdoor)
3. Martin Luther King, Jr. Swim Center (indoor)
4. Martin Luther King, Jr. Swim Center (outdoor)
5. Upper County (outdoor)
6. Olney Swim Center (indoor)
7. Kennedy-Shriver Aquatic Center (KSAC) (indoor)
8. Long Branch (outdoor)
9. Germantown (outdoor)
10. Germantown (indoor)
11. Bethesda (outdoor)
12. Piney Branch (indoor)



0 1 2 3 4
MILES



Map produced by:
Montgomery County
DTS GIS Team

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 recommended FY15 Operating Budget for the Department of Economic Development is \$12,946,235, an increase of \$1,333,866 or 11.5 percent from the FY14 Approved Budget of \$11,612,369. Personnel Costs comprise 31.5 percent of the budget for 37 full-time positions and two part-time positions, and a total of 31.30 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 68.5 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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The County Executive recommends funding 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.**
- ❖ **The County Executive recommends 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 recommended budget includes grants to our community partners totaling more than \$1.5 million for 37 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 Recommended 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.	-64,115	-1.00
FY15 CE Recommended	2,089,781	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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.	4,808	0.00
FY15 CE Recommended	541,837	3.30

Special Projects

The Division of Special Projects administers all aspects of DED's public-private partnerships programs, encompassing the Department's capital projects, legislative activities, strategic planning endeavors and new program development. The program builds programmatic relationships with local academic institutions and Federal installations to advance the County's economic base. In addition, the program oversees the development and management of the Shady Grove Life Sciences Center and planning for new science and technology centers in the east County area at White Oak, and manages the Conference Center NDA. The Special Projects Division also 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 Recommended 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 CE Recommended	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 administrating 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 Recommended 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.	1,337,713	3.00
FY15 CE Recommended	5,839,559	8.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,733,721	3,042,560	2,874,806	3,163,871	4.0%
Employee Benefits	753,055	858,704	830,674	908,995	5.9%
County General Fund Personnel Costs	3,486,776	3,901,264	3,705,480	4,072,866	4.4%
Operating Expenses	6,046,642	4,868,251	6,045,697	6,030,515	23.9%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	9,533,418	8,769,515	9,751,177	10,103,381	15.2%
PERSONNEL					
Full-Time	34	37	37	37	—
Part-Time	4	4	4	2	-50.0%
FTEs	29.05	31.30	31.30	31.30	—
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	12,594,031	12,946,235	11.5%
Total Full-Time Positions	34	37	37	37	—
Total Part-Time Positions	4	4	4	2	-50.0%
Total FTEs	29.05	31.30	31.30	31.30	—
Total Revenues	3,804,075	3,054,864	3,054,864	3,054,864	—

FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	8,769,515	31.30
Changes (with service impacts)		
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	130,000	0.00
Enhance: LEDC Foreclosure Support Services	55,000	0.00
Add: Maryland Women's Business Center (Rockville Economic Development, Inc.)	40,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY15 Compensation Adjustment	134,612	0.00
Increase Cost: American Film Institute	96,792	0.00
Increase Cost: Wheaton Business Innovation Center Lease Payment	59,000	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

	Expenditures	FTEs
Increase Cost: Printing and Mail	1,535	0.00
Increase Cost: Motor Pool Rate Adjustment	160	0.00
Decrease Cost: Reductions in Office Supplies/Equipment	-5,223	0.00
Decrease Cost: Contract Services Absorbed by FY14 Approved Positions	-50,000	0.00
FY15 RECOMMENDED:	10,103,381	31.30

GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	2,842,854	0.00
FY15 RECOMMENDED:	2,842,854	0.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Marketing and Business Development	2,153,896	13.00	2,089,781	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	541,837	3.30
Special Projects	437,795	3.00	341,673	2.00
Finance and Administration	4,501,846	5.00	5,839,559	8.00
Total	11,612,369	31.30	12,946,235	31.30

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY14		FY15	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	568,754	4.70	586,475	4.70
Economic Development Fund	Economic Development Fund	122,136	1.00	125,976	1.00
NDA - Conference Center	County General Fund	106,567	1.00	113,277	1.00
Total		797,457	6.70	825,728	6.70

FUTURE FISCAL IMPACTS

Title	CE REC.	(\$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 Recommended	10,103	10,103	10,103	10,103	10,103	10,103
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	10,103	9,879	9,629	9,629	9,629	9,629

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 recommended FY15 Operating Budget for the Economic Development Fund is \$2,350,567, a decrease of \$1,046,261 or 30.8 percent from the FY14 Approved Budget of \$3,396,828. Personnel Costs comprise 5.4 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 94.6 percent of the FY15 budget.

The Executive considers economic development and investment opportunities as they arise and upon review and approval of an EDF transaction or agreement, a supplemental appropriation is submitted to the County Council for approval.

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 Executive recommends \$500,000 in funding for the Green Technology Investor Incentive Program and \$500,000 in funding for the 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.

<i>FY15 Recommended Changes</i>	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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.

<i>FY15 Recommended Changes</i>	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.	-823,852	0.00
FY15 CE Recommended	2,272,976	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.

<i>FY15 Recommended Changes</i>	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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.

<i>FY15 Recommended Changes</i>	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 CE Recommended	77,591	0.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	96,204	96,591	97,415	99,660	3.2%
Employee Benefits	31,023	25,646	25,182	26,316	2.6%
Economic Development Fund Personnel Costs	127,227	122,237	122,597	125,976	3.1%
Operating Expenses	6,807,989	3,274,591	9,903,911	2,224,591	-32.1%
Capital Outlay	0	0	0	0	—
Economic Development Fund Expenditures	6,935,216	3,396,828	10,026,508	2,350,567	-30.8%
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 RECOMMENDED 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
<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 RECOMMENDED:	2,350,567	1.00

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Demolition Loan Program	0	0.00	0	0.00
Economic Development Grant and Loan Program	3,096,828	1.00	2,272,976	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	2,350,567	1.00

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
ECONOMIC DEVELOPMENT FUND						
Expenditures						
FY15 Recommended	2,351	2,351	2,351	2,351	2,351	2,351
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	2,351	2,351	2,351	2,351	2,351	2,351

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 recommended FY15 Operating Budget for the Department of Housing and Community Affairs is \$39,290,559, a decrease of \$153,171 or 0.4 percent from the FY14 Approved Budget of \$39,443,730. Personnel Costs comprise 21.1 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 78.9 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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Invest over \$26.9 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 10% 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 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 recommended 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 Recommended 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
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 CE Recommended	26,299,728	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,587,334	6.70
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 Heath 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.	1,272,463	0.00
FY15 CE Recommended	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

	Actual FY12	Actual FY13	Estimated FY14	Target FY15	Target FY16
Percent of Landlord/Tenant cases mediated successfully (not referred to the Commission)	97	97	97	97	97

FY15 Recommended 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 CE Recommended	923,134	8.00

Neighborhood 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 Recommended Changes	Expenditures	FTEs
FY14 Approved	185,563	3.20
Shift: CDBG CIP Appropriation to Operating Budget	1,145,000	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.	-1,117,251	0.00
FY15 CE Recommended	213,312	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	262,922	3.00
Increase Cost: Project Search Office Clerk	26,163	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.	-21,827	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	1,002,462	10.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,736,819	2,892,113	2,650,144	3,062,271	5.9%
Employee Benefits	1,031,506	1,089,556	1,106,900	1,177,659	8.1%
County General Fund Personnel Costs	3,768,325	3,981,669	3,757,044	4,239,930	6.5%
Operating Expenses	572,950	815,509	998,340	817,826	0.3%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	4,341,275	4,797,178	4,755,384	5,057,756	5.4%
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	5,564,263	26.6%
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	285,219	89.5%
State Grants	204,400	458,259	458,259	481,580	5.1%
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%

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Operating Expenses	15,057,489	26,968,538	29,774,856	25,065,929	-7.1%
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	26,901,741	-6.1%
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	39,290,559	-0.4%
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 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	4,797,178	38.10
Other Adjustments (with no service impacts)		
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 RECOMMENDED:	5,057,756	38.60
GRANT FUND MCG		
FY14 ORIGINAL APPROPRIATION	6,004,822	20.60
Other Adjustments (with no service impacts)		
Shift: CDBG CIP Appropriation to Operating Budget [Neighborhood Revitalization]	1,145,000	1.90
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
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

	Expenditures	FTEs
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
FY15 RECOMMENDED:	7,331,062	24.00
MONTGOMERY HOUSING INITIATIVE		
FY14 ORIGINAL APPROPRIATION	28,641,730	14.70
<u>Changes (with service impacts)</u>		
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
<u>Other Adjustments (with no service impacts)</u>		
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 RECOMMENDED:	26,901,741	14.70

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Multi-Family Housing Programs	28,056,801	8.40	26,299,728	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	213,312	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	39,290,559	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	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	5,058	5,058	5,058	5,058	5,058	5,058
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	5,058	5,092	5,092	5,092	5,092	5,092
MONTGOMERY HOUSING INITIATIVE						
Expenditures						
FY15 Recommended	26,902	26,902	26,902	26,902	26,902	26,902
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	26,902	26,913	26,913	26,913	26,913	26,913

FY15-20 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Montgomery Housing Initiative				
FISCAL PROJECTIONS	FY14 APPROVED	FY15 REC	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	2.3%	2.0%	2.2%	2.5%	2.6%	2.4%	2.3%
Investment Income Yield	0.0019	0.35%	0.95%	1.55%	2.15%	2.85%	3.45%
BEGINNING FUND BALANCE	5,964,840	2,960,408	1,182,540	788,360	394,180	0	0
REVENUES							
Taxes	9,069,793	9,658,371	9,994,285	10,665,689	11,340,154	12,174,517	12,791,139
Miscellaneous	5,142,736	5,140,636	5,038,486	4,886,280	4,634,027	4,381,733	4,129,402
Subtotal Revenues	14,212,529	14,799,007	15,032,771	15,551,969	15,974,181	16,556,250	16,920,541
INTERFUND TRANSFERS (Net Non-CIP)	10,041,452	10,324,866	10,337,497	10,333,297	10,325,597	10,332,097	10,328,007
Transfers To Debt Service Fund	(7,510,400)	(7,196,010)	(7,196,110)	(7,200,310)	(7,208,010)	(7,201,510)	(7,205,600)
Debt Service Other/MHI Property Acquisition	(7,510,400)	(7,196,010)	(7,196,110)	(7,200,310)	(7,208,010)	(7,201,510)	(7,205,600)
Transfers To The General Fund	(264,505)	(295,481)	(282,750)	(282,750)	(282,750)	(282,750)	(282,750)
Indirect Costs	(251,900)	(280,930)	(282,750)	(282,750)	(282,750)	(282,750)	(282,750)
Technology Modernization CIP	(12,605)	(14,551)	0	0	0	0	0
Transfers From The General Fund	17,816,357	17,816,357	17,816,357	17,816,357	17,816,357	17,816,357	17,816,357
TOTAL RESOURCES	30,218,821	28,084,281	26,552,808	26,673,626	26,693,958	26,888,347	27,248,548
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(3,195,522)	(3,272,889)	(3,380,949)	(3,503,049)	(3,633,749)	(3,762,399)	(3,890,319)
Debt Service: Other (Non-Tax Funds only)	(67,730)	(65,630)	(63,480)	(61,274)	(59,021)	(56,727)	(54,936)
Labor Agreement	n/a	0	(11,484)	(11,484)	(11,484)	(11,484)	(11,484)
Rental Assistance	(10,363,973)	(9,252,551)	(9,588,465)	(10,259,869)	(10,934,334)	(11,374,517)	(11,991,139)
Housing First	(7,537,655)	(7,537,655)	(7,537,655)	(7,537,655)	(7,537,655)	(7,537,655)	(7,537,655)
Neighborhoods to Call Home	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)
Special Needs and Nonprofit Housing	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)
Senior Housing	(4,500,000)	0	0	0	0	0	0
Affordable Housing	0	(3,796,166)	(2,205,565)	(1,929,265)	(1,540,865)	(1,168,715)	(786,165)
Subtotal PSP Oper Budget Approp / Exp's	(28,641,730)	(26,901,741)	(25,764,448)	(26,279,446)	(26,693,958)	(26,888,347)	(27,248,548)
TOTAL USE OF RESOURCES	(28,641,730)	(26,901,741)	(25,764,448)	(26,279,446)	(26,693,958)	(26,888,347)	(27,248,548)
YEAR END FUND BALANCE	1,577,091	1,182,540	788,360	394,180	0	0	0
TOTAL INVESTMENT							
Total Use of Resources	(28,641,730)	(26,901,741)	(25,764,448)	(26,279,446)	(26,693,958)	(26,888,347)	(27,248,548)
Affordable Housing Acquisition and Preservation CIP Project #760100	(10,000,000)	(15,950,000)	(8,460,000)	(7,085,900)	(1,293,500)	(7,501,000)	(4,555,000)
TOTAL INVESTMENT IN AFFORDABLE HOUSING (MHI Fund + CIP Project)	(38,641,730)	(42,851,741)	(34,224,448)	(33,365,346)	(27,987,458)	(34,389,347)	(31,803,548)
Assumptions: 1. Maintains the County Executive's commitment to affordable housing. In addition to expenditures reflected in this fund, the Affordable Housing Acquisition and Preservation CIP Project #760100 includes the issuance of \$9.3 million of debt in FY15 in addition to \$6.7 million in estimated loan repayments in FY15 to provide continued high level of support for the Housing Initiative Fund Property Acquisition Revolving Program created in FY09. 2. FY14 Estimated CIP resources includes the unencumbered balance from prior years. 3. Montgomery County Executive Order 136-01 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year. The actual transfer from the General Fund will be determined each year based on the availability of resources.							
Notes: 1. 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, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.							

AFFORDABLE HOUSING INVESTMENT

Affordable Housing Allocation	FY08 Thru FY14	FY15	Total FY08 - FY15
MHI Total Use of Resources	166,906,201	26,901,741	193,807,942
*Affordable Housing Acq. and Preservation (CIP) (Approved Appropriation)	110,201,000	15,950,000	126,151,000
Total Affordable Housing Investment	277,107,201	42,851,741	319,958,942
<p>The chart above is an illustration of the total affordable housing investment. The Montgomery Housing Initiative (MHI) numbers represent the total use of resources in the operating budget from FY08 to FY15. The Affordable Housing Acquisition and Preservation project #760100 numbers reflect approved appropriations. Appropriation for FY12-FY15 includes revolving loan repayments.</p>			

*The numbers for the Affordable Housing Acq. And Preservation project reflect approved appropriations. Appropriation for FY12-FY15 includes revolving loan repayments.

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 recommended 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 recommended 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 Recommended Changes	Expenditures	FTEs
FY14 Approved	6,770,134	58.50
Increase Cost: Land Development Inspectors/Plan Reviewers 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 CE Recommended	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 Recommended 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 CE Recommended	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. County zoning standards are maintained by this division through review of building applications for zoning compliance and investigation of zoning complaints. 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.

FY15 Recommended 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 CE Recommended	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 Recommended 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	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 CE Recommended	9,513,408	13.10

Zoning and Site Plan Enforcements

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 Recommended 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 CE Recommended	3,791,849	30.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	14,989,581	15,698,262	15,414,015	16,891,234	7.6%
Employee Benefits	5,874,179	5,944,558	6,189,475	6,314,202	6.2%
Permitting Services Personnel Costs	20,863,760	21,642,820	21,603,490	23,205,436	7.2%
Operating Expenses	6,830,265	7,999,251	7,976,834	8,802,400	10.0%
Capital Outlay	0	0	0	0	—
Permitting Services Expenditures	27,694,025	29,642,071	29,580,324	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	2,867,582	1,433,791	-51.2%
Building Permits	19,875,558	14,486,935	21,040,632	17,201,416	18.7%
Electrical Permits and Licenses	4,213,498	2,753,431	4,231,929	3,400,000	23.5%
Fire Code Enforcement Permits	1,723,074	1,544,704	1,911,721	1,544,934	0.0%
Grading/Storm Drains/Paving/Driveway Permits	6,248,681	4,784,370	5,900,448	6,000,000	25.4%
Investment Income	9,889	4,520	12,370	24,000	431.0%
Mechanical Construction Permit	1,655,587	759,187	1,470,207	1,200,000	58.1%
Miscellaneous Revenues	15,737	0	0	0	—
Occupancy Permits	755,328	561,318	663,374	700,000	24.7%
Sediment Control Permits	3,196,740	2,569,000	2,412,869	2,569,000	—
Sign Permits	166,517	196,510	187,123	196,510	—
Special Exception Fee	221,409	232,010	232,010	232,010	—
Stormwater Mgmt and Water Quality Plan Fee	252,517	467,345	253,225	270,000	-42.2%
Well and Septic	235,474	293,870	167,534	200,000	-31.9%
Other Charges/Fees	60,306	72,100	96,408	92,784	28.7%
Other Fines/Forfeitures	65,310	0	95,676	0	—
Other Licenses/Permits	1,077,743	639,030	1,025,801	1,146,180	79.4%
Permitting Services Revenues	43,764,960	32,300,763	42,568,909	36,210,625	12.1%

FY15 RECOMMENDED 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: FY15 Compensation Adjustment	886,029	0.00
Increase Cost: Energy Conservation and Green Construction Plan Reviewers [Building Construction]	187,218	2.00
Increase Cost: Land Development Inspectors/Plan Reviewers for Tree Bills 35-12 and 41-12 [Land Development]	183,265	2.00
Increase Cost: Risk Management Adjustment [Administration]	168,530	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	-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 RECOMMENDED:	32,007,836	206.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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 Enforcements	0	0.00	3,791,849	30.00
Total	29,642,071	200.50	32,007,836	206.50

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
PERMITTING SERVICES						
Expenditures						
FY15 Recommended	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 Recommended		FY16 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Increase Cost: Land Development Inspectors/Plan Reviewers 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

FY15-20 PUBLIC SERVICES PROGRAM: FISCAL PLAN
Permitting Services

FISCAL PROJECTIONS	FY14 ESTIMATE	FY15 REC	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	1.6%	2.0%	2.2%	2.5%	2.6%	2.4%	2.3%
Investment Income Yield	0.19%	0.35%	0.95%	1.55%	2.15%	2.85%	3.45%
BEGINNING FUND BALANCE	22,148,902	28,020,208	9,194,163	8,697,464	8,794,418	9,024,157	6,954,685
REVENUES							
Licenses & Permits	39,496,873	34,660,050	35,429,503	36,322,327	37,277,604	38,183,450	39,054,032
Charges For Services	2,963,990	1,526,575	1,560,465	1,599,789	1,641,863	1,681,760	1,720,105
Fines & Forfeitures	95,676	0	0	0	0	0	0
Miscellaneous	12,370	24,000	68,620	117,940	172,330	240,630	306,840
Subtotal Revenues	42,568,909	36,210,625	37,058,588	38,040,055	39,091,797	40,105,840	41,080,977
INTERFUND TRANSFERS (Net Non-CIP)	(2,619,304)	(2,936,416)	(2,765,430)	(2,765,430)	(2,765,430)	(2,765,430)	(2,765,430)
Transfers To The General Fund	(3,773,074)	(4,090,186)	(3,919,200)	(3,919,200)	(3,919,200)	(3,919,200)	(3,919,200)
Indirect Costs	(3,395,760)	(3,682,700)	(3,710,180)	(3,710,180)	(3,710,180)	(3,710,180)	(3,710,180)
DCM Replacement	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)
Technology Modernization CIP Project	(168,294)	(198,466)	0	0	0	0	0
DOT Lab Testing Transfer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Transfers From The General Fund	1,153,770	1,153,770	1,153,770	1,153,770	1,153,770	1,153,770	1,153,770
Payment for Public Agency Permits	1,059,660	1,059,660	1,059,660	1,059,660	1,059,660	1,059,660	1,059,660
Payment for Green Tape Position	94,110	94,110	94,110	94,110	94,110	94,110	94,110
TOTAL RESOURCES	62,098,507	61,294,417	43,487,321	43,972,089	45,120,785	46,364,567	45,270,232
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(29,580,324)	(32,007,836)	(33,182,516)	(34,502,406)	(35,915,376)	(37,317,086)	(38,720,316)
Labor Agreement	n/a	0	(173,158)	(173,158)	(173,158)	(173,158)	(173,158)
Annualizations and One-Time	n/a	n/a	40,370	40,370	40,370	40,370	40,370
IT Maintenance	n/a	n/a	(1,960)	(103,959)	(77,998)	(180,594)	(83,242)
IT Replacement Plan	n/a	n/a	310,000	510,000	441,500	(118,500)	91,500
Office Rent	n/a	n/a	(59,800)	(155,115)	(254,242)	(357,335)	(464,551)
Retiree Health Insurance Pre-Funding	n/a	n/a	37,320	90,710	133,890	189,140	242,470
Subtotal PSP Oper Budget Approp / Exp's	(29,580,324)	(32,007,836)	(33,029,744)	(34,293,558)	(35,805,014)	(37,917,163)	(39,066,927)
OTHER CLAIMS ON FUND BALANCE	(4,497,975)	(20,092,418)	(1,760,113)	(884,114)	(291,614)	(1,492,719)	0
TOTAL USE OF RESOURCES	(34,078,299)	(52,100,254)	(34,789,857)	(35,177,672)	(36,096,628)	(39,409,882)	(39,066,927)
YEAR END FUND BALANCE	28,020,208	9,194,163	8,697,464	8,794,418	9,024,157	6,954,685	6,203,305
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	45.1%	15.0%	20.0%	20.0%	20.0%	15.0%	13.7%

Assumptions:

- 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, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
- Revenue projections in FY15 and future years assume a gradual increase in construction market activity.
- Key components of Permitting Service's technology replacement plan include:
FY15 Printers (\$60,000), Scanners (\$31,500), Database servers and services (\$440,000);
FY16 Scanners (\$31,500), Network switch (\$140,000);
FY17 Scanners (\$31,500);
FY18 Scanners (\$100,000);
FY19 Printers (\$60,000), Servers (\$600,000)
FY20 Permit DB Servers - Hardware & Software (\$450,000).

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 recommended FY15 Operating Budget for the Department of Environmental Protection is \$21,552,438, an increase of \$991,280 or 4.8 percent from the FY14 Approved Budget of \$20,561,158. Personnel Costs comprise 42.0 percent of the budget for 85 full-time positions and two part-time positions, and a total of 92.88 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 58.0 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 recommended 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 recommended 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 enforce the operational effectiveness of over 4,400 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 2,000 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 Recommended Changes	Expenditures	FTEs
FY14 Approved	18,992,327	81.39
Enhance: Maintenance of New and Newly Transferred Stormwater Facilities	356,100	0.00
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: 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 CE Recommended	19,910,184	81.29

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 Recommended Changes	Expenditures	FTEs
FY14 Approved	798,348	6.44
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 CE Recommended	809,466	6.44

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, and development and implementation of the County groundwater strategy (which focuses on water quality and water supply aspects of groundwater resources). 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 Recommended 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 CE Recommended	832,788	5.15

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	960,782	1,012,022	974,751	1,063,458	5.1%
Employee Benefits	373,540	377,938	365,482	382,016	1.1%
County General Fund Personnel Costs	1,334,322	1,389,960	1,340,233	1,445,474	4.0%
Operating Expenses	155,504	178,871	138,871	196,780	10.0%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	1,489,826	1,568,831	1,479,104	1,642,254	4.7%
PERSONNEL					
Full-Time	40	40	40	40	—
Part-Time	1	1	1	1	—
FTEs	11.49	11.49	11.49	11.59	0.9%
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	5,349,123	5,645,216	5.7%
Employee Benefits	1,697,331	1,854,312	1,856,280	1,960,234	5.7%
Water Quality Protection Fund Personnel Costs	6,796,388	7,196,554	7,205,403	7,605,450	5.7%
Operating Expenses	10,362,721	11,795,773	11,557,150	12,248,734	3.8%
Capital Outlay	0	0	0	56,000	—
Water Quality Protection Fund Expenditures	17,159,109	18,992,327	18,762,553	19,910,184	4.8%
PERSONNEL					
Full-Time	42	42	42	45	7.1%
Part-Time	1	1	1	1	—
FTEs	79.10	81.39	81.39	81.29	-0.1%
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	20,241,657	21,552,438	4.8%
Total Full-Time Positions	82	82	82	85	3.7%
Total Part-Time Positions	2	2	2	2	—
Total FTEs	90.59	92.88	92.88	92.88	0.0%
Total Revenues	30,094,837	24,874,420	26,097,494	30,792,230	23.8%

FY15 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY14 ORIGINAL APPROPRIATION	1,568,831	11.49
<u>Changes (with service impacts)</u>		
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 RECOMMENDED:	1,642,254	11.59
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
Enhance: Inspections of New Stormwater and Environmental Site Design (ESD) Facilities Added to the Inventory [Watershed Management]	258,720	0.00
<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: 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 RECOMMENDED:	19,910,184	81.29

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Watershed Management	18,992,327	81.39	19,910,184	81.29
Environmental Policy and Compliance	798,348	6.44	809,466	6.44
Administration	770,483	5.05	832,788	5.15
Total	20,561,158	92.88	21,552,438	92.88

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	CE REC.	(\$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 Recommended	1,642	1,642	1,642	1,642	1,642	1,642
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	1,642	1,653	1,653	1,653	1,653	1,653
WATER QUALITY PROTECTION FUND						
Expenditures						
FY15 Recommended	19,910	19,910	19,910	19,910	19,910	19,910
No inflation or compensation change is included in outyear projections.						
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	19,910	21,178	21,608	22,573	23,449	24,199

FY15-20 PUBLIC SERVICES PROGRAM: FISCAL PLAN		Water Quality Protection Fund					
FISCAL PROJECTIONS	FY14 Estimate	FY15 CE REC	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	1.62%	2.03%	2.2%	2.5%	2.6%	2.4%	2.3%
Investment Income Yield	0.19%	0.35%	0.95%	1.55%	2.15%	2.85%	3.45%
Number of Equivalent Residential Units (ERUs) Billed	276,588	326,857	372,369	372,369	372,369	372,369	372,369
Water Quality Protection Charge (\$/ERU)	\$88.40	\$88.40	\$88.40	\$92.50	\$98.00	\$125.50	\$131.00
Collection Factor for Charge	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
BEGINNING FUND BALANCE	7,975,793	7,855,096	10,444,398	4,605,650	1,937,542	4,228,784	9,216,176
REVENUES							
Charges For Services	24,101,094	28,273,690	32,037,830	33,530,910	35,524,700	45,492,650	47,487,440
Bag Tax Receipts	1,832,000	2,150,000	1,720,000	1,376,000	1,100,800	880,640	704,512
Miscellaneous	4,400	208,540	224,420	241,970	261,320	285,620	309,180
Subtotal Revenues	25,937,494	30,632,230	33,982,250	35,148,880	36,886,820	46,658,910	48,501,132
INTERFUND TRANSFERS (Net Non-CIP)	(4,213,509)	(4,306,744)	(4,227,230)	(8,409,380)	(8,407,080)	(13,808,180)	(13,998,480)
Transfers To General Fund	(1,196,509)	(1,287,544)	(1,206,980)	(1,206,980)	(1,206,980)	(1,206,980)	(1,206,980)
Indirect Costs	(1,129,140)	(1,206,980)	(1,206,980)	(1,206,980)	(1,206,980)	(1,206,980)	(1,206,980)
Technology Modernization	(67,369)	(80,564)	0	0	0	0	0
Transfers to Debt Service Fund (Non-Tax)	(3,017,000)	(3,019,200)	(3,020,250)	(7,202,400)	(7,200,100)	(12,601,200)	(12,791,500)
TOTAL RESOURCES	29,699,778	34,180,582	40,199,418	31,345,150	30,417,282	37,079,514	43,718,828
CIP CURRENT REVENUE APPROPRIATION	(1,400,000)	(3,826,000)	(13,926,000)	(6,640,000)	(1,740,000)	(1,840,000)	(1,940,000)
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(18,762,553)	(19,910,184)	(20,400,194)	(21,069,334)	(21,785,524)	(22,484,664)	(23,174,734)
FFI - Inspection of New Facilities	0	0	(414,420)	(570,120)	(725,820)	(881,520)	(1,037,220)
FFI - Homeowner Association Roads Credit Phased Implementation	0	0	(147,000)	(163,000)	(190,000)	(328,000)	(356,000)
FFI - Maintenance of New and Newly Transferred Facilities	0	0	(356,100)	(356,100)	(356,100)	(356,100)	(356,100)
FFI - Operating Impacts of CIP Projects	0	0	(257,000)	(466,000)	(1,198,000)	(1,730,000)	(2,246,000)
FFI - Program Growth	0	0	(50,000)	(100,000)	(150,000)	(200,000)	(250,000)
FFI - Labor Contracts			(43,054)	(43,054)	(43,054)	(43,054)	(43,054)
Subtotal PSP Oper Budget Approp / Exp's	(18,762,553)	(19,910,184)	(21,667,768)	(22,767,608)	(24,448,498)	(26,023,338)	(27,463,108)
OTHER CLAIMS ON FUND BALANCE	(1,682,129)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(21,844,682)	(23,736,184)	(35,593,768)	(29,407,608)	(26,188,498)	(27,863,338)	(29,403,108)
YEAR END FUND BALANCE	7,855,096	10,444,398	4,605,650	1,937,542	4,228,784	9,216,176	14,315,720
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	26.4%	30.6%	11.5%	6.2%	13.9%	24.9%	32.7%
NET REVENUE	5,978,432	9,434,502	11,107,502	11,174,292	11,231,342	19,428,592	19,831,044
DEBT SERVICE COVERAGE RATIO	1.98	3.12	3.68	1.55	1.56	1.54	1.55

Assumptions:

- These projections are based on the County Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
- Stormwater facilities transferred into the maintenance program will be maintained to permit standards as they are phased into the program.
- Operating costs for new facilities to be completed or transferred, Operating Budget Impacts of Stormwater CIP projects, and Program Growth between FY16 and FY20 have been incorporated in the future fiscal impact (FFI) rows.
- The operating budget includes planning and implementation costs for compliance with the Municipal Separate Storm Sewer System (MS-4) permit issued by the Maryland Department of the Environment in February 2010. Debt service on bonds that will be used to finance the CIP project costs of MS-4 compliance has been shown as a transfer to the Debt Service Fund. The Department of Finance issued \$37.8 million in Water Quality Protection Charge Revenue Bonds dated July 18, 2012 (Series 2012A). The actual debt service costs for the Series 2012A bond issuance and projected debt service for bond issuances of \$50 million in FY2016 and a \$65 million bond issuance in FY2018 are included in the fiscal plan. Future WQPC rates are subject to change based on the timing and size of future debt issuance, State Aid, and legislation.
- Charges are adjusted to fund the planned service program and maintain net revenues sufficient to cover 1.5 times debt service costs.

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 recommended 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 recommended 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 nonprocessable 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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	29,6592	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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
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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	136,649	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	80,353	0.00
FY15 CE Recommended	80,353	0.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	933,367	885,941	889,586	928,157	4.8%
Employee Benefits	298,662	314,083	314,085	324,440	3.3%
Solid Waste Collection Personnel Costs	1,232,029	1,200,024	1,203,671	1,252,597	4.4%
Operating Expenses	4,671,140	4,979,950	4,959,950	5,162,238	3.7%
Capital Outlay	0	0	0	0	—
Solid Waste Collection Expenditures	5,903,169	6,179,974	6,163,621	6,414,835	3.8%
PERSONNEL					
Full-Time	74	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	92.20	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	6,678,406	7,035,656	4.7%
Employee Benefits	2,380,984	2,443,508	2,417,849	2,536,354	3.8%
Solid Waste Disposal Personnel Costs	8,945,181	9,166,151	9,096,255	9,572,010	4.4%
Operating Expenses	89,613,750	85,587,617	83,242,066	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	92,338,321	103,125,261	8.3%
PERSONNEL					
Full-Time	5	75	75	75	—
Part-Time	0	0	0	1	—
FTEs	11.19	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	5,245,514	-14.1%
Property Rentals	14,838	0	0	0	—
Sale of Recycled Materials	3,475,773	4,676,147	4,676,147	4,250,436	-9.1%
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	0	—
Other Licenses/Permits	18,875	7,500	0	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	98,501,942	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 RECOMMENDED 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 RECOMMENDED:	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 RECOMMENDED:	103,125,261	92.42

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.		(\$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 Recommended	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 Recommended	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	CE REC.	(\$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

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY15-20

Assumptions:

- Refuse collection services are maintained at their current level, with the annual household collection charge remaining at \$66.00.
- The disposal fee for municipal solid waste received at the Transfer Station (known as the “Tipping Fee”) is unchanged at \$56.00 per ton.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). The Executive recommends no change in the single-family service charge of \$213.76.
- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.
- On January 31, 2014, the Department of Environmental Protection (DEP) delivered its Assessment of Corrective Measures report to the Maryland Department of the Environment (MDE). The report recommended a preferred remediation option that is a multi-year plan to implement remediation measures at the Gude Landfill estimated to cost as much as \$57 million over twenty years. Based on a probability analysis performed by the consulting engineer that helped DEP produce the report, in accordance with the requirements of a Consent Order between the County and MDE, the County’s probable Gude remediation costs over a 20-year period would total \$28.5 million. The Department of Finance has determined that this amount must be recognized as a liability in the County’s financial statements. Because this is an extraordinary, one-time impact on fund balance, the Executive does not recommend adjusting rates. The Disposal Fund cash position is expected to regain its margin above reserve and liability requirements by FY18.

FY15-20 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Solid Waste Collection				
FISCAL PROJECTIONS	FY14 ESTIMATE	FY15 REC	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.69%	15.87%	15.87%	15.87%	15.87%	15.87%	15.87%
CPI (Fiscal Year)	1.6%	2.0%	2.2%	2.5%	2.6%	2.4%	2.3%
Investment Income Yield	0.19%	0.35%	0.95%	1.55%	2.15%	2.85%	3.45%
Number of Households	91,365	91,701	92,088	92,475	92,862	93,249	93,636
Charge per Household (once-weekly refuse collection)	\$66.00	\$66.00	\$71.50	\$77.50	\$79.50	\$83.50	\$86.00
BEGINNING FUND BALANCE	2,366,270	2,034,994	1,048,636	724,963	779,930	843,127	1,126,854
REVENUES							
Charges For Services	6,029,525	6,052,200	6,584,220	7,166,740	7,382,450	7,786,210	8,052,610
Miscellaneous	5,630	1,220	3,490	6,000	8,770	12,250	15,620
Subtotal Revenues	6,035,155	6,053,420	6,587,710	7,172,740	7,391,220	7,798,460	8,068,230
INTERFUND TRANSFERS (Net Non-CIP)	(202,810)	(203,943)	(318,390)	(333,880)	(339,560)	(329,230)	(321,490)
Transfers To The General Fund	(202,810)	(203,943)	(318,390)	(333,880)	(339,560)	(329,230)	(321,490)
Indirect Costs	(188,280)	(188,619)	(198,790)	(198,790)	(198,790)	(198,790)	(198,790)
Desktop Computer Modernization	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL RESOURCES	8,198,615	7,884,471	7,317,956	7,563,823	7,831,590	8,312,357	8,873,594
CIP CURRENT REVENUE APPROP. PSP OPER. BUDGET APPROP/ EXP'S.	0	(421,000)	0	0	0	0	0
Operating Budget	(6,163,621)	(6,414,835)	(6,582,295)	(6,774,285)	(6,979,735)	(7,177,895)	(7,571,365)
Retiree Health Insurance Pre-Funding	n/a	n/a	770	1,860	2,740	3,860	4,950
Labor Contracts	n/a	n/a	(11,468)	(11,468)	(11,468)	(11,468)	(11,468)
Subtotal PSP Oper Budget Approp / Exp's	(6,163,621)	(6,414,835)	(6,592,993)	(6,783,893)	(6,988,463)	(7,185,503)	(7,577,883)
TOTAL USE OF RESOURCES	(6,163,621)	(6,835,835)	(6,592,993)	(6,783,893)	(6,988,463)	(7,185,503)	(7,577,883)
YEAR END FUND BALANCE	2,034,994	1,048,636	724,963	779,930	843,127	1,126,854	1,295,711
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	24.8%	13.3%	9.9%	10.3%	10.8%	13.6%	14.6%
Assumptions: 1. Refuse collection charges are adjusted to achieve cost recovery. Notes: 1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending net asset balance between 10% and 15% of resources at the end of the six-year planning period. The fund balance policy for the Collection Fund was approved in August 2004. 2. The projections are based on the Executive's recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here.							

FY15-20 DIVISION OF SOLID WASTE SERVICES

FISCAL PROJECTIONS	ESTIMATED FY14	PROJECTED FY15	PROJECTED FY16	PROJECTED FY17	PROJECTED FY18	PROJECTED FY19	PROJECTED FY20
Single-Family Charges (\$/Household)	213.75	213.75	213.75	213.75	202.27	192.57	191.26
% change in rate from previous year	0.0%	0.0%	0.0%	0.0%	-5.4%	-4.8%	-0.7%
Multi-Family Charges (\$/Dwelling Unit)	16.73	16.73	16.73	16.73	14.57	13.04	11.23
% change in rate from previous year	0.0%	0.0%	0.0%	0.0%	-12.9%	-10.5%	-13.9%
Nonresidential Charges (medium "category" charge)	621.21	621.21	621.21	621.21	547.17	445.92	348.66
% change in rate from previous year	5.5%	0.0%	0.0%	0.0%	-11.9%	-18.5%	-21.8%
Nonresidential Charges (average \$/2000 sq. ft.)	239.72	239.72	239.72	239.72	207.00	168.69	131.90

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	26,411,060	27,509,320	28,075,553	28,653,332	29,242,897	29,895,248	30,561,319
Charges for Services/SBC	58,872,590	59,061,380	59,704,737	60,019,191	55,425,698	49,491,668	46,237,509
Miscellaneous	9,506,790	9,495,950	9,542,281	9,589,330	9,631,347	9,668,322	9,705,423
Investment Income	72,280	140,260	401,030	689,240	1,007,090	1,406,250	1,793,190
Subtotal Revenues	94,862,720	96,206,910	97,723,601	98,951,093	95,307,032	90,461,488	88,297,441
INTERFUND TRANSFERS	404,020	834,305	1,241,943	1,046,252	1,142,663	889,418	427,065
EXPENDITURES							
Personnel Costs	(9,096,255)	(9,572,010)	(10,021,894)	(10,543,033)	(11,122,900)	(11,756,905)	(12,427,049)
Operating Expenses	(82,813,237)	(91,696,045)	(88,874,382)	(71,188,964)	(72,448,140)	(75,774,674)	(79,628,101)
Capital Outlay	(428,829)	(1,857,206)	(2,544,858)	(3,694,066)	(2,471,844)	(1,938,688)	(164,148)
Other Expenditure Restrictions Raised in Prior Years)							
Subtotal Expenditures	(92,338,321)	(103,125,261)	(101,441,134)	(85,426,063)	(86,042,883)	(89,470,266)	(92,219,298)
CURRENT RECEIPTS TO CIP	-	(718,000)	-	-	-	-	-
OTHER CLAIMS ON FUND BALANCE							
POTENTIAL FUTURE EXPENDITURES (Gude Remediation)			(746,000)	(756,000)	(1,090,000)	(732,000)	(484,000)
PAYOUT OF GUDE REMEDIATION			746,000	756,000	1,090,000	732,000	484,000
CY GUDE REMEDIATION	(28,500,000)						
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,418,834	1,494,903	1,538,505	1,591,128	1,650,386	1,715,214	1,777,081
CY ACCRUED CLOSURE COSTS	(32,843)	(37,113)	(43,602)	(52,624)	(59,257)	(64,828)	(67,441)
NET CHANGE	(24,185,590)	(5,344,257)	(980,687)	16,109,787	11,997,940	3,531,025	(1,785,152)

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	25,962,180	22,504,653	23,733,404	37,386,888	45,788,042	46,768,751	43,395,487
Restricted Cash	33,104,875	31,298,934	27,405,060	27,693,027	28,700,857	29,553,313	29,782,413
Subtotal Cash & Investments	59,067,055	53,803,587	51,138,465	65,079,916	74,488,899	76,322,064	73,177,900
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(25,781,315)	(25,360,284)	(21,356,516)	(21,510,721)	(22,367,567)	(23,054,824)	(23,112,615)
Debt Service Reserve	-	-	-	-	-	-	-
Future System Contingency Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Research & Development Reserve	(368,485)	(368,485)	(368,485)	(368,485)	(368,485)	(368,485)	(368,485)
Renewal & Replacement Reserve	(3,974,771)	(4,070,165)	(4,180,060)	(4,313,822)	(4,464,805)	(4,630,003)	(4,801,313)
Stability Reserve	(1,980,304)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Subtotal Reserve Requirements	(33,104,875)	(31,298,934)	(27,405,060)	(27,693,027)	(28,700,857)	(29,553,313)	(29,782,413)
Closure/Postclosure Liability	(15,943,224)	(14,485,434)	(12,990,530)	(11,452,025)	(9,860,897)	(8,210,511)	(6,500,872)
Gude Remediation Liability	(28,500,000)	(28,500,000)	(27,754,000)	(26,998,000)	(25,908,000)	(25,176,000)	(24,692,000)
Current Liabilities Not Including Debt/Closure	-	-	-	-	-	-	-
Subtotal Reserve & Liability Requirements	(77,548,099)	(74,284,368)	(68,149,591)	(66,143,053)	(64,469,754)	(62,939,824)	(60,975,285)
CASH & INVESTMENTS OVER/(UNDER)							
RESERVE & LIABILITY REQUIREMENTS	(18,481,044)	(20,480,781)	(17,011,126)	(1,063,137)	10,019,145	13,382,240	12,202,616
Net Assets							
ENDING NET ASSETS	50,153,340	47,363,778	48,746,658	68,065,931	82,452,790	88,326,821	87,114,079
Less: Reserve Requirements	(33,104,875)	(31,298,934)	(27,405,060)	(27,693,027)	(28,700,857)	(29,553,313)	(29,782,413)
NET ASSETS OVER/(UNDER)							
RESERVE REQUIREMENTS	17,048,465	16,064,845	21,341,597	40,372,904	53,751,933	58,773,509	57,331,666

FY15 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

Base Systems Benefit Charge - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

Incremental Systems Benefit Charge - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

Refuse Collection Charge - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single-Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single-Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY15 RECOMMENDED SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING															
Code Reference	Base Charge (\$/ton)	x	Billing Rate (tons/HH)	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill
	48-32(a)(1)				48-32(c)(2)		48-8A(b)(2)(A)		48-8A(b)(2)(B)		48-29		48-47		
SUBDISTRICT A (Refuse Collection District)*															
Inside Leaf Vacuuming District	\$ 56.00		0.84411		\$ 47.27		\$ 38.11		\$ 128.37		\$ 66.00		\$ 88.91		\$ 368.66
Outside Leaf Vacuuming District	\$ 56.00		0.84411		\$ 47.27		\$ 38.11		\$ 128.37		\$ 66.00				\$ 279.75
Incorporated							\$ 38.11								\$ 38.11
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							\$ 38.11								\$ 38.11
Inside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.84411		\$ 47.27		\$ 38.11		\$ 128.37				\$ 88.91		\$ 302.66
Outside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.84411		\$ 47.27		\$ 38.11		\$ 128.37						\$ 213.75
MULTI-FAMILY RESIDENTIAL**															
Incorporated							\$ 8.80		\$ 7.93						\$ 16.73
Unincorporated															
Outside Leaf Vacuuming District							\$ 8.80		\$ 7.93						\$ 16.73
Inside Leaf Vacuuming District							\$ 8.80		\$ 7.93				\$ 3.54		\$ 20.27
NONRESIDENTIAL - \$/2,000 SQ. FT. ***															
Code Reference															
Waste Generation Categories															
Low							\$ 105.72		\$ 18.52						\$ 124.24
Medium Low							\$ 317.17		\$ 55.55						\$ 372.72
Medium							\$ 528.63		\$ 92.58						\$ 621.21
Medium High							\$ 740.08		\$ 129.61						\$ 869.69
High							\$ 951.53		\$ 166.65						\$ 1,118.18
OTHER RECOMMENDED FY 15 SOLID WASTE FEES															
Refuse received at the Transfer Station (weighting >= 500 lb/load): (This is known as the "Tipping Fee") \$56.00 /disposal ton															
Refuse received at the Transfer Station (weighting <500 lb/load): \$0.00/disposal ton							Solid Waste Service Charges (Section 48-32(a)(2)): Paper and Commingled Containers \$0.00 /ton Solid Waste Service Charges (Section 48-32(b)(2)): All Yard Trim received at the Transfer Station (weighing > 500 pounds/load) \$46.00 /ton								
Waste delivered in open-top roll-off box \$66.00 /disposal ton							Miscellaneous (48-31(f)): Compost Bins \$0.00 each								

* Note: Base System Benefit Charges are set to cover County Base System Costs net of Disposal Charges.

** With respect to Base and Incremental System Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

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 (\$14,693,985), transfers to the County General Fund (\$8,401,025), 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 \$14,693,985, 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 (\$579,475), costs related to the Technology Modernization program (\$30,191), funding the workplan of the Legislative Branch Communications Outreach NDA (\$400,000), and other contributions (\$4,365,735).

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 recommended budget and funding for comparable service levels in FY16.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***In FY14, COUNTY REPORT THIS WEEK (CRTW), the weekly half-hour program produced collaboratively by members of the PEG Governance Board, was named by the Alliance for Community Media the Best PEG News Program in America. In February 2014, CRTW will produce its 200th episode. The program will continue to highlight decisions that will impact County residents including master plans, zoning issues, FY15 Capital & Operating Budget, and the 2014 Primary Election polling places and results. The show airs on all 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 450 people and includes an average of 12 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 Recommended 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.	18,598	0.00
FY15 CE Recommended	1,637,588	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 Recommended 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 CE Recommended	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

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 Recommended 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
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	91,507	0.00
FY15 CE Recommended	2,597,534	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	3,552,887	0.00
Increase Cost: Municipal Pass-through Payments	530,890	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,261,371	0.00
Increase Cost: Public, Educational, and Governance (PEG) Equipment Maintenance Contracts	9,000	0.00
FY15 CE Recommended	1,270,371	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 Recommended 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 CE Recommended	2,675,273	5.70

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	2,189,659	2,558,103	2,464,948	2,691,270	5.2%
Employee Benefits	715,361	876,267	892,729	960,120	9.6%
Cable Television Personnel Costs	2,905,020	3,434,370	3,357,677	3,651,390	6.3%
Operating Expenses	10,544,109	10,188,535	9,907,216	11,042,595	8.4%
Capital Outlay	0	0	0	0	—
Cable Television Expenditures	13,449,129	13,622,905	13,264,893	14,693,985	7.9%
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 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY14 ORIGINAL APPROPRIATION	13,622,905	30.50
Other Adjustments (with no service impacts)		
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
FY15 RECOMMENDED:	14,693,985	30.50

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Cable Franchise Administration	1,625,073	8.90	1,637,588	8.90
Community Access to Cable	2,368,509	0.00	2,429,442	0.00
County Cable Montgomery	2,477,176	15.90	2,597,534	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	1,270,371	0.00
FiberNet	2,337,889	5.70	2,675,273	5.70
Total	13,622,905	30.50	14,693,985	30.50

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(\$000's)		
				FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
CABLE TELEVISION						
Expenditures						
FY15 Recommended	14,694	14,694	14,694	14,694	14,694	14,694
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	14,694	14,808	14,903	15,015	15,142	15,287

FY15 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)

		App FY13	Act FY13	App FY14	Est FY14	CE Rec FY15	Proj. FY16	Proj. FY17	Proj. FY18	Proj. FY19	Proj. FY20
1	BEGINNING FUND BALANCE	645	467	1,023	817	(435)	384	899	1,403	1,424	1,445
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	Gaithersburg PEG Contribution ³	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 ²	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
11	Transfer from the General Fund	-				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	27,227	28,542	29,474	30,475	31,009	31,619
14	EXPENDITURE OF RESTRICTED FUNDS⁴										
15	A. EXPENDITURE OF RESTRICTED CAPITAL FUNDS										
16	Municipal Capital Support⁴										
17	Rockville Equipment	744	789	836	852	894	918	936	954	973	993
18	Takoma Park Equipment	744	794	125	852	894	918	936	954	973	993
19	Municipal League Equipment	674	719	125	782	824	848	866	884	903	923
20	SUBTOTAL	2,163	2,303	1,086	2,486	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	6,640	7,211	7,633	7,534	6,701	6,835	7,037
25	B. EXPENDITURE OF OTHER RESTRICTED FUNDS										
26	Municipal Franchise Fee Distribution⁴										
27	City of Rockville	608	636	682	657	668	675	682	692	703	713
28	City of Takoma Park	235	253	248	240	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	1,155	1,174	1,187	1,199	1,217	1,235	1,254
31	Municipal Operating Support⁴										
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	145	146	148	150	153	156	160
35	SUBTOTAL	288	290	1,275	294	299	305	311	319	329	339
36	SUBTOTAL	1,358	1,420	2,466	1,449	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	18,543	19,418	20,430	22,238	22,611	22,989
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	88	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	1,367	1,463	1,520	1,585	1,660	1,745	1,842
52	SUBTOTAL	1,579	1,633	1,625	1,542	1,638	1,699	1,770	1,851	1,943	2,047
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	88	90	93	96	100	104
64	SUBTOTAL	791	801	828	827	875	912	955	1,003	1,058	1,121
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

FY15 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)

		App FY13	Act FY13	App FY14	Est FY14	CE Rec FY15	Proj. FY16	Proj. FY17	Proj. FY18	Proj. FY19	Proj. FY20
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	2,598	2,700	2,817	2,951	3,103	3,275
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 PROGRAMMING¹										
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	50	51	53	54	56	59
94	Community Engagement	46	30	91	91	91	93	96	99	103	107
95	Closed Captioning	130	130	130	130	130	179	184	189	189	189
96	Technical Operations Center (TOC)	10	8	10	9	10	11	11	11	11	11
97	Mobile Production Vehicle	16	10	22	21	22	22	23	23	24	25
98	SUBTOTAL	272	260	409	403	418	475	489	504	515	528
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	1,177	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	2,007	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	11,915	12,784	13,253	13,809	14,438	15,071	15,789
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	20,004	21,468	22,378	22,853	22,675	23,469	24,420
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	4,366	4,260	4,184	5,308	4,988	4,582
115	Legislative Community Communications NDA	380	380	400	400	400	400	400	400	400	400
116	SUBTOTAL	7,864	7,864	8,139	8,139	5,375	5,266	5,219	6,377	6,095	5,732
117	TOTAL EXPENDITURES	25,744	25,218	28,501	28,143	26,843	27,643	28,071	29,051	29,563	30,152
118	K. ADJUSTMENTS										
119	Prior Year Adjustments		-	-	0	0	0	0	0	0	0
120	Encumbrance Adjustment		837	-	0	0	0	0	0	0	0
121	CIP - Designated Claim on Fund	-				0	0	0	0	0	0
122	TOTAL ADJUSTMENTS	-	837	-	0	0	0	0	0	0	0
123	FUND BALANCE	388	817	105	(435)	384	899	1,403	1,424	1,445	1,468
124	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
125	L. SUMMARY - EXPENDITURES BY FUNDING SOURCE										
126	Transfer to Gen Fund-Indirect Costs	420	420	564	564	610	606	635	669	707	750
127	Transfer to Gen Fund-Mont Coll Cable Fund ⁶	1,245	1,245	1,346	1,346	1,430	1,427	1,492	1,560	1,560	1,560
128	Transfer to Gen Fund-Public Sch Cable Fund ⁶	1,458	1,458	1,477	1,477	1,596	1,665	1,745	1,835	1,937	2,053
129	Transfer to CIP Fund	1,831	1,002	3,916	3,916	3,748	4,098	3,945	1,422	1,100	1,100
130	Transfer to the General Fund-Other	7,064	7,064	7,175	7,175	4,366	4,260	4,184	5,308	4,988	4,582
131	Transfer to the General Fund-Legislative Branch NDA	580	580	400	400	400	400	400	400	400	400
132	FUND TRANSFERS SUBTOTAL	12,597	11,768	14,878	14,878	12,149	12,456	12,400	11,194	10,692	10,445
133	Cable Fund Expenditure of Unrestricted Funds	8,543	8,641	9,218	9,092	9,758	10,161	10,572	11,043	11,573	12,176
134	Cable Fund Direct Expenditures	13,147	13,450	13,623	13,265	14,694	15,187	15,671	17,858	18,872	19,707

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.

1. Subject to municipal pass-through payment.
2. 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.
3. The Comcast franchise renewal process has been recently initiated 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. FY14-FY18 assumes that the County will require grants from Comcast calculated at the same rate as negotiated in the Verizon and RCN Franchises.
4. Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to provide community access media services.
5. Fund balance per policy guidance s is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).

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 recommended 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 recommended 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 industry giant 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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	14,630,750	20.70

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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 RECOMMENDED 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 RECOMMENDED:	56,268,741	336.82

PROGRAM SUMMARY

Program Name	FY14 Approved		FY15 Recommended	
	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	CE REC.	(\$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 Recommended	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

FY15-20 PUBLIC SERVICES PROGRAM: FISCAL PLAN							
Liquor Control							
FISCAL PROJECTIONS	FY14 ESTIMATE	FY15 REC	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	1.6%	2.0%	2.2%	2.5%	2.6%	2.4%	2.3%
Investment Income Yield	0.19%	0.35%	0.95%	1.55%	2.15%	2.85%	3.45%
BEGINNING FUND BALANCE	5,133,136	7,498,834	3,054,025	4,150,660	4,239,890	4,335,398	4,428,832
REVENUES							
Licenses & Permits	1,726,197	1,726,197	1,764,519	1,808,984	1,856,561	1,901,675	1,945,033
Charges For Services	8,740	8,740	8,934	9,159	9,400	9,628	9,848
Fines & Forfeitures	220,560	220,560	225,456	231,138	237,217	242,981	248,521
Miscellaneous	75,155,151	77,034,351	78,961,453	80,936,831	82,961,708	85,037,559	87,165,198
Subtotal Revenues	77,110,648	78,989,848	80,960,362	82,986,112	85,064,886	87,191,844	89,368,601
INTERFUND TRANSFERS (Net Non-CIP)	(20,891,294)	(27,165,916)	(20,616,356)	(19,972,050)	(17,931,374)	(16,330,301)	(14,656,693)
Transfers To The General Fund	(20,891,294)	(27,165,916)	(20,616,356)	(19,972,050)	(17,931,374)	(16,330,301)	(14,656,693)
Indirect Costs	(2,529,450)	(2,809,120)	(2,840,640)	(2,840,640)	(2,840,640)	(2,840,640)	(2,840,640)
Technology Modernization	(275,964)	(335,383)	0	0	0	0	0
Earnings Transfer	(18,085,880)	(24,021,413)	(17,775,716)	(17,131,410)	(15,090,734)	(13,489,661)	(11,816,053)
TOTAL RESOURCES	61,352,490	59,322,766	63,398,031	67,164,722	71,373,402	75,196,941	79,140,739
PSP OPER. BUDGET APPROP/ EXPS.							
Operating Budget	(44,162,156)	(46,145,741)	(47,729,661)	(49,515,311)	(51,426,791)	(53,314,231)	(55,196,091)
Debt Service: Other (Non-Tax Funds only)	(9,691,500)	(10,123,000)	(11,712,820)	(13,497,970)	(15,409,450)	(17,299,790)	(19,146,550)
Labor Agreement	n/a	0	(315,242)	(315,242)	(315,242)	(315,242)	(315,242)
FFI Refiree Health Insurance Pre-Funding	n/a	n/a	60,360	146,690	216,520	305,890	392,150
FFI ERP Warehouse	n/a	n/a	180,000	180,000	180,000	180,000	180,000
FFI POS	n/a	n/a	457,892	457,892	296,043	457,892	457,892
FFI Retail Store Leases	n/a	n/a	(187,900)	(380,891)	(579,084)	(782,628)	(991,668)
Subtotal PSP Oper Budget Approp / Exp's	(53,853,656)	(56,268,741)	(59,247,371)	(62,924,832)	(67,038,004)	(70,768,109)	(74,619,509)
TOTAL USE OF RESOURCES	(53,853,656)	(56,268,741)	(59,247,371)	(62,924,832)	(67,038,004)	(70,768,109)	(74,619,509)
YEAR END FUND BALANCE	7,498,834	3,054,025	4,150,660	4,239,890	4,335,398	4,428,832	4,521,230
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	12.2%	5.1%	6.5%	6.3%	6.1%	5.9%	5.7%
Assumptions: 1. 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, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors. 2. Fund Balance Policy equals one month's operating expenses, one payroll, and \$1,500,000 for inventory in cash balance. 3. Operating budget expenditures grow with CPI. 4. Net profit growth is estimated at 2.5% per year.							

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 recommended FY15 Operating Budget for the Non-Departmental Accounts is \$261,827,975, a decrease of \$39,243,553 or 13.0 percent from the FY14 Approved Budget of \$301,071,528. Personnel Costs comprise 0.9 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 99.1 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 Recommended 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 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
FY15 CE Recommended	4,232,700	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	22,950	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,150	0.00
Decrease Cost: Biennial Workload Adjustment	-1,000	0.00
FY15 CE Recommended	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 Recommended 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: 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 Cares Inc. (bilingual outreach team, working all hours of the day and night, engaging homeless clients wherever they live)	28,500	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
Add: Community Grant: GreenWheaton, Inc (operating support)	15,000	0.00

	Expenditures	FTEs
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
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

	Expenditures	FTEs
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 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: Nonprofit Roundtable of Greater Washington, Inc. (Moving Montgomery Forward initiative)	30,000	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: 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: Sulam, Inc (Early Intervention Life Skills Program and the Transition Program)	35,000	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
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

	Expenditures	FTEs
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. (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 Grant: Youth for Christ, Montgomery County (expand the Campus Life program by a full time Program Director for Neelsville Middle School)	25,000	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 furnture, 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 CE Recommended	5,573,217	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
Add: County Council Grant Program	1,600,000	0.00
FY15 CE Recommended	1,600,000	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	83,700,000	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 CE Recommended	58,307,000	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	796,668	0.00
Increase Cost: Annual Membership Dues	19,741	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	72,710	0.00
Increase Cost: NACo Membership Dues	2,018	0.00
FY15 CE Recommended	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 continue 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 new 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. Risk of computer security incidents and compromise will increase, without proactive remediation and modernization. Systems operating Windows XP will not receive any security or product updates when support ends. This makes them highly vulnerable to malicious attacks and presents a security risk to the organization.

FY15 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	20,000,000	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	28,020	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	32,462,450	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	77,250	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	49,250	0.00
Increase Cost: State Highway Mileage Reimbursement Formula	3,490	0.00
FY15 CE Recommended	52,740	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	6,093,310	0.00
Increase Cost: Annualization of FY14 Personnel Costs	283,170	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
Increase Cost: Inauguration and Transition	5,000	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	420,820	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,850	0.00
FY15 CE Recommended	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 Recommended 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: Annualization 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	400,000	2.00
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 CE Recommended	400,000	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	927,058	0.00
Enhance: Capacity Building Grants to Directly Support English Language Programs	100,000	0.00
FY15 CE Recommended	1,027,058	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	5.30%	13.07%	N/A	N/A	N/A
ERS - Return in excess of the total fund benchmark (passive indices)	(.08)%	2.19%	2.00%	2.00%	2.00%
RSP & DCP - Percentage of funds offered that are ranked at or above over a market cycle	80%	N/A	N/A	N/A	N/A
RCP & DCP - Fees for fund offerings are at or below the median fees charged	98%	N/A	N/A	N/A	N/A

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	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.

MUNICIPAL TAX DUPLICATION - FY15 BUDGET			
Municipality	FY15 Property Tax Duplication	Additional County Grant	FY15 Total*
Brookeville	\$4,597	\$2,197	\$6,794
Chevy Chase, Sec. III	\$20,838	\$9,957	\$30,796
Chevy Chase View	\$27,929	\$13,346	\$41,275
Chevy Chase Village	\$68,022	\$32,503	\$100,524
Town of Chevy Chase	\$88,168	\$42,129	\$130,297
Drummond	\$3,122	\$1,492	\$4,613
Friendship Heights	\$55,910	\$26,715	\$82,625
Gaithersburg	\$790,663	\$377,804	\$1,168,467
Garrett Park	\$32,205	\$15,388	\$47,593
Glen Echo	\$14,049	\$6,713	\$20,762
Kensington	\$93,057	\$44,466	\$137,523
Laytonsville	\$8,791	\$4,200	\$12,991
Martin's Additions	\$18,157	\$8,676	\$26,832
North Chevy Chase	\$16,185	\$7,734	\$23,918
Oakmont	\$2,218	\$1,060	\$3,278
Poolesville	\$142,529	\$68,105	\$210,634
Rockville	\$1,432,282	\$684,389	\$2,116,671
Somerset	\$35,565	\$16,994	\$52,560
Takoma Park	\$2,377,567	\$1,136,076	\$3,513,643
Washington Grove	\$30,397	\$14,525	\$44,922
TOTAL	\$5,262,251	\$2,514,469	\$7,776,720

* This does not include the estimated Municipalities' Speed Camera allocation of \$271,858.

FY15 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	50,000	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	20,000	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	0	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	20,564,342	0.00
Decrease Cost: Risk Management Adjustment	-1,016,402	0.00
FY15 CE Recommended	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.

FY15 Recommended Changes	Expenditures	FTEs
FY14 Approved	382,250	0.00
Decrease Cost: Revised Estimate	-5,650	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	5,884,990	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	44,662	0.00
Increase Cost: Annualization of FY14 Personnel Costs	16,094	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	1,192,180	0.00
Increase Cost: Adjustment to Reflect Actuarial Schedule	59,423	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	108,810	0.00
Increase Cost: Formula Increase	24,009	0.00
FY15 CE Recommended	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 Recommended Changes	Expenditures	FTEs
FY14 Approved	916,295	0.00
Increase Cost: Formula Increase	35,245	0.00
FY15 CE Recommended	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 Recommended 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 CE Recommended	18,342,200	0.00

BUDGET SUMMARY

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	580,043	1,705,445	424,811	1,547,196	-9.3%
Employee Benefits	83,132	89,954	87,521	97,895	8.8%
County General Fund Personnel Costs	663,175	1,795,399	512,332	1,645,091	-8.4%
Operating Expenses	229,239,185	276,528,052	304,818,386	238,773,872	-13.7%
Capital Outlay	0	2,184,191	0	823,698	-62.3%
County General Fund Expenditures	229,902,360	280,507,642	305,330,718	241,242,661	-14.0%
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	—

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	326,115,560	261,827,975	-13.0%
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 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Arts and Humanities Council	3,792,700	0.00	4,232,700	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	5,573,217	0.00
Community Grants: County Council	0	0.00	1,600,000	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	58,307,000	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	52,740	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	400,000	2.00
Montgomery Coalition for Adult English Literacy (MCAEL)	927,058	0.00	1,027,058	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	261,827,975	4.08

FUTURE FISCAL IMPACTS

Title	CE REC. 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 Recommended	241,243	241,243	241,243	241,243	241,243	241,243
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	241,243	241,246	241,246	241,246	241,246	241,246

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 Recommended Budget for the tax-supported Utilities NDA is \$26,064,133, an increase of \$367,486 or 1.4 percent above the FY14 Approved Budget of \$25,696,647. Allocation of these utilities expenditures is approximately: electricity, 85.6 percent; natural gas, 6.9 percent; water and sewer, 6.4 percent; fuel oil, 0.8 percent, and propane, 0.2 percent.

The FY15 Recommended 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 Recommended tax-supported budget for Utilities Management, including both the General Fund NDA (\$26,064,133) and the other tax supported funds (\$2,831,872), is \$28,896,005, an increase of \$367,486 or approximately 1.3 percent above the FY14 Approved utilities budget. The FY15 Recommended Budget for non-tax supported utilities expenditures is \$5,325,559, a decrease of \$744,906 or 12.3 percent under the FY14 Approved Budget.

In both the tax and non-tax supported funds, increased utilities expenditures result primarily from 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; decreases in utility expenditures result primarily from reductions in consumption. Energy conservation and cost-saving measures (e.g., new building design, lighting technology, energy, and HVAC management systems) help offset increased utility consumption or unit costs.

Unleaded gasoline, diesel, and compressed natural gas fuels are purchased from various providers, and are budgeted in the Department of General Services, Division of Fleet Management Services; not the General Fund Utilities NDA. The Interagency Committee on Energy and Utilities Management (ICEUM) also monitors changes in energy costs in the current year and will recommend appropriate changes, if necessary, prior to final Council approval of the FY15 Budget.

The following is a description of utility service requirements for departments which receive tax or non-tax supported appropriations for utilities expenditures. The utilities expenditures for the non-tax supported operations are appropriated within their respective operating funds but are described in the combined utilities presentation for reader convenience.

TAX SUPPORTED

Department of General Services

The Department of General Services is responsible for managing all utilities for general County operations including all County office buildings, police stations, libraries, health and human services facilities, correctional facilities, maintenance buildings, and warehouses.

Department of Transportation

The Department of Transportation manages all County streetlights, traffic signals, traffic count stations, and flashing school signs. The utilities expenditures for these devices are budgeted here as this Department designs, installs, controls, and maintains them. In addition, minimal utility costs for the Operations Center and Highway Maintenance Depots are budgeted in the Traffic Engineering component of the General Fund non-departmental account.

Division of Transit Services - Mass Transit

The Department of Transportation Mass Transit Facilities Fund supports all utilities associated with the Ride On transit centers and Park and Ride Lots.

Department of Recreation

The Department of Recreation funds all utility costs for its recreational facilities located throughout the County, such as swimming pools, community recreation centers, and senior citizen centers.

Urban Districts

Urban District utilities are supported by Urban District Funds, which are included in the operating budget for Regional Services Centers.

NON-TAX SUPPORTED

Fleet Management Services

The Department of General Services - Fleet Management Services utility expenditures are displayed in the Special Fund Agencies - Non-Tax Supported section, to reflect that Fleet Management Services expenditures are not appropriated directly but in the budgets of other departments.

The Department of General Services - Fleet Management Services Motor Pool Internal Service Fund supports all utilities associated with the vehicle maintenance garages in Rockville, Silver Spring, and Gaithersburg. Fuel for the County's fleet is also budgeted in that special fund, but these costs are not included in the utilities expenditures displayed in this section.

Parking Districts

The Parking Districts funds utility expenditures associated with the operation of all County-owned parking garages and parking lots.

Liquor Control

The Department of Liquor Control funds utility expenditures associated with the operation of the liquor warehouse, administrative offices, and the County-owned and contractor-operated retail liquor stores.

Department of Environmental Protection, Solid Waste Services

Solid Waste Services funds utility expenditures associated with the operation of the County's Solid Waste Management System. Utilities expenditures associated with the operation of the Oaks Sanitary Landfill maintenance building, the County's Recycling Center, the Resource Recovery Facility, and most of the Solid Waste Transfer Station are currently the responsibility of the operators. Only the site office and maintenance depot costs continue to be budgeted as an identifiable utilities expenditure in the Solid Waste Disposal Fund.

Other Agencies

Utilities for MCPS, Montgomery College, WSSC (bi-county), and M-NCPPC are displayed in the charts on the following pages. These are the amounts requested in the budgets of those agencies.

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	Recommended FY15	% Chg Bud/Rec
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	25,676,960	26,064,133	1.4%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	22,680,448	25,696,647	25,676,960	26,064,133	1.4%
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	25,676,960	26,064,133	1.4%
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 RECOMMENDED 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
FY15 RECOMMENDED:	26,064,133	0.00

FUTURE FISCAL IMPACTS

Title	CE REC. FY15	FY16	FY17	(S000's) FY18	FY19	FY20
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY15 Recommended	26,064	26,064	26,064	26,064	26,064	26,064
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	26,064	26,064	26,064	26,064	26,064	26,064

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 RECOMMENDED ENHANCEMENTS

The FY15 Recommended Budget includes approximately \$16.4 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 \$1.4 million additional tax-supported resources to continue the implementation of the Positive Youth Development Initiative in FY15. In addition, the recommended budget includes \$302,410 in non-tax supported resources for positive youth development.

Department of Health and Human Services

- Add staffing for the expansion of the Kennedy Cluster Project to the Watkins Mill Cluster. The Kennedy Cluster Project, a multi-agency effort, is a collaborative service model that works to improve school performance by breaking down institutional barriers, reducing educational and social disparities and addresses issues associated with the impact of poverty (\$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).
- Create the Children's Trust, which will support services to improve educational outcomes for children and families (from birth to age 18) by addressing social determinants that impact the educational achievement gap. The Executive is launching this multi-disciplinary partnership approach to support student and family success. The approach is a collaboration led by a Governing Board made up of County leaders and supported by Department Directors through an Operations Committee with financial management and private sector fund leveraged through the Community Foundation (\$100,000).

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 Sports Academy Program to Watkins Mills High School starting in January 2015 (\$112,299).
- 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 inter personal and life skills at E. Brooke Lee and Montgomery Village middle schools (\$24,390).
- Add Two School Resource Officers as part of the Police Staffing Initiative (\$93,304).

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 (\$130,000).

Non-Departmental Account Community Grants

- Provide non-profit grants to our community partners with more than \$2.21 million for 59 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 life styles 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 Futsol 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 Opportunities for Youth Participation; Program Planning & Assessing Program Outcomes; and Professional Competencies of Youth Workers

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 of the six police districts 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, CRIMEREPORTS.com, day to day citizen questions, station web sites, 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 teen 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 Recommended
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 Expansion	111,565
	Children's Trust	100,000
	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
Sub-total, Health and Human Services		6,197,685
Recreation	Sports Academies	893,140
	Excel Beyond the Bell	475,027
	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		3,442,937
Police	School Resource Officers	1,513,652
	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
	Police Adventure Camp	5,000
Sub-total, Police		3,137,994
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	2,206,786
	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	130,000
	Department of Environmental Protection, Solid Waste Services - Household Hazardous Waste Program	36,000
Sub-total, Other Departments		2,815,084
Total Tax- Supported		16,426,038

Non-Tax Supported		
Department	Project/Program	FY15 Recommended
Cable Communications Plan	Youth Media Program	50,000
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		302,410

Note: \$1.6M is allocated to Council Community Grants, some of which will be used to support positive youth development.

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 RECOMMENDED ENHANCEMENTS

The FY14 Approved Budget includes approximately \$26.6 million in tax supported resources identified for seniors. The County Executive's Recommended FY15 Operating Budget invests approximately \$6.3 million additional tax supported resources to continue the implementation of the Senior Initiative in FY15. In addition, the recommended 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 (\$25,210).

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 (\$105,000).
- 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 (\$52,500).
- 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 \$1,446,592 for 42 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. For details, please see Community Grants: County Executive in the Non-Departmental Accounts section.

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.
- Transport seniors to five senior centers and for grocery shopping trips during Ride On’s off-peak period.

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- 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.

**County Executive's Senior Initiative
FY15 Recommended Operating Budget**

Tax-Supported

		FY15 Recommended
Department	Project/Program	
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	1,539,320
	The Occupational Therapist initiative	120,170
	Senior Food Program	742,320
	Adult Protective Services/SSTA/ Public Guardianship	2,902,660
	The Adult Day Care Subsidies initiative	105,000
	Respite Services	331,331
	The Home Care Services program	2,104,544
	Senior Group Homes	90,000
	Adult Foster Care	609,133
	Ombudsman Services.	361,660
	Home and Community Based Waiver Program	1,275,443
	Senior Dental Services.	450,653
	The Medical Assistance Eligibility Services	929,496
	Enhance Adult Protective Services/SSTA	69,324
	Increase Adult Foster Care Reimbursement Rate	105,000
	Increase Adult Day Care	52,500
	Add Program Manager - Ombudsman Services	65,385
	Add Senior Fellow - Caregiver Support	50,835
	Community First Choice - Nurse Monitoring	2,606,250
Sub-total, Health and Human Services		15,187,180
Recreation	Long Branch Senior Center	111,737
	Damascus Senior Center	125,742
	Schweinhaut Senior Center	197,184
	Holiday Park Senior Center	203,286
	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
Sub-total, Recreation		2,000,822
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
	Community Grants NDA - Grants for Senior Services	1,446,592
Sub-total, Other Departments		11,122,056
Total Tax-Supported		32,881,090

Note: \$1.6M is allocated to Council Community Grants, some of which will be used to support senior services.

Non-Tax Supported

Department	Project/Program	FY15 Recommended
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

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 Duncel 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 Executive recommends \$70.1 million in FY15 expenditures in support of pedestrian safety. The FY14 Recommended Operating Budget includes \$7.1 million for pedestrian safety initiatives. In addition, the Capital Improvements Program (CIP) includes \$62.9 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.

-
- 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 Recommended Capital Improvements Program and Operating Budget**

Department	Project/Program	FY15 Recommended
<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	200,000
	Trails: Hard Surface Renovation	800,000
	Total M-NCPPC (CIP)	\$ 1,300,000
Department of Transportation	Sidewalk and Infrastructure Revitalization	6,300,000
	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	4,225,000
	Greentree Road Sidewalk	-
	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	275,000
	Advanced Transportation Management System	2,008,000
	Neighborhood Traffic Calming	310,000
	Transportation Improvements for Schools	200,000
	Rockville Sidewalk Extensions	-
	Sidewalk Program - Minor Projects	2,866,000
	Bikeway Program - Minor Projects	1,000,000
	ADA Compliance: Transportation	1,495,000
	Bethesda Bikeway and Pedestrian Facilities	31,000
	Metropolitan Branch Trail	2,184,000
	Total Department of Transportation (CIP)	\$ 61,644,000
Total FY15 CIP		\$ 62,944,000
<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 RECOMMENDED EXPENDITURES (CIP & PSP)	\$ 70,070,687

Source: Recommended 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 Executive's recommended appropriations, and the fund balances projected to be on hand at the end of the coming year.

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 RECOMMENDED 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)		(J) Total Use of Approp.	(K) Designated Fund Balance	(L) FY15 Projected Fund Bal.
							GO & LTL Debt Service	FY15 Operating Budget Agy/Fund Approp.			
GENERAL FUND: TAX SUPPORTED											
County Government	220,121	2,989,082	(281,916)	2,927,287	57,236	182,631	1,092,443	1,275,074	1,332,310		
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	1,467	133,222	2,164,140	2,297,362	2,298,829		
Montgomery College	12,177	119,171	0	131,348	11,435	17,842	237,343	255,185	266,620		
CIP-CR: Misc, TIF, Future Projects	0	0	0	0	1,250	0	0	0	1,250		
SUBTOTAL GENERAL FUND						338,694	3,493,926	3,832,620	3,904,008		154,606
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	1,035	1,659	6,272	8,965	0	0	8,741	8,741	8,741		224
Fire	(9,263)	251,387	(11,830)	230,294	5,389	0	224,302	224,302	229,691		603
Mass Transit	9,309	131,936	(19,677)	121,568	820	0	120,316	120,316	121,136		432
Noise Abatement Districts	0	0	0	0	0	0	0	0	0		
Recreation	693	44,539	(14,641)	30,591	695	0	29,762	29,762	30,457		134
Economic Development	0	164	2,187	2,351	0	0	2,351	2,351	2,351		
M-NCPPC (incl.ALARF & Bi-County)	8,680	114,742	(1,442)	121,980	350	5,426	112,363	117,788	118,138		3,842
SUBTOTAL OTHER TAX SUPPORTED						10,454	544,426	503,260	510,514		5,235
TOTAL AVAIL. TAX SUPPORTED						280,995	4,281,650	4,335,880	4,414,522		159,841
Revenue Stabilization (Designated)	207,189	69	22,594	229,851	0	0	0	0	0	229,851	
TOTAL TAX SUPPORTED (W RSF)						488,184	4,281,719	4,335,880	4,414,522		159,841
GRANT FUNDS											
County Government	0	113,624	(639)	112,986	0	0	114,210	114,210	114,210		(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	(435)	27,663	(8,401)	18,826	3,748	0	14,694	14,694	18,442		384
Montgomery Housing Initiative	2,960	14,799	10,325	28,084	0	66	26,836	26,902	26,902		1,183
Water Quality Protection Fund	7,855	30,632	(4,307)	34,181	3,826	0	19,910	19,910	23,736		10,444
Restricted Donations	4,303	0	0	4,303	0	0	0	0	0		4,303
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	4,253	10,370	(403)	14,220	0	0	10,135	10,135	10,135		4,086
Parking Districts	25,699	44,536	(15,080)	55,155	5,738	0	28,462	28,462	34,200		20,955
Permitting Services	28,020	36,211	(2,936)	61,294	0	0	32,008	32,008	32,008	20,092	9,194
Solid Waste Collection	2,035	6,053	(204)	7,884	421	0	6,415	6,415	6,836		1,049
Solid Waste Disposal	0	96,207	834	97,041	718	0	103,125	103,125	103,843	(1,458)	(5,344)
Vacuum Leaf Collection	1,283	6,528	(1,637)	6,175	0	0	5,225	5,225	5,225		950
Liquor Control	7,499	78,990	(27,166)	59,323	0	0	56,269	56,269	56,269		3,054
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	32,886	32,886	32,886		15,619
M-NCPPC	11,236	13,452	867	25,555	800	0	15,453	15,453	16,253		9,302
SUBTOTAL NON-TAX SUPPORTED						121,396	644,654	634,926	650,177	18,635	81,733
TOTAL BUDGET (with Revenue Stabilization))						609,580	4,946,373	4,970,806	5,064,699	248,486	241,575

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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 Recommended	1,477.9	114.2	303.1	1,895.3
Percent Change From FY14	1.2 %	5.6 %	5.1 %	2.0 %
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY14 Approved	2,084.3	80.7	60.4	2,225.4
FY15 Recommended	2,164.1	77.9	60.8	2,302.8
Percent Change From FY14	3.8 %	-3.5 %	0.7 %	3.5 %
MONTGOMERY COLLEGE				
FY14 Approved	228.5	20.2	31.3	280.0
FY15 Recommended	237.3	19.8	32.9	290.0
Percent Change From FY14	3.9 %	-1.9 %	5.0 %	3.6 %
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY14 Approved	107.8	0.6	16.1	124.4
FY15 Recommended	112.4	0.6	15.5	128.4
Percent Change From FY14	4.2 %	0.0 %	-4.0 %	3.2 %
ALL AGENCIES WITHOUT DEBT SERVICE				
FY14 Approved	3,881.5	209.6	396.3	4,487.3
FY15 Recommended	3,991.8	212.4	412.3	4,616.5
Percent Change From FY14	2.8 %	1.4 %	4.0 %	2.9 %
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY14 Approved	313.3	-	10.5	323.9
FY15 Recommended	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 Recommended	4,335.9	212.4	422.5	4,970.8
Percent Change From FY14	3.4 %	1.4 %	3.9 %	3.3 %

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	(1,119,406,984)	(3,513,396)	(2,850,451)	(1,499,670)	-	(116,176,352)	(223,207,805)
TOTAL USES OF RESOURCES	(2,749,585,305)	(3,513,396)	(2,850,451)	(1,499,670)		(119,170,352)	(223,207,805)
ESTIMATED FY14 ENDING FUND BALANCE	243,536,592	380,273	338,838	315,560		7,998,438	(9,262,581)
Less Designated Fund Balance	-	-	-	-	-	-	-
Less Change in Designated Fund Balance	(15,678,318)	-	-	-	-	-	-
Less Claims on Fund Balance	(7,737,000)	-	-	-	-	1,311,000	-
Projected Undesignated Fund Balance To Fund FY15	220,121,274	380,273	338,838	315,560		9,309,438	(9,262,581)

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	220,121,274	380,273	338,838	315,560	-	9,309,438	(9,262,581)
Revenues	2,989,082,246	630,406	863,771	164,449	-	131,935,550	251,387,262
Net Transfers	(281,916,237)	2,803,079	2,088,696	1,380,300	-	(19,676,640)	(11,830,370)
TOTAL RESOURCES	2,927,287,283	3,813,758	3,291,305	1,860,309		121,568,348	230,294,311
Contributions	(1,613,439,036)	-	-	-	-	-	-
To CIP: Current Revenue	(71,388,000)	-	-	-	-	(820,000)	(5,388,907)
Expenditures	(1,092,442,964)	(3,718,381)	(3,208,979)	(1,813,942)	-	(120,316,105)	(224,302,381)
TOTAL USES OF RESOURCES	(2,777,270,000)	(3,718,381)	(3,208,979)	(1,813,942)		(121,136,105)	(229,691,288)
ESTIMATED FY15 ENDING FUND BALANCE	150,017,283	95,377	82,326	46,367		432,243	603,023
Less Designated Fund Balance	-	-	-	-	-	-	-
Less Change in Designated Fund Balance	-	-	-	-	-	-	-
Less Claims on Fund Balance	-	-	-	-	-	-	-
Projected Undesignated Fund Balance To Fund FY16	150,017,283	95,377	82,326	46,367		432,243	603,023

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)
(27,890,915)	(10,026,508)	-	(1,504,572,081)	(301,346,492)	(2,069,838,368)	(220,964,452)	(111,887,161)	(4,208,608,554)
(27,890,915)	(10,026,508)	-	(3,137,744,402)	(301,346,492)	(621,587,774)	(121,380,725)	(112,237,161)	(4,294,296,554)
692,796	-	207,188,639	451,188,555	-	38,243,056	12,177,203	8,679,616	510,288,430
-	-	(207,188,639)	(207,188,639)	-	-	-	-	(207,188,639)
-	-	-	(15,678,318)	-	-	-	-	(15,678,318)
-	-	-	(6,426,000)	-	-	-	-	(6,426,000)
692,796	-	-	221,895,598	-	38,243,056	12,177,203	8,679,616	280,995,473

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
692,796	-	207,188,639	429,084,237	-	38,243,056	12,177,203	8,679,616	488,184,112
44,538,703	163,950	69,240	3,418,835,577	5,928,730	623,041,641	119,170,937	114,741,939	4,281,718,824
(14,640,902)	2,186,617	22,593,586	(297,011,871)	332,765,460	-	-	(1,441,540)	34,312,049
30,590,597	2,350,567	229,851,465	3,550,907,943	338,694,190	661,284,697	131,348,140	121,980,015	4,804,214,985
-	-	-	(1,613,439,036)	-	1,502,855,309	110,583,727	-	-
(695,000)	-	-	(78,291,907)	-	-	-	(350,000)	(78,641,907)
(29,761,661)	(2,350,567)	-	(1,477,914,980)	(338,694,190)	(2,164,140,006)	(237,342,682)	(117,788,444)	(4,335,880,302)
(30,456,661)	(2,350,567)	-	(3,169,645,923)	(338,694,190)	(661,284,697)	(126,758,955)	(118,138,444)	(4,414,522,209)
133,936	-	229,851,465	381,262,020	-	-	4,589,185	3,841,571	389,692,776
-	-	(229,851,465)	(229,851,465)	-	-	-	-	(229,851,465)
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
133,936	-	-	151,410,555	-	-	4,589,185	3,841,571	159,841,311

SCHEDULE A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM										
MARCH 15, 2014										
TAX SUPPORTED APPROPRIATIONS (S000s)	ACTUAL FY13 Exp	APPROVED FY14 Appr.	LATEST FY14 Appr	APPROVED 6 YR	APPROVED FY15 Appr	APPROVED FY16 Appr	APPROVED FY17	APPROVED FY18	APPROVED FY19	APPROVED FY20
GENERAL REVENUE SUPPORTED										
MCG	16,196	17,302	18,191	82,692	19,805	12,739	12,417	11,382	13,092	13,257
M-NCPPC PARKS	-	2,748	2,748	16,488	2,748	2,748	2,748	2,748	2,748	2,748
PUBLIC SCHOOLS (MCPS)	16,501	15,908	16,962	113,888	1,467	26,091	25,498	21,038	19,979	19,815
MONTGOMERY COLLEGE	6,965	13,443	13,443	74,902	11,435	10,905	13,127	13,145	13,145	13,145
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	32,450	32,450	32,450	32,450	32,450	32,450
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	29,500	29,500	29,500	194,700	32,450	32,450	32,450	32,450	32,450	32,450
SUBTOTAL	69,162	80,151	82,094	490,170	69,155	86,183	87,490	82,013	82,664	82,665
OTHER TAX SUPPORTED										
MASS TRANSIT	649	2,994	2,994	67,607	(491)	12,339	7,029	14,723	18,837	15,170
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	-	-	-	695	695	-	-	-	-	-
SUBTOTAL	1,750	2,581	2,581	94,927	5,943	17,567	11,100	18,100	21,581	20,636
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	70,912	82,732	84,675	585,097	75,098	103,750	98,590	100,113	104,245	103,301
INFLATION	-	-	-	16,926	-	-	1,535	3,344	5,454	6,593
SUBTOTAL ALLOCATION:	-	-	-	16,926	-	-	1,535	3,344	5,454	6,593
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	70,912	82,732	84,675	602,023	75,098	103,750	100,125	103,457	109,699	109,894
NON-TAX SUPPORTED EXPENDITURES (S000s)	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	16,644	(7,193)	9,270	29,803	9,323	4,836	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	1,831	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:	19,355	(1,277)	15,186	80,646	18,415	23,660	16,688	7,409	7,187	7,287
TOTAL CURRENT REVENUE REQUIREMENTS	90,267	81,455	99,861	682,669	93,513	127,410	116,813	110,866	116,886	117,181

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	192,937,060	204,097,162	238,947,394	220,121,274	7.9%
REVENUES					
Taxes	2,787,795,370	2,810,061,494	2,899,261,112	2,882,472,075	2.6%
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	8,458,044	-1.3%
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	55,738,549	9.9%
Investment Income	66,215	39,300	136,970	270,060	587.2%
Miscellaneous	11,701,114	8,668,710	9,043,310	9,035,990	4.2%
Total REVENUES	2,892,526,313	2,909,962,063	3,005,430,717	2,989,082,246	2.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	40,979,251	41,315,261	41,315,261	46,798,297	13.3%
To Non-Tax Supported Funds	-18,977,267	-20,424,566	-21,073,891	-20,679,017	1.2%
From Tax Supported Funds	11,926,376	15,893,030	15,193,076	16,104,870	1.3%
To Tax Supported Funds	-264,368,193	-274,515,228	-269,574,783	-297,901,987	8.5%
From Internal Service Funds	19,034,302	8,682,636	8,682,636	0	—
To Revenue Stabilization Fund	-29,595,672	-21,813,601	-22,273,578	-22,593,586	3.6%
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	-281,916,237	10.9%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	-1,514,532,456	-1,547,834,321	-1,547,834,321	-1,613,439,036	4.2%
County Contribution to CIP Fund	-69,162,140	-80,401,000	-82,344,000	-71,388,000	-11.2%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	-1,583,694,596	-1,628,235,321	-1,630,178,321	-1,684,827,036	3.5%
Total Resources	1,257,198,671	1,231,506,501	1,362,943,576	1,242,460,247	0.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,014,668,570	-1,087,574,730	-1,119,406,984	-1,092,442,964	0.4%
Adjustment for Prior Year Encumbrances/Reserves	-3,582,707	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-1,018,251,277	-1,087,574,730	-1,119,406,984	-1,092,442,964	0.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	-70,000	-9,970,000	0	—
Designated CIP Current Revenue Projects	0	0	2,233,000	0	—
Designated Reserves	0	0	-15,678,318	0	—
Total CLAIMS ON FUND	0	-70,000	-23,415,318	0	—
Total Use of Resources	-1,018,251,277	-1,087,644,730	-1,142,822,302	-1,092,442,964	0.4%
PROJECTED FUND BALANCE	238,947,394	143,861,771	220,121,274	150,017,283	4.3%
Special Funds					
Bethesda Urban District					
BEGINNING FUND BALANCE	110,441	90,429	364,649	380,273	320.5%
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	3,813,758	5.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-3,414,613	-3,513,396	-3,513,396	-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	-3,513,396	-3,718,381	5.8%
Total Use of Resources	-3,119,125	-3,513,396	-3,513,396	-3,718,381	5.8%
PROJECTED FUND BALANCE	364,649	89,173	380,273	95,377	7.0%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Silver Spring Urban District					
BEGINNING FUND BALANCE	629,825	270,923	228,149	338,838	25.1%
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	3,291,305	4.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,457,074	-2,880,043	-2,850,451	-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	-2,850,451	-3,208,979	11.4%
Total Use of Resources	-2,450,794	-2,880,043	-2,850,451	-3,208,979	11.4%
PROJECTED FUND BALANCE	228,149	274,874	338,838	82,326	-70.0%
Wheaton Urban District					
BEGINNING FUND BALANCE	176,589	116,608	73,159	315,560	170.6%
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	1,860,309	0.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,458,188	-1,800,402	-1,499,670	-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	-1,499,670	-1,813,942	0.8%
Total Use of Resources	-1,455,597	-1,800,402	-1,499,670	-1,813,942	0.8%
PROJECTED FUND BALANCE	73,159	47,025	315,560	46,367	-1.4%
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	Recommended FY15	% Chg Bud/Rec
BEGINNING FUND BALANCE	-1,987,013	5,331,796	11,426,058	9,309,438	74.6%
REVENUES					
Taxes	79,577,448	70,071,096	70,066,417	65,474,509	-6.6%
Licenses & Permits	565,090	531,000	531,000	531,000	—
Charges for Services	25,932,833	24,262,717	24,117,998	26,159,579	7.8%
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	131,935,550	1.8%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	8,427,220	8,096,350	8,096,350	7,613,450	-6.0%
To Non-Tax Supported Funds	-308,843	-67,225	-67,225	0	—
From Tax Supported Funds	531,310	982,310	531,310	981,310	-0.1%
To Tax Supported Funds	-17,160,641	-23,974,410	-22,403,866	-28,271,400	17.9%
Total NET INTER-FUND TRANSFERS	-8,510,954	-14,962,975	-13,843,431	-19,676,640	31.5%
Total Resources	124,390,322	120,008,462	127,168,790	121,568,348	1.3%
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	-116,176,352	-120,316,105	3.1%
Adjustment for Prior Year Encumbrances/Reserves	673,799	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-112,314,816	-116,665,732	-116,176,352	-120,316,105	3.1%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	1,311,000	0	—
Total Use of Resources	-112,964,264	-119,659,732	-117,859,352	-121,136,105	1.2%
PROJECTED FUND BALANCE	11,426,058	348,730	9,309,438	432,243	23.9%
Fire					
BEGINNING FUND BALANCE	-12,008,126	-41,352	-2,899,600	-9,262,581	22299.4%
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	950,000	280.0%
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	-11,830,370	8.5%
Total Resources	205,003,472	217,958,632	213,945,224	230,294,311	5.7%
CIP CURRENT REVENUE	-745,457	0	0	-5,388,907	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-205,358,226	-217,018,693	-223,207,805	-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	-223,207,805	-224,302,381	3.4%
Total Use of Resources	-207,903,072	-217,018,693	-223,207,805	-229,691,288	5.8%
PROJECTED FUND BALANCE	-2,899,600	939,939	-9,262,581	603,023	-35.8%
Recreation					
BEGINNING FUND BALANCE	1,340,004	2,705,742	2,827,206	692,796	-74.4%
REVENUES					
Taxes	30,477,219	29,016,049	29,092,219	33,057,337	13.9%
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	113,705	-207.9%
Total REVENUES	40,452,705	40,596,599	40,111,369	44,538,703	9.7%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	1,709,700	69.3%
To Tax Supported Funds	-15,192,824	-16,088,080	-15,364,564	-16,459,420	2.3%
Total NET INTER-FUND TRANSFERS	-14,183,124	-15,078,380	-14,354,864	-14,640,902	-2.9%
Total Resources	27,609,585	28,223,961	28,583,711	30,590,597	8.4%
CIP CURRENT REVENUE	0	0	0	-695,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-24,835,262	-28,008,455	-27,890,915	-29,761,661	6.3%
Adjustment for Prior Year Encumbrances/Reserves	52,883	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-24,782,379	-28,008,455	-27,890,915	-29,761,661	6.3%
Total Use of Resources	-24,782,379	-28,008,455	-27,890,915	-30,456,661	8.7%
PROJECTED FUND BALANCE	2,827,206	215,506	692,796	133,936	-37.9%
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	2,186,617	-33.8%
Total Resources	11,959,599	3,396,828	10,026,508	2,350,567	-30.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-6,935,216	-3,396,828	-10,026,508	-2,350,567	-30.8%
Adjustment for Prior Year Encumbrances/Reserves	30,899	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-6,904,317	-3,396,828	-10,026,508	-2,350,567	-30.8%
Total Use of Resources	-6,904,317	-3,396,828	-10,026,508	-2,350,567	-30.8%
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	22,593,586	3.6%
Total Resources	184,879,381	210,816,199	207,188,639	229,851,465	9.0%
Total Use of Resources	0	0	0	0	—
DESIGNATED FUND BALANCE	184,879,381	210,816,199	207,188,639	229,851,465	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	Recommended FY15	% Chg Bud/Rec
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	1,465,045,758	3.6%
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	1,467,000	-90.8%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,436,014,794	1,464,158,594	1,465,212,594	1,504,322,309	2.7%
Total Resources	2,072,774,632	2,114,971,080	2,125,043,424	2,165,607,006	2.4%
CIP CURRENT REVENUE	-16,501,093	-15,908,000	-16,962,000	-1,467,000	-90.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,056,273,539	-2,084,338,368	-2,069,838,368	-2,164,140,006	3.8%
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	-2,164,140,006	3.8%
Total Use of Resources	-2,023,559,125	-2,100,246,368	-2,086,800,368	-2,165,607,006	3.1%
PROJECTED FUND BALANCE	49,215,507	14,724,712	38,243,056	0	—
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	34,185,896	6.8%
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	119,170,937	-1.2%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	94,368,755	98,933,727	98,933,727	109,933,727	11.1%
County Contribution to CIP Fund	6,965,266	13,443,000	13,443,000	11,435,000	-14.9%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	101,334,021	112,376,727	112,376,727	121,368,727	8.0%
Total Resources	232,069,173	245,167,233	245,168,583	252,050,795	2.8%
CIP CURRENT REVENUE	-6,965,266	-13,443,000	-13,443,000	-11,435,000	-14.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-211,233,214	-227,727,695	-220,214,452	-236,592,682	3.9%
Adjustment for Prior Year Encumbrances/Reserves	1,819,551	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-209,413,663	-227,727,695	-220,214,452	-236,592,682	3.9%
Total Use of Resources	-216,378,929	-241,170,695	-233,657,452	-248,027,682	2.8%
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	Recommended FY15	% Chg Bud/Rec
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	23,902,107	-7.9%
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	24,563,587	-7.8%
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	—
Total NET INTER-FUND TRANSFERS	-1,140,000	0	70,000	0	—
Total Resources	29,077,071	29,538,941	32,437,592	29,400,185	-0.5%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-23,397,963	-27,680,994	-27,600,994	-28,453,894	2.8%
Total Use of Resources	-23,397,963	-27,680,994	-27,600,994	-28,453,894	2.8%
PROJECTED FUND BALANCE	5,679,108	1,857,947	4,836,598	946,291	-49.1%
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	2,314,762	13.6%
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	88,455,338	9.7%
Total Resources	87,854,185	86,760,004	88,167,388	92,284,159	6.4%
CIP CURRENT REVENUE	-354,707	-350,000	-350,000	-350,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-75,758,557	-80,101,467	-80,101,467	-83,908,952	4.8%
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	-89,051,690	6.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	-858	0	0	—
Total Use of Resources	-80,546,276	-84,339,425	-84,338,567	-89,401,690	6.0%
PROJECTED FUND BALANCE	7,307,909	2,420,579	3,828,821	2,882,469	19.1%
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					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Water Quality Protection Fund					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
BEGINNING FUND BALANCE	4,322,845	5,408,181	7,975,793	7,855,096	45.2%
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	34,180,582	31.9%
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	-18,762,553	-19,910,184	4.8%
Adjustment for Prior Year Encumbrances/Reserves	-515,075	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-17,674,184	-18,992,327	-18,762,553	-19,910,184	4.8%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	-1,682,129	0	—
Total Use of Resources	-18,553,619	-20,392,327	-21,844,682	-23,736,184	16.4%
PROJECTED FUND BALANCE	7,975,793	5,516,765	7,855,096	10,444,398	89.3%
Grant Fund MCG					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					
Charges for Services	127,899	150,535	150,535	285,219	89.5%
Intergovernmental	105,566,774	106,440,263	106,440,263	112,339,104	5.5%
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	113,624,323	5.6%
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	112,985,743	5.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-103,485,072	-108,154,684	-108,154,684	-114,209,637	5.6%
Total Use of Resources	-103,485,072	-108,154,684	-108,154,684	-114,209,637	5.6%
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	-435,467	-142.6%
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	-8,401,025	-23.4%
Total Resources	16,106,032	17,644,014	16,745,854	18,826,322	6.7%
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	-13,264,893	-14,693,985	7.9%
Adjustment for Prior Year Encumbrances/Reserves	-837,676	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-14,286,805	-13,622,905	-13,264,893	-14,693,985	7.9%
Total Use of Resources	-15,288,860	-17,539,333	-17,181,321	-18,441,985	5.1%
PROJECTED FUND BALANCE	817,172	104,681	-435,467	384,337	267.2%
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	608,996	5,964,840	7,176,095	2,960,408	-50.4%
REVENUES					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	17,816,357	—
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	10,324,866	2.8%
Total Resources	28,197,212	30,218,821	34,440,574	28,084,281	-7.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-16,505,504	-28,574,000	-31,412,436	-26,836,111	-6.1%
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	-26,901,741	-6.1%
Total Use of Resources	-21,021,117	-28,641,730	-31,480,166	-26,901,741	-6.1%
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	4,253,219	47.2%
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	14,220,012	12.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-9,542,664	-9,896,271	-9,324,948	-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	-9,324,948	-10,134,509	2.4%
Total Use of Resources	-9,526,036	-9,896,271	-9,324,948	-10,134,509	2.4%
PROJECTED UNRESTRICTED NET ASSETS	3,842,602	2,727,484	4,253,219	4,085,503	49.8%
Bethesda Parking District					
BEGINNING CASH BALANCE	33,057,753	3,733,399	16,716,696	9,906,665	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	—
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%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	25,662,718	-48.6%
CIP CURRENT REVENUE	-14,096,336	-23,040,000	-39,503,280	-2,321,000	-89.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-8,631,358	-9,288,242	-9,293,683	-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	-1,154,080	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-13,835,808	-13,299,181	-13,304,622	-15,012,154	12.9%
Total Use of Resources	-27,932,144	-36,339,181	-52,807,902	-17,333,154	-52.3%
PROJECTED CASH BALANCE	16,716,696	13,545,851	9,906,665	8,329,564	-38.5%
Montgomery Hills Parking District					
BEGINNING CASH BALANCE	64,407	33,214	63,542	75,465	127.2%
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	222,381	25.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-129,504	-136,899	-133,048	-140,372	2.5%
Adjustment for Prior Year Encumbrances/Reserves	19,523	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-109,981	-136,899	-133,048	-140,372	2.5%
Total Use of Resources	-109,981	-136,899	-133,048	-140,372	2.5%
PROJECTED CASH BALANCE	63,542	39,860	75,465	82,009	105.7%
Silver Spring Parking District					
BEGINNING CASH BALANCE	11,685,114	12,288,261	13,935,972	14,769,051	20.2%
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	-6,951,773	20.2%
Total NET INTER-FUND TRANSFERS	-4,410,751	-5,753,287	-5,753,287	-8,451,773	46.9%
Total Resources	26,977,789	26,040,880	28,585,536	26,945,464	3.5%
CIP CURRENT REVENUE	-2,402,425	-2,770,000	-2,770,000	-3,260,000	17.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-9,766,695	-11,097,834	-11,046,485	-11,960,779	7.8%
Adjustment for Prior Year Encumbrances/Reserves	-872,697	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-10,639,392	-11,097,834	-11,046,485	-11,960,779	7.8%
Total Use of Resources	-13,041,817	-13,867,834	-13,816,485	-15,220,779	9.8%
PROJECTED CASH BALANCE	13,935,972	12,173,046	14,769,051	11,724,685	-3.7%
Wheaton Parking District					
BEGINNING CASH BALANCE	873,873	842,307	1,049,317	948,128	12.6%
REVENUES					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	2,324,360	7.9%
CIP CURRENT REVENUE	-145,633	-157,000	-157,000	-157,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,253,160	-1,322,481	-1,310,675	-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	-1,310,675	-1,348,626	2.0%
Total Use of Resources	-1,236,259	-1,479,481	-1,467,675	-1,505,626	1.8%
PROJECTED CASH BALANCE	1,049,317	674,841	948,128	818,734	21.3%
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	7,874,584	19,583,458	22,148,902	28,020,208	43.1%
REVENUES					
Licenses & Permits	39,622,126	29,287,710	39,496,873	34,660,050	18.3%
Charges for Services	4,051,898	3,008,533	2,963,990	1,526,575	-49.3%
Fines & Forfeitures	65,310	0	95,676	0	—
Investment Income	9,889	4,520	12,370	24,000	431.0%
Miscellaneous	15,737	0	0	0	—
Total REVENUES	43,764,960	32,300,763	42,568,909	36,210,625	12.1%
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	62,098,507	61,294,417	24.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-27,694,025	-29,642,071	-29,580,324	-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	-29,580,324	-32,007,836	8.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	-4,497,975	-4,497,975	-20,092,418	346.7%
Total Use of Resources	-27,581,872	-34,140,046	-34,078,299	-52,100,254	52.6%
PROJECTED UNRESTRICTED NET ASSETS	22,148,902	15,124,871	28,020,208	9,194,163	-39.2%
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	2,406,487	2,146,106	2,366,270	2,034,994	-5.2%
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	7,884,471	-1.2%
CIP CURRENT REVENUE	0	0	0	-421,000	—
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-5,903,169	-6,179,974	-6,163,621	-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	-6,163,621	-6,414,835	3.8%
Total Use of Resources	-5,934,089	-6,179,974	-6,163,621	-6,835,835	10.6%
ENDING RETAINED EARNINGS	2,366,270	1,802,982	2,034,994	1,048,636	-41.8%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Solid Waste Disposal					
	0	0	0	0	—
REVENUES					
Licenses & Permits	18,875	7,500	0	0	—
Charges for Services	91,200,944	88,573,327	89,959,797	90,821,136	2.5%
Fines & Forfeitures	22,464	0	0	0	—
Investment Income	24,239	0	72,280	140,260	—
Miscellaneous	331,909	6,103,913	4,830,643	5,245,514	-14.1%
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	-92,338,321	-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	-119,452,331	-101,667,471	8.4%
Total Use of Resources	-98,888,463	-93,796,607	-119,452,331	-102,385,471	9.2%
NET CHANGE	-6,457,802	1,292,153	-24,185,591	-5,344,256	-513.6%
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	1,563,431	1,387,950	1,535,193	1,282,952	-7.6%
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	6,174,886	-5.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-5,333,886	-5,155,303	-5,415,498	-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	-5,415,498	-5,224,643	1.3%
Total Use of Resources	-5,297,485	-5,155,303	-5,415,498	-5,224,643	1.3%
PROJECTED FUND BALANCE	1,535,193	1,398,794	1,282,952	950,243	-32.1%
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	-27,165,916	30.0%
Total Resources	54,880,435	58,349,034	61,352,490	59,322,766	1.7%
APPROPRIATION/EXPENDITURE					
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%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	3,054,025	1.0%
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%
Total Resources	1,777,868	1,959,578	2,065,076	2,043,364	4.3%
APPROPRIATION/EXPENDITURE					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	—
Total REVENUES	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%

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	—
Total APPROPRIATION/EXPENDITURE	-12,531,599	-17,411,500	-13,590,000	-18,200,205	4.5%
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%
Total REVENUES	4,472,517	5,385,615	4,135,024	5,473,400	1.6%
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	-5,918,157	2.5%
Adjustment for Prior Year Encumbrances/Reserves	641,618	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-3,998,012	-5,771,815	-4,871,501	-5,918,157	2.5%
Total Use of Resources	-3,998,012	-5,771,815	-4,871,501	-5,918,157	2.5%
PROJECTED FUND BALANCE	3,713,975	2,541,263	2,977,498	2,532,741	-0.3%
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%
Total REVENUES	3,230,979	3,315,000	3,118,000	3,095,000	-6.6%
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%
Total REVENUES	2,757,160	2,750,000	2,588,000	2,996,000	8.9%
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					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					

SCHEDULE A-4

Fiscal Summary By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	-8,682,675	-5.7%
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	-8,682,675	-8.0%
Total Use of Resources	-9,100,688	-10,038,226	-9,504,038	-9,482,675	-5.5%
PROJECTED CASH BALANCE	5,674,846	5,167,300	5,811,588	6,056,418	17.2%
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	—
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	Recommended FY15	% Chg Bud/Rec
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	4,765,735	-37.1%
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	335,383	21.5%
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	0	0	0	1,108,650	—
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	46,798,297	13.3%
From Tax Supported Funds					
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: 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: 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%

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	16,104,870	1.3%
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	-17,816,357	—
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	-20,679,017	1.2%
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	-2,186,617	-33.8%
To Fire District: Fund Balance Transfer	0	0	0	-700,000	—
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	-450,000	-0.2%
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 Recreation: Fund Balance Transfer	0	0	0	-700,000	—
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	-297,901,987	8.5%
From Internal Service Funds					
From: Employee Health Benefit Fund	19,034,302	8,682,636	8,682,636	0	—
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	-22,593,586	3.6%
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	-281,916,237	10.9%
Special Funds					
Bethesda Urban District					
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%

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	776,180	—
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	7,613,450	-6.0%
From Tax Supported Funds					
From General Fund	0	451,000	0	450,000	-0.2%
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	—
TOTAL FROM TAX SUPPORTED FUNDS	531,310	982,310	531,310	981,310	-0.1%
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%
To Debt Service: Long Term Lease	-3,801,617	-5,815,700	-3,802,000	-6,675,950	14.8%
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	-28,271,400	17.9%
TOTAL MASS TRANSIT	-8,510,954	-14,962,975	-13,843,431	-19,676,640	31.5%
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	700,000	—
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	950,000	280.0%
To Non-Tax Supported Funds					
To Grants Fund: County Match	-865,525	0	0	0	—

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	-11,830,370	8.5%
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	—
From General Fund: Fund Balance Transfer	0	0	0	700,000	—
TOTAL FROM TAX SUPPORTED FUNDS	1,009,700	1,009,700	1,009,700	1,709,700	69.3%
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: 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	-16,459,420	2.3%
TOTAL RECREATION	-14,183,124	-15,078,380	-14,354,864	-14,640,902	-2.9%
Economic Development Fund					
From Tax Supported Funds					
Transfer from General Fund	9,155,050	3,301,858	4,840,706	2,186,617	-33.8%
TOTAL ECONOMIC DEVELOPMENT FUND	9,155,050	3,301,858	4,840,706	2,186,617	-33.8%
Revenue Stabilization Fund					
From Tax Supported Funds					
From General Fund	29,595,672	21,813,601	22,273,578	22,593,586	3.6%
TOTAL REVENUE STABILIZATION FUND	29,595,672	21,813,601	22,273,578	22,593,586	3.6%
TOTAL MONTGOMERY COUNTY GOVERNMENT	-235,026,752	-263,530,899	-256,477,246	-297,011,871	12.7%
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%
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	—

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	-1,390,000	0	0	0	—
TOTAL ADMINISTRATION FUND	-1,140,000	0	70,000	0	—
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	34,312,049	-10.6%
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					
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	-4,765,735	-37.1%
TOTAL TO TAX SUPPORTED FUNDS	-10,765,961	-10,962,039	-10,962,039	-8,401,025	-23.4%
TOTAL CABLE TELEVISION	-10,765,961	-10,962,039	-10,962,039	-8,401,025	-23.4%
Montgomery Housing Initiative					
From Tax Supported Funds					
From General Fund	15,589,247	17,816,357	18,465,682	17,816,357	—
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	10,324,866	2.8%
Enterprise Funds					

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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					
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	0	0	0	-1,108,650	—
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	-776,180	—
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	-6,951,773	20.2%
TOTAL SILVER SPRING PARKING DISTRICT	-4,410,751	-5,753,287	-5,753,287	-8,451,773	46.9%
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%

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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%
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	-335,383	21.5%
TOTAL TO TAX SUPPORTED FUNDS	-22,297,140	-20,891,294	-20,891,294	-27,165,916	30.0%
TOTAL LIQUOR CONTROL	-22,297,140	-20,891,294	-20,891,294	-27,165,916	30.0%
Employee Health Benefit Self Insurance Fund					
To Tax Supported Funds					
To: General Fund	-19,034,302	-8,682,636	-8,682,636	0	—
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	-19,034,302	-8,682,636	-8,682,636	0	—
TOTAL MONTGOMERY COUNTY GOVERNMENT	-64,691,431	-53,759,176	-50,549,851	-49,613,613	-7.7%

SCHEDULE A-5

Inter-Fund Transfers

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	—
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	-35,505,979	-10.2%
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	Recommended FY15	% Chg Bud/Rec
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
To Tax Supported Funds					

SCHEDULE A-6

Contributions To/From Other Funds

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Contribution To MC: Current Fund	-94,368,755	-98,933,727	-98,933,727	-109,933,727	11.1%
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	-1,502,855,309	3.8%
TOTAL TO TAX SUPPORTED FUNDS	-1,514,532,456	-1,547,834,321	-1,547,834,321	-1,613,439,036	4.2%
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	-29,500,000	-29,500,000	-29,500,000	-32,450,000	10.0%
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	-11,435,000	-14.9%
Contribution To MCG: CIP	-16,195,781	-17,552,000	-18,441,000	-22,038,000	25.6%
Contribution To MCPS: CIP	-16,501,093	-15,908,000	-16,962,000	-1,467,000	-90.8%
Contribution To MNCPPC: Regional Parks CIP	0	-2,748,000	-2,748,000	-2,748,000	—
TOTAL COUNTY CONTRIBUTION TO CIP FUND	-69,162,140	-80,401,000	-82,344,000	-71,388,000	-11.2%
TOTAL COUNTY GENERAL FUND	-1,583,694,596	-1,628,235,321	-1,630,178,321	-1,684,827,036	3.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	-1,583,694,596	-1,628,235,321	-1,630,178,321	-1,684,827,036	3.5%
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	1,465,045,758	3.6%
County Contribution to CIP Fund					
County Contribution to CIP	16,501,093	15,908,000	16,962,000	1,467,000	-90.8%
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	1,504,322,309	2.7%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	1,436,014,794	1,464,158,594	1,465,212,594	1,504,322,309	2.7%
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	109,933,727	11.1%
County Contribution to CIP Fund					
County Contribution to CIP	6,965,266	13,443,000	13,443,000	11,435,000	-14.9%
TOTAL CURRENT FUND MC	101,334,021	112,376,727	112,376,727	121,368,727	8.0%
Special Funds					
Emergency Repair Fund					
County Contribution to Current/Other Fund					
EPMRP: 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	122,018,727	8.0%
TOTAL TAX SUPPORTED	-45,695,781	-51,050,000	-51,939,000	-58,486,000	14.6%
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	-58,486,000	14.6%

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	Recommended FY15	% Chg Bud/Rec
TAX SUPPORTED					
Montgomery County Government General Fund	1,014,668,570	1,087,574,730	1,119,406,984	1,092,442,964	0.4%
Montgomery County Government Special Funds	357,447,194	373,283,549	385,165,097	385,472,016	3.3%
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	2,164,140,006	3.8%
Montgomery College Current Fund	211,233,214	227,727,695	220,214,452	236,592,682	3.9%
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	117,788,444	5.2%
TOTAL TAX SUPPORTED	4,036,055,764	4,194,797,973	4,208,608,554	4,335,880,302	3.4%
NON-TAX SUPPORTED					
Montgomery County Government Special Funds	151,321,372	169,411,646	171,883,252	175,715,547	3.7%
Montgomery County Government Enterprise Funds	219,036,321	227,237,167	222,471,198	241,637,756	6.3%
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	32,623,362	5.0%
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	15,453,244	-4.0%
TOTAL NON-TAX SUPPORTED	561,234,060	616,398,367	595,595,014	634,925,702	3.0%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,597,289,824	4,811,196,340	4,804,203,568	4,970,806,004	3.3%

SCHEDULE B-2

Expenditures Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
MONTGOMERY COUNTY GOVERNMENT					
General Government					
County Council	9,071,164	9,841,525	9,876,441	10,382,000	5.5%
Board of Appeals	555,638	592,558	558,482	566,596	-4.4%
Inspector General	645,654	830,100	834,955	757,046	-8.8%
Legislative Oversight	1,275,210	1,354,602	1,325,109	1,435,503	6.0%
Merit System Protection Board	127,258	174,737	142,404	158,297	-9.4%
Zoning and Administrative Hearings	515,069	611,779	542,264	587,415	-4.0%
Circuit Court	12,589,494	13,142,376	13,102,520	13,979,092	6.4%
State's Attorney	13,773,390	13,907,834	14,154,902	15,008,249	7.9%
County Executive	4,326,687	4,896,327	4,813,949	5,058,212	3.3%
Board of Elections	6,235,568	6,026,413	6,443,679	6,725,438	11.6%
Community Engagement Cluster	3,156,443	3,362,772	3,373,553	3,479,030	3.5%
County Attorney	5,823,905	5,351,793	5,210,638	5,381,236	0.6%
Ethics Commission	326,796	337,007	273,474	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	29,610,250	29,408,025	10.4%
Human Resources	7,229,711	7,656,440	8,007,467	7,738,639	1.1%
Human Rights	935,969	942,673	926,836	1,023,278	8.6%
Intergovernmental Relations	730,991	895,582	789,838	905,333	1.1%
Management and Budget	3,529,512	3,870,467	3,762,189	3,917,013	1.2%
Public Information	5,166,455	4,660,061	4,656,074	4,816,129	3.3%
Technology Services	26,247,462	28,754,504	29,133,612	29,826,068	3.7%
Urban Districts	7,329,875	8,193,841	7,863,517	8,741,302	6.7%

SCHEDULE B-2

Expenditures Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Total General Government	150,516,790	154,350,207	157,784,908	163,661,979	6.0%
Public Safety					
Consumer Protection	2,122,132	2,148,716	2,168,278	2,256,236	5.0%
Correction and Rehabilitation	67,298,709	66,598,101	68,634,323	70,769,096	6.3%
Emergency Management and Homeland Security	5,769,712	1,739,019	1,744,240	2,001,549	15.1%
Fire and Rescue Service	209,940,575	218,640,416	224,829,528	225,219,536	3.0%
Police	247,961,218	260,594,650	261,246,920	273,601,323	5.0%
Sheriff	22,805,587	22,969,172	23,609,036	23,762,689	3.5%
Total Public Safety	555,897,933	572,690,074	582,232,325	597,610,429	4.4%
Transportation					
Transportation	64,318,883	47,305,571	47,627,067	49,123,424	3.8%
Parking District Services	23,831,087	25,856,395	25,794,830	28,461,931	10.1%
Transit Services	116,336,769	121,353,901	120,864,521	125,013,667	3.0%
Total Transportation	204,486,739	194,515,867	194,286,418	202,599,022	4.2%
Health and Human Services					
Health and Human Services	250,103,933	261,404,478	260,796,362	277,734,808	6.2%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	9,542,664	9,896,271	9,324,948	10,134,509	2.4%
Public Libraries	30,990,488	34,821,874	34,429,249	37,154,153	6.7%
Recreation	24,897,106	28,093,958	27,976,418	29,830,818	6.2%
Total Libraries, Culture, and Recreation	65,430,258	72,812,103	71,730,615	77,119,480	5.9%
Community Development and Housing					
Economic Development	13,332,591	11,612,369	12,594,031	12,946,235	11.5%
Economic Development Fund	6,935,216	3,396,828	10,026,508	2,350,567	-30.8%
Housing and Community Affairs	27,895,480	39,443,730	42,240,372	39,290,559	-0.4%
Permitting Services	27,694,025	29,642,071	29,580,324	32,007,836	8.0%
Total Community Development and Housing	75,857,312	84,094,998	94,441,235	86,595,197	3.0%
Environment					
Environmental Protection	20,856,296	20,561,158	20,241,657	21,552,438	4.8%
Solid Waste Services	104,462,100	101,362,571	98,501,942	109,540,096	8.1%
Total Environment	125,318,396	121,923,729	118,743,599	131,092,534	7.5%
Other County Government Functions					
Cable Television	13,449,129	13,622,905	13,264,893	14,693,985	7.9%
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	326,115,560	261,827,975	-13.0%
Utilities	22,680,448	25,696,647	25,676,960	26,064,133	1.4%
Total Other County Government Functions	314,862,096	395,715,636	418,911,069	358,854,834	-9.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,742,473,457	1,857,507,092	1,898,926,531	1,895,268,283	2.0%
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	2,302,834,589	3.5%
MONTGOMERY COLLEGE					
Montgomery College	245,133,398	279,967,810	257,401,008	290,002,044	3.6%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
M-NCPPC	118,635,210	128,616,516	127,641,085	133,791,688	4.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	4,597,289,824	4,811,196,340	4,804,203,568	4,970,806,004	3.3%

SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
County Council	9,071,164	9,841,525	9,876,441	10,382,000	5.5%
Board of Appeals	555,638	592,558	558,482	566,596	-4.4%
Inspector General	645,654	830,100	834,955	757,046	-8.8%
Legislative Oversight	1,275,210	1,354,602	1,325,109	1,435,503	6.0%
Merit System Protection Board	127,258	174,737	142,404	158,297	-9.4%
Zoning and Administrative Hearings	515,069	611,779	542,264	587,415	-4.0%
Circuit Court	10,417,024	10,999,995	10,960,139	11,583,057	5.3%
State's Attorney	13,546,760	13,790,836	14,037,904	14,890,779	8.0%
County Executive	4,168,610	4,769,707	4,687,329	4,927,854	3.3%
Board of Elections	6,235,568	6,026,413	6,443,679	6,725,438	11.6%
Community Engagement Cluster	3,032,618	3,302,582	3,313,363	3,407,988	3.2%
County Attorney	5,823,905	5,351,793	5,210,638	5,381,236	0.6%
Ethics Commission	326,796	337,007	273,474	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	29,610,250	29,408,025	10.4%
Human Resources	7,229,711	7,656,440	8,007,467	7,738,639	1.1%
Human Rights	935,969	942,673	926,836	1,023,278	8.6%
Intergovernmental Relations	700,325	864,912	759,168	874,663	1.1%
Management and Budget	3,529,512	3,870,467	3,762,189	3,917,013	1.2%
Public Information	5,166,455	4,660,061	4,656,074	4,816,129	3.3%
Technology Services	26,247,462	28,754,504	29,133,612	29,826,068	3.7%
Total General Government	140,475,247	143,679,507	147,444,532	152,175,102	5.9%
Public Safety					
Consumer Protection	2,122,132	2,148,716	2,168,278	2,256,236	5.0%
Correction and Rehabilitation	67,236,565	66,598,101	68,634,323	70,769,096	6.3%
Emergency Management and Homeland Security	1,070,208	1,317,312	1,322,533	1,368,218	3.9%
Police	246,359,461	260,429,650	261,081,920	273,436,323	5.0%
Sheriff	21,660,793	21,933,890	22,573,754	22,970,689	4.7%
Total Public Safety	338,449,159	352,427,669	355,780,808	370,800,562	5.2%
Transportation					
Transportation	58,922,461	42,132,940	42,194,241	43,883,797	4.2%
Health and Human Services					
Health and Human Services	177,994,724	193,225,217	192,617,101	204,371,455	5.8%
Libraries, Culture, and Recreation					
Public Libraries	30,879,652	34,769,584	34,376,959	37,101,863	6.7%
Community Development and Housing					
Economic Development	9,533,418	8,769,515	9,751,177	10,103,381	15.2%
Housing and Community Affairs	4,341,275	4,797,178	4,755,384	5,057,756	5.4%
Total Community Development and Housing	13,874,693	13,566,693	14,506,561	15,161,137	11.8%
Environment					
Environmental Protection	1,489,826	1,568,831	1,479,104	1,642,254	4.7%
Other County Government Functions					
Non-Departmental Accounts	229,902,360	280,507,642	305,330,718	241,242,661	-14.0%
Utilities	22,680,448	25,696,647	25,676,960	26,064,133	1.4%
Total Other County Government Functions	252,582,808	306,204,289	331,007,678	267,306,794	-12.7%
TOTAL GENERAL FUND TAX SUPPORTED	1,014,668,570	1,087,574,730	1,119,406,984	1,092,442,964	0.4%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	7,329,875	8,193,841	7,863,517	8,741,302	6.7%

SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Public Safety					
Fire and Rescue Service	205,358,226	217,018,693	223,207,805	224,302,381	3.4%
Transportation					
Transportation	0	0	0	0	—
Transit Services	112,988,615	116,665,732	116,176,352	120,316,105	3.1%
Total Transportation	112,988,615	116,665,732	116,176,352	120,316,105	3.1%
Libraries, Culture, and Recreation					
Recreation	24,835,262	28,008,455	27,890,915	29,761,661	6.3%
Community Development and Housing					
Economic Development Fund	6,935,216	3,396,828	10,026,508	2,350,567	-30.8%
TOTAL SPECIAL FUNDS TAX SUPPORTED	357,447,194	373,283,549	385,165,097	385,472,016	3.3%
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	73,363,353	7.6%
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	34,232,803	-1.2%
Total Community Development and Housing	27,353,378	37,489,406	40,327,842	37,075,657	-1.1%
Environment					
Environmental Protection	19,366,470	18,992,327	18,762,553	19,910,184	4.8%
Other County Government Functions					
Cable Television	13,449,129	13,622,905	13,264,893	14,693,985	7.9%
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	34,049,735	35,279,299	3.2%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	151,321,372	169,411,646	171,883,252	175,715,547	3.7%

SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Transportation	5,333,886	5,155,303	5,415,498	5,224,643	1.3%
Parking District Services	23,831,087	25,856,395	25,794,830	28,461,931	10.1%
Total Transportation	29,164,973	31,011,698	31,210,328	33,686,574	8.6%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	9,542,664	9,896,271	9,324,948	10,134,509	2.4%
Community Development and Housing					
Permitting Services	27,694,025	29,642,071	29,580,324	32,007,836	8.0%
Environment					
Solid Waste Services	104,462,100	101,362,571	98,501,942	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	222,471,198	241,637,756	6.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,742,473,457	1,857,507,092	1,898,926,531	1,895,268,283	2.0%
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	2,164,140,006	3.8%
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	2,302,834,589	3.5%
MONTGOMERY COLLEGE					
CURRENT FUND TAX SUPPORTED					
Montgomery College	211,233,214	227,727,695	220,214,452	236,592,682	3.9%
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	32,623,362	5.0%
TOTAL MONTGOMERY COLLEGE	245,133,398	279,967,810	257,401,008	290,002,044	3.6%
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	Recommended FY15	% Chg Bud/Rec
SPECIAL FUNDS TAX SUPPORTED					
M-NCPPC	103,900,242	111,967,161	111,887,161	117,788,444	5.2%
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	15,453,244	-4.0%
TOTAL M-NCPPC	118,635,210	128,616,516	127,641,085	133,791,688	4.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	4,597,289,824	4,811,196,340	4,804,203,568	4,970,806,004	3.3%

SCHEDULE B-4

Expenditures By Appropriation Category

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	538,390,206	564,654,126	564,573,303	600,855,351	6.4%
Operating Expense	476,278,364	520,616,113	554,833,681	490,643,615	-5.8%
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	1,119,406,984	1,092,442,964	0.4%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	250,192,342	257,173,131	260,973,401	273,565,152	6.4%
Operating Expense	107,254,852	110,721,511	124,191,696	111,906,864	1.1%
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	385,165,097	385,472,016	3.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	65,883,505	64,362,838	64,327,112	65,870,764	2.3%
Operating Expense	85,437,867	104,981,078	107,488,410	109,723,153	4.5%
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	171,883,252	175,715,547	3.7%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	65,779,877	67,100,342	66,739,234	72,594,085	8.2%
Operating Expense	148,231,268	144,429,007	142,029,525	151,998,026	5.2%
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	222,471,198	241,637,756	6.3%
SUMMARY					
TOTAL PERSONNEL COSTS	920,245,930	953,290,437	956,613,050	1,012,885,352	6.3%

SCHEDULE B-4

Expenditures By Appropriation Category

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
TOTAL OPERATING EXPENSE	817,202,351	880,747,709	928,543,312	864,271,658	-1.9%
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	1,898,926,531	1,895,268,283	2.0%
PERCENT OF TOTAL BUDGET					
PERSONNEL COSTS	52.8%	51.3%	50.4%	53.4%	—
OPERATING EXPENSE	46.9%	47.4%	48.9%	45.6%	—
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	Recommended FY15	% Chg Bud/Rec
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	79,372,721	79,093,933	-0.7%
Printing and Mail Internal Service Fund	8,276,951	8,340,516	8,334,251	8,070,305	-3.2%
Self Insurance Internal Service Fund	49,702,621	56,843,190	56,843,190	58,869,567	3.6%
TOTAL INTERNAL SERVICE FUNDS	313,048,452	343,513,347	331,277,292	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-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-1

Revenues Detailed By Fund

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
TAX SUPPORTED					
Montgomery County Government General Fund	2,892,526,313	2,909,962,063	3,005,430,717	2,989,082,246	2.7%
Montgomery County Government Special Funds	406,090,143	400,749,467	399,077,762	429,753,331	7.2%
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	119,170,937	-1.2%
Montgomery College Special Funds	444	0	400	0	—
M-NCPPC Special Funds	110,354,016	109,008,202	109,233,460	114,741,939	5.3%
TOTAL TAX SUPPORTED	4,130,378,143	4,155,275,527	4,247,271,004	4,281,718,824	3.0%
NON-TAX SUPPORTED					
Montgomery County Government Special Funds	176,544,906	174,100,697	174,872,968	186,718,374	7.2%
Montgomery County Government Enterprise Funds	277,367,782	301,333,928	313,629,512	278,895,304	-7.4%
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	676,766,315	664,654,150	-1.8%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,767,026,188	4,832,218,927	4,924,037,319	4,946,372,974	2.4%

SCHEDULE C-2

Revenues Detailed By Agency

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	2,892,526,313	2,909,962,063	3,005,430,717	2,989,082,246	2.7%
Special Funds Tax Supported	406,090,143	400,749,467	399,077,762	429,753,331	7.2%
Special Funds Non-Tax Supported	176,544,906	174,100,697	174,872,968	186,718,374	7.2%
Enterprise Funds Non-Tax Supported	277,367,782	301,333,928	313,629,512	278,895,304	-7.4%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,752,529,144	3,786,146,155	3,893,010,959	3,884,449,255	2.6%
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	119,170,937	-1.2%
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	167,110,625	-0.7%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	110,354,016	109,008,202	109,233,460	114,741,939	5.3%

SCHEDULE C-2

Revenues Detailed By Agency

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	128,743,764	4.4%
OTHER					
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,767,026,188	4,832,218,927	4,924,037,319	4,946,372,974	2.4%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	217,215,000	3.1%
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	1,095,361,328	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	2,882,472,075	2.6%
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	Recommended FY15	% Chg Bud/Rec
Other Charges/Fees	-819	40,000	40,000	40,000	—
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	8,458,044	-1.3%
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	3,975,150	3.6%
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	5,514,816	4.5%
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	3,587,366	4.3%
State Aid: Police Protection	8,682,015	13,711,890	13,711,890	13,711,890	—
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	2,771,423	1.9%
State Reimbursement: Library Staff Retirement	1,965,520	2,618,000	2,618,000	2,972,000	13.5%
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
Other Intergovernmental	6,897,252	648,972	1,268,367	1,397,993	115.4%
TOTAL INTERGOVERNMENTAL	49,547,175	50,712,046	56,349,079	55,738,549	9.9%
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	2,021,020	22.2%
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	9,035,990	4.2%
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	2,989,082,246	2.7%
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	Recommended FY15	% Chg Bud/Rec
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	65,474,509	-6.6%
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	24,100,000	12.8%
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	26,159,579	7.8%
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	131,935,550	1.8%
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	Recommended FY15	% Chg Bud/Rec
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	33,057,337	13.9%
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	219,065	—
TOTAL MISCELLANEOUS	47,766	-105,360	-105,360	113,705	-207.9%
Investment Income					
Investment Income	2,324	0	2,910	5,650	—
TOTAL RECREATION	40,452,705	40,596,599	40,111,369	44,538,703	9.7%
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	429,753,331	7.2%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,298,616,456	3,310,711,530	3,404,508,479	3,418,835,577	3.3%
DEBT SERVICE					
Debt Service					
Intergovernmental					
Federal Grants	0	5,778,730	5,811,730	5,928,730	2.6%
Other Intergovernmental	6,111,775	0	0	0	—
TOTAL INTERGOVERNMENTAL	6,111,775	5,778,730	5,811,730	5,928,730	2.6%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Miscellaneous					
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	33,860,896	6.9%
TOTAL INTERGOVERNMENTAL	30,668,786	32,013,491	32,013,491	34,185,896	6.8%
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	119,170,937	-1.2%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRP: 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	119,170,937	-1.2%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds					
Administration Fund					
Taxes					
Property Tax	25,853,216	25,965,553	26,031,084	23,902,107	-7.9%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Charges for Services					
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	24,563,587	-7.8%
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	2,314,762	13.6%
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	88,455,338	9.7%
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	114,741,939	5.3%
TOTAL M-NCPPC	110,354,016	109,008,202	109,233,460	114,741,939	5.3%
TOTAL TAX SUPPORTED	4,130,378,143	4,155,275,527	4,247,271,004	4,281,718,824	3.0%
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	285,219	89.5%
Other Charges/Fees	127,899	0	0	0	—
TOTAL CHARGES FOR SERVICES	127,899	150,535	150,535	285,219	89.5%
Intergovernmental					
Federal Grants	40,750,935	27,442,144	27,442,144	28,205,914	2.8%
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	49,646,713	8.7%
Other Intergovernmental	4,396,921	140,000	140,000	130,000	-7.1%
TOTAL INTERGOVERNMENTAL	105,566,774	106,440,263	106,440,263	112,339,104	5.5%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Miscellaneous					
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	113,624,323	5.6%
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	186,718,374	7.2%
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					

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Property Tax	2,568,464	2,478,318	2,568,146	2,629,783	6.1%
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	—

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
TOTAL WHEATON PARKING DISTRICT	1,972,303	1,884,742	1,939,213	1,952,485	3.6%
Permitting Services					
Licenses & Permits					
Building Permits	19,875,558	14,486,935	21,040,632	17,201,416	18.7%
Electrical Permits and Licenses	4,213,498	2,753,431	4,231,929	3,400,000	23.5%
Fire Code Enforcement Permits	1,723,074	1,544,704	1,911,721	1,544,934	0.0%
Grading/Storm Drains/Paving/Driveway Permits	6,248,681	4,784,370	5,900,448	6,000,000	25.4%
Mechanical Construction Permit	1,655,587	759,187	1,470,207	1,200,000	58.1%
Occupancy Permits	755,328	561,318	663,374	700,000	24.7%
Sediment Control Permits	3,196,740	2,569,000	2,412,869	2,569,000	—
Sign Permits	166,517	196,510	187,123	196,510	—
Special Exception Fee	221,409	232,010	232,010	232,010	—
Stormwater Mgmt and Water Quality Plan Fee	252,517	467,345	253,225	270,000	-42.2%
Well and Septic	235,474	293,870	167,534	200,000	-31.9%
Other Licenses/Permits	1,077,743	639,030	1,025,801	1,146,180	79.4%
TOTAL LICENSES & PERMITS	39,622,126	29,287,710	39,496,873	34,660,050	18.3%
Charges for Services					
Automation Enhancement Fee	3,991,592	2,936,433	2,867,582	1,433,791	-51.2%
Other Charges/Fees	60,306	72,100	96,408	92,784	28.7%
TOTAL CHARGES FOR SERVICES	4,051,898	3,008,533	2,963,990	1,526,575	-49.3%
Fines & Forfeitures					
Other Fines/Forfeitures	65,310	0	95,676	0	—
Miscellaneous					
Miscellaneous Revenues	15,737	0	0	0	—
Investment Income					
Investment Income	9,889	4,520	12,370	24,000	431.0%
TOTAL PERMITTING SERVICES	43,764,960	32,300,763	42,568,909	36,210,625	12.1%
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	0	—
Charges for Services					
Sale of Recycled Materials	3,475,773	4,676,147	4,676,147	4,250,436	-9.1%
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	90,821,136	2.5%
Fines & Forfeitures					
Other Fines/Forfeitures	22,464	0	0	0	—
Miscellaneous					
Miscellaneous Revenues	317,071	6,103,913	4,830,643	5,245,514	-14.1%
Property Rentals	14,838	0	0	0	—
TOTAL MISCELLANEOUS	331,909	6,103,913	4,830,643	5,245,514	-14.1%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Investment Income					
Investment Income	24,239	0	72,280	140,260	—
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	313,629,512	278,895,304	-7.4%
TOTAL MONTGOMERY COUNTY GOVERNMENT	453,912,688	475,434,625	488,502,480	465,613,678	-2.1%
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	—

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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%
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					

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Cable: Other Revenue	398	0	400	0	—
TOTAL CABLE TELEVISION FUND	398	0	400	0	—
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%

SCHEDULE C-3

Revenues Detailed By Agency, Fund and Type

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
TOTAL ENTERPRISE FUNDS	15,143,815	13,731,684	13,293,880	13,451,825	-2.0%
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	676,766,315	664,654,150	-1.8%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,767,026,188	4,832,218,927	4,924,037,319	4,946,372,974	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	Recommended FY15	% Chg Bud/Rec
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	4,944	5,102	5,102	5,230	2.5%
Part-Time Positions	746	754	754	752	-0.3%
FTEs	5,064.79	5,247.63	5,247.63	5,391.43	2.7%
Montgomery County Government Special Funds					
Full-Time Positions	2,173	2,182	2,182	2,238	2.6%
Part-Time Positions	5	5	5	5	—
FTEs	2,481.55	2,509.26	2,509.26	2,551.23	1.7%
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	1,789.60	4.3%
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	7,468	2.5%
Total Part-Time Positions	751	759	759	757	-0.3%
Total FTEs	8,223.84	30,313.37	30,313.37	30,960.65	2.1%
NON-TAX SUPPORTED					
Montgomery County Government Special Funds					
Full-Time Positions	699	667	667	672	0.7%
Part-Time Positions	56	51	51	43	-15.7%
FTEs	665.55	655.28	655.28	646.22	-1.4%
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	Recommended FY15	% Chg Bud/Rec
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	1,526	0.9%
Total Part-Time Positions	114	117	117	202	72.6%
Total FTEs	24,654.01	3,194.41	3,194.41	3,171.68	-0.7%
SUMMARY					
Total Full-Time Positions	8,652	8,797	8,797	8,994	2.2%
Total Part-Time Positions	865	876	876	959	9.5%
Total FTEs	32,877.85	33,507.78	33,507.78	34,132.33	1.9%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	Recommended FY15	% Chg Bud/Rec
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	251	0.8%
Part-Time Positions	7	4	4	4	—
FTEs	183.58	183.08	183.08	189.75	3.6%
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	1,433	3.5%
Total Part-Time Positions	66	55	55	52	-5.5%
Total FTEs	1,276.16	1,308.66	1,308.66	1,343.75	2.7%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	521	1.0%
Part-Time Positions	2	2	2	2	—
FTEs	511.80	517.80	517.80	521.30	0.7%
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	1,776	4.2%
Part-Time Positions	198	198	198	186	-6.1%
FTEs	1,743.95	1,767.35	1,767.35	1,834.75	3.8%
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	3,790	2.3%
Total Part-Time Positions	209	212	212	197	-7.1%
Total FTEs	3,713.65	3,781.27	3,781.27	3,856.81	2.0%
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	815	1.1%
Part-Time Positions	0	0	0	0	—
FTEs	814.41	816.06	816.06	825.62	1.2%
Total Full-Time Positions	1,297	1,301	1,301	1,316	1.2%
Total Part-Time Positions	8	8	8	8	—
Total FTEs	1,120.89	1,137.79	1,137.79	1,150.51	1.1%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,321	1,326	1,326	1,350	1.8%
Part-Time Positions	332	331	331	329	-0.6%
FTEs	1,558.60	1,568.76	1,568.76	1,586.87	1.2%
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	201	5.8%
Part-Time Positions	181	196	196	207	5.6%
FTEs	313.96	349.94	349.94	371.66	6.2%

SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Recreation					
Full-Time Positions	101	104	104	107	2.9%
Part-Time Positions	1	1	1	1	—
FTEs	375.19	397.63	397.63	409.01	2.9%
Total Full-Time Positions	299	320	320	334	4.4%
Total Part-Time Positions	183	198	198	209	5.6%
Total FTEs	715.95	774.31	774.31	807.41	4.3%
Community Development and Housing					
Economic Development					
Full-Time Positions	34	37	37	37	—
Part-Time Positions	4	4	4	2	-50.0%
FTEs	29.05	31.30	31.30	31.30	—
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	320	1.6%
Total Part-Time Positions	10	7	7	6	-14.3%
Total FTEs	293.15	306.20	306.20	316.10	3.2%
Environment					
Environmental Protection					
Full-Time Positions	82	82	82	85	3.7%
Part-Time Positions	2	2	2	2	—
FTEs	90.59	92.88	92.88	92.88	0.0%
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	164	1.9%
Total Part-Time Positions	2	2	2	3	50.0%
Total FTEs	193.98	195.09	195.09	195.89	0.4%
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	Recommended FY15	% Chg Bud/Rec
Total FTEs	355.17	373.20	373.20	371.40	-0.5%
Total Full-Time Positions	8,652	8,797	8,797	8,994	2.2%
Total Part-Time Positions	865	876	876	959	9.5%
Total FTEs	9,227.55	9,445.28	9,445.28	9,628.74	1.9%
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	1,945.10	4.5%
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	8,994	2.2%
Total Part-Time Positions	865	876	876	959	9.5%
Total FTEs	32,877.85	33,507.78	33,507.78	34,132.33	1.9%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
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	Recommended FY15	% Chg Bud/Rec
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	221	0.5%
Part-Time Positions	6	3	3	3	—
FTEs	152.68	153.58	153.58	159.00	3.5%
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	Recommended FY15	% Chg Bud/Rec
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	1,105	1.6%
Total Part-Time Positions	54	48	48	48	—
Total FTEs	882.51	938.50	938.50	973.18	3.7%
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	521	1.0%
Part-Time Positions	2	2	2	2	—
FTEs	511.80	517.80	517.80	521.30	0.7%
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	1,775	4.3%
Part-Time Positions	198	198	198	186	-6.1%
FTEs	1,740.95	1,765.35	1,765.35	1,833.75	3.9%
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	2,494	3.3%
Total Part-Time Positions	206	207	207	194	-6.3%
Total FTEs	2,449.49	2,483.22	2,483.22	2,558.38	3.0%
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	806	1.8%
Part-Time Positions	288	288	288	289	0.3%
FTEs	1,117.09	1,150.14	1,150.14	1,159.66	0.8%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	172	190	190	201	5.8%
Part-Time Positions	180	196	196	207	5.6%
FTEs	312.96	348.94	348.94	370.66	6.2%
Community Development and Housing					
Economic Development					
Full-Time Positions	34	37	37	37	—
Part-Time Positions	4	4	4	2	-50.0%
FTEs	29.05	31.30	31.30	31.30	—
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	119	-0.8%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Total Part-Time Positions	9	6	6	5	-16.7%
Total FTEs	65.95	69.40	69.40	69.90	0.7%
Environment					
Environmental Protection					
Full-Time Positions	40	40	40	40	—
Part-Time Positions	1	1	1	1	—
FTEs	11.49	11.49	11.49	11.59	0.9%
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	5,230	2.5%
Total Part-Time Positions	746	754	754	752	-0.3%
Total FTEs	5,064.79	5,247.63	5,247.63	5,391.43	2.7%
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	800	1.1%
Part-Time Positions	0	0	0	0	—
FTEs	799.25	800.95	800.95	810.69	1.2%
Total Full-Time Positions	789	791	791	800	1.1%
Total Part-Time Positions	0	0	0	0	—
Total FTEs	799.25	800.95	800.95	810.69	1.2%
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	101	104	104	107	2.9%
Part-Time Positions	1	1	1	1	—
FTEs	373.69	393.73	393.73	405.87	3.1%
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	Recommended FY15	% Chg Bud/Rec
Total Full-Time Positions	2,173	2,182	2,182	2,238	2.6%
Total Part-Time Positions	5	5	5	5	—
Total FTEs	2,481.55	2,509.26	2,509.26	2,551.23	1.7%
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	Recommended FY15	% Chg Bud/Rec
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	45	7.1%

SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY13	Budget FY14	Estimated FY14	Recommended FY15	% Chg Bud/Rec
Part-Time Positions	1	1	1	1	—
FTEs	79.10	81.39	81.39	81.29	-0.1%
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	672	0.7%
Total Part-Time Positions	56	51	51	43	-15.7%
Total FTEs	665.55	655.28	655.28	646.22	-1.4%
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	Recommended FY15	% Chg Bud/Rec
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	8,994	2.2%
Total Part-Time Positions	865	876	876	959	9.5%
Total FTEs	9,227.55	9,445.28	9,445.28	9,628.74	1.9%
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	Recommended FY15	% Chg Bud/Rec
Part-Time Positions	0	0	0	0	—
FTEs	0.00	1,715.10	1,715.10	1,789.60	4.3%
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	1,945.10	4.5%
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	8,994	2.2%
Total Part-Time Positions	865	876	876	959	9.5%
Total FTEs	32,877.85	33,507.78	33,507.78	34,132.33	1.9%

Property Tax Schedules

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.

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

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	REC. FY15
COUNTYWIDE				
General Fund: Real	0.713	0.724	0.759	0.736
General Fund: Personal	1.783	1.810	1.898	1.840
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	0.848
Countywide: Personal	1.790	1.810	1.898	1.840
SPECIAL DISTRICTS				
Mass Transit: Real **	0.038	0.048	0.042	0.038
Mass Transit: Personal **	0.095	0.120	0.105	0.095
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	0.022
Recreation: Personal	0.045	0.053	0.050	0.055
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	REC. 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	0.004
Discretionary: Personal	0.013	0.015	0.015	0.010
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	0.256
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.

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	APPROVED FY14	REC 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	1,092.4
Expenditures in FY06 \$	773.0	827.5	857.7	837.9	817.1	744.0	760.3	850.3	890.7	876.9
Special Funds: Tax Supported	293.5	324.1	340.0	339.9	335.5	326.3	335.3	357.4	373.3	385.5
Expenditures in FY06 \$	293.5	313.5	315.2	308.5	301.0	286.2	285.8	299.5	305.7	309.4
Grant Fund: Non-Tax Supported	85.6	78.5	76.0	118.9	120.5	112.7	114.7	103.5	108.2	114.2
Expenditures in FY06 \$	85.6	76.0	70.5	107.9	108.1	98.8	97.8	86.7	88.6	91.7
Special Funds: Non-Tax Supported	220.7	234.0	244.3	237.0	253.3	244.5	250.9	266.9	288.5	303.1
Expenditures in FY06 \$	220.7	226.3	226.5	215.1	227.3	214.4	213.9	223.6	236.3	243.3
TOTAL COUNTY GOVERNMENT	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	1,895.3
Expenditures in FY06 \$	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	1,521.4
M. C. PUBLIC SCHOOLS (b)	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	2,302.8
Expenditures in FY06 \$	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	1,848.5
MONTGOMERY COLLEGE (b)	181.5	201.4	218.6	233.1	247.0	243.1	245.6	245.1	280.0	290.0
Expenditures in FY06 \$	181.5	194.8	202.6	211.5	221.6	213.2	209.4	205.4	229.3	232.8
M-NCPPC (b)	105.1	107.1	117.5	123.8	123.7	109.9	111.7	118.6	128.6	133.8
Expenditures in FY06 \$	105.1	103.6	108.9	112.3	110.9	96.4	95.2	99.4	105.3	107.4
DEBT SERVICE (a)	213.0	219.4	236.0	224.5	237.4	258.2	276.5	298.3	319.7	348.9
Expenditures in FY06 \$	213.0	212.3	218.8	203.8	213.0	226.5	235.7	250.0	261.8	280.1
TOTAL ALL AGENCIES	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	4,970.8
Expenditures in FY06 \$	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	3,990.2
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

TEN-YEAR HISTORY OF REVENUE BY MAJOR CATEGORY AND AS A PERCENT OF TOTAL REVENUE

FISCAL YEAR	(In Millions)																
	PROPERTY TAX		INCOME TAX		TRANSFER TAX		OTHER TAXES		LICENSES & PERMITS		CHARGES FOR SERVICES		INTERGOV. AID		FINES & MISC REVENUE		TOTAL REVENUE*
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$
FY15 Rec	1,549.9	31.3	1,340.6	27.1	169.6	3.4	288.7	5.8	49.0	1.0	406.4	8.2	1,006.7	20.4	135.5	2.7	4,946.4
FY14 Estimate	1,517.6	30.8	1,365.9	27.7	159.5	3.2	291.0	5.9	52.8	1.1	395.8	8.0	976.0	19.8	165.4	3.4	4,924.0
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

* 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.

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	999.38
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	2,570.25
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	1,586.87
Libraries, Culture & Recreation	403.20	419.90	427.60	426.40	386.90	290.90	288.00	313.96	349.94	371.66
Community Development & Housing	123.10	110.30	117.40	107.60	96.00	77.50	70.30	79.75	90.00	93.90
Environment	34.70	34.90	34.90	33.90	19.30	13.30	12.10	11.49	11.49	11.59
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	5,881.90
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	825.62
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	409.01
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	81.29
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
Vaccum 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	3,460.77
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	9,628.74
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	1,945.10
M-NCPPC	1,102.40	1,006.80	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	34,132.33

**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.

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	0.736	0.038	0.136	0.022	0.003	0.073	1.008	0.112	1.120
FY15 - Personal	1.840	0.095	0.340	0.055	0.008	0.183	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 FY15. FY2014 weighted rate revised based on updated assessment estimates for FY14				

MONTGOMERY COUNTY DEPARTMENT OF FINANCE

MARCH 2014

Glossary

ADEQUATE PUBLIC FACILITY (APF) - Any infrastructure improvement required by the Montgomery County Planning Board as a condition of approving a preliminary subdivision plan under the County's adequate public facilities ordinance.

ADJUSTED GOVERNMENT REVENUES (AGR) - Include the tax supported revenues of the County Government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and Maryland-National Capital Park and Planning Commission, plus the revenues of the County Government's grant fund and capital projects fund.

AGENCY - One of the major organizational components of government in Montgomery County; for example, Montgomery County Government (executive departments, legislative offices and boards, Circuit Court, and judicial offices); Montgomery County Public Schools (MCPS); Montgomery College (MC); Maryland-National Capital Park and Planning Commission (M-NCPPC); Washington Suburban Sanitary Commission (WSSC); Housing Opportunities Commission (HOC); Washington Metropolitan Area Transit Authority (WMATA); and Montgomery County Revenue Authority.

AGENCY FUND - A fiduciary fund which accounts for assets received and held by the County in a purely custodial capacity. The County uses this type of fund to account for property taxes, recreation activities, and other miscellaneous resources held temporarily for disbursement to individuals, private organizations, or other governments.

AGGREGATE OPERATING BUDGET - The total Operating Budget, exclusive of enterprise funds, the budget of the WSSC, expenditures equal to tuition and tuition-related charges received by Montgomery College, and grants. As prescribed in the *Charter of Montgomery County, Maryland*, Section 305, an aggregate operating budget which exceeds the aggregate operating budget for the preceding fiscal year by a percentage increase greater than that of the Consumer Price Index for all urban consumers of the Washington metropolitan area for the 12 months preceding December first of each year requires the affirmative vote of six Councilmembers. See also, Spending Affordability Guideline, Net Budget.

AMENDMENTS TO THE CIP - Changes to project scope, schedule, or funding which require County Council action. Proposals must meet strict criteria to be considered for amendment. Six Councilmember votes are required to approve an amendment.

APPROPRIATION - Authority to spend money within a specified dollar limit for an approved work program during the fiscal year. The County Council makes separate appropriations to each capital project and to Personnel Costs and Operating Expense for each County operating department.

APPROPRIATION CATEGORY - One of the expenditure groupings in the appropriation for a County department; that is, Personnel Costs or Operating Expense.

ASSESSABLE BASE - The value of all real and personal property in the County, which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

ASSESSED VALUATION - The value assigned to real estate or other property by the State through its Department of Assessment and Taxation. This value is multiplied by the tax rates set annually by the Council to determine taxes due. Assessed value is less than market value.

AUTHORIZED POSITIONS - The number of positions allowed by the budget in the approved personnel complement.

BALANCED BUDGET - It is the fiscal policy of Montgomery County to balance the budget. A balanced budget has its funding sources (revenues, undesignated carryover, and other resources) equal to its funding uses (expenditures, reserves, and other allocations). No deficit may be planned or incurred.

BIENNIAL CIP - See Capital Improvements Program.

BOND ANTICIPATION NOTES (BAN) - Short-term, interim financing techniques, such as variable rate notes and commercial paper, issued with the expectation that the principal amount will be refunded with long-term bonds.

BOND RATING - An evaluation by investor advisory services indicating the probability of timely repayment of principal and interest on bonded indebtedness. These ratings significantly influence the interest rate that a borrowing government must pay on its bond issues. Montgomery County bonds are rated by three major advisory services: Moody's, Standard and Poor's, and Fitch. The County continues to have the highest possible rating from each of these services.

CAPITAL ASSETS – Assets of a long-term character which are intended to continue to be held or used. Examples of capital assets include items such as infrastructure, land, buildings, machinery, furniture, and other equipment.

CAPITAL BUDGET - The annual request for capital project appropriations. Project appropriations are normally for only that amount necessary to enable the implementation of the next year of the capital program expenditure plan. However, if contracted work is scheduled that will extend beyond the upcoming fiscal year, the entire contract appropriation is required, even if the work and expenditures will be spread over two or more fiscal years.

CAPITAL IMPROVEMENTS PROGRAM (CIP) - The comprehensive presentation, submitted in even-numbered calendar years, of capital project expenditure estimates, funding requirements, capital budget requests, and program data for the construction of all public buildings, roads, and other facilities planned by County agencies over a six-year period. The CIP constitutes a fiscal plan for proposed project expenditures and funding, and includes the annual capital budget for appropriations to fund project activity during the next fiscal year of the plan.

CAPITAL LEASE - A long-term rental agreement which transfers substantial rights and obligations for the use of an asset to the lessee and, generally, ownership at the end of the lease. Similar to an installment purchase, a Capital Lease may also represent the purchase of a capital asset. A capital lease results in the incurrence of a long-term liability.

CAPITAL PROJECT – A governmental effort involving expenditures and funding for the creation, expansion, renovation, or replacement of permanent facilities and other public assets having relatively long life. Expenditures within capital projects may include costs of planning, design, and construction management; land; site improvements; utilities; construction; and initial furnishings and equipment required to make a facility operational.

CARRYOVER - The process in which, at the end of one fiscal year, appropriation authority for previously-approved encumbrances and unexpended grant and capital funds are carried forward to the next fiscal year.

CHARGEBACKS / CHARGES TO OTHERS - In the budget presentation, costs which are chargeable to another agency or fund.

CHARTER – The Charter of Montgomery County is the constitution of this jurisdiction and sets out its governmental structure and powers. It was approved by the voters in 1968 and went into effect in 1970. The Charter provides for a County Council and Executive form of government.

CHARTER LIMIT - Limitations on the Operating Budget and on tax levies prescribed in the Charter of Montgomery County, Section 305. The affirmative votes of seven Council members are required to exceed spending limits, and the unanimous vote of all nine members is needed to exceed the limit on tax levies. See also Spending Affordability Guideline.

COLLECTIVE BARGAINING AGREEMENT - A legal contract between the County Government or an agency as employer and a certified representative of a recognized bargaining unit of a public employee organization for specific terms and conditions of employment; for example, hours, working conditions, salaries, or employee benefits.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - Annual funding from the Federal government for use in capital projects or operating programs such as neighborhood or business area revitalization, housing rehabilitation, and activities on behalf of older and lower-income areas of the County.

COMPENSATION - Payment made to employees in return for services performed. Total compensation includes salaries, wages, employee benefits (Social Security, employer-paid insurance premiums, disability coverage, and retirement contributions), and other forms of remuneration when these have a stated value.

CONSTANT YIELD TAX RATE - A rate which, when applied to the coming year's assessable base, exclusive of the estimated assessed value of property appearing on the tax rolls for the first time (new construction), will produce tax revenue equal to that produced in the current tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.

CONSTITUENT RELATIONSHIP MANAGEMENT (CRM) / MONTGOMERY COUNTY (MC) 311 – An organizational philosophy that places emphasis on serving constituents by providing easy access to the information and service channels of the County Government. County residents are able to dial 311 for all non-emergency requests for information, service, or complaints.

CONSUMER PRICE INDEX-URBAN (CPI-U) - A commonly accepted indicator of inflation as it applies to consumer goods, including the supplies, materials, and services required by the County. When projecting costs in outyears, expenditures are estimated to grow at the rate of inflation as measured on a fiscal year basis using the CPI-U for the Washington-Baltimore Consolidated Metropolitan Statistical Area. For purposes of the Charter limitation on the property tax, the November to November CPI-U for the preceding year is used.

CountyStat – An internal performance management tool used to examine issues in detail by means of accurate and timely information. It seeks to improve performance by creating greater accountability, providing transparency into County operations, applying data analysis to decision making, and ensuring decisions are implemented.

COUNCIL TRANSFER OF APPROPRIATION - A transfer of unencumbered appropriation balance by the County Council between agencies or departments or to any new account, or between agency capital projects. The total cumulative transfer from any one appropriation may not exceed ten percent of the original appropriation.

CURRENT REVENUE - A funding source for the Capital Budget which is provided annually within the Operating Budget from general, special, or enterprise revenues. Current revenues are used for funding project appropriations that are not eligible for debt financing or to substitute for debt-eligible costs.

DEBT SERVICE - The annual payment of principal, interest, and issue costs for bonded indebtedness. Debt service is presented both in terms of specific bond allocations by category and fund and by sources of revenues used.

DEBT SERVICE FUND - A governmental fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEPARTMENT - A primary organizational unit within Montgomery County Government. For presentation purposes, "Department" includes the principal offices, boards, and commissions.

DEPRECIATION - The decline in value of a capital asset over a predetermined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a capital asset charged as an expense during a particular period.

DEVELOPMENT DISTRICT - A special taxing district created to finance the costs of infrastructure improvements necessary for the development of land in areas of the County having a high priority for new development or redevelopment, especially in areas for which approved master plans recommend significant development.

DIVISION - A primary organizational unit within a government department or agency. Divisions are usually responsible for administering basic functions or major programs of a department.

EFFICIENCY - Outputs per unit of input, inputs per unit of output, and similar measures of how well resources are being used to produce goods and services.

EMINENT DOMAIN – The power of a government to acquire real property when the owner of that property is unwilling to negotiate a sale. The Maryland State Constitution delegates authority to the County and the County Code allows for the taking of private property by the County. The taking must serve a public purpose and the government must provide the owner with just compensation for the property taken. Any dispute regarding whether the taking will serve a public purpose or the amount of compensation is resolved by the courts.

EMPLOYEE BENEFITS – For budgeting purposes, employee (fringe) benefits are payments by the employer for Social Security, retirement, and group insurance.

EMPLOYEE - MERIT SYSTEM - Any person employed by Montgomery County Government who is subject to the provisions of the Merit System.

EMPLOYEE - TEMPORARY - An individual occupying a position required for a specific task for a period not to exceed 12 months or a position that is used intermittently on an as-needed basis (seasonal, substitute, etc.).

EMPLOYEE - TERM - An individual occupying a position created for a special term, project, or program. Any person acting in a term position also receives County benefits.

ENCUMBRANCE - An accounting commitment that reserves appropriated funds related to unperformed contracts for goods or services. The total of all expenditures and encumbrances for a department or agency in a fiscal year, or for a capital project, may not exceed its total appropriation.

ENTERPRISE FUND – A fund used to record the fiscal transactions of government activities financed and operated in a manner similar to private enterprise, with the intent that the costs of providing goods and services, including financing, are wholly recovered through charges to consumers or users. Examples include Liquor Control, parking facilities, and solid waste activities.

ENTERPRISE RESOURCE PLANNING (ERP) – An integrated suite of software modules that support the management of the County's financial, procurement, human resources, and budgeting systems, and which streamlines business operations by using recognized best practices in each of those areas.

EXECUTIVE TRANSFER OF APPROPRIATION - A transfer of unencumbered appropriation balance by the County Executive between appropriation categories (for example, from Personnel Costs to Operating Expense) within the same department and fund, or between capital projects in the same category. The total cumulative transfers from any one appropriation may not exceed ten percent of the original appropriation (Charter, Section 309).

EXPEDITED DEVELOPMENT APPROVAL EXCISE TAX (EDAET) - A tax assessed on a development project based on the intended use of the building, the square footage of the building, and whether the building is in a moratorium policy area. The purpose of the EDAET is to act as a stimulus to residential and commercial construction within the County by making the development approval process more certain.

EXPENDITURE - A decrease in the net financial resources of the County generally due to the purchase of goods and services, the incurrence of salaries and benefits, and the payment of debt service.

FEE - A charge for service to the user or beneficiary of the service. According to State law, charges must be related to the cost of providing the service. See the Fiscal Policy section for the Executive policy on user fees.

FIDUCIARY FUNDS - Assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. In Montgomery County, these include Agency Funds, Pension and Other Employee Benefit Trust Funds, Investment Trust Fund and Private Purpose Trust Funds.

FINES/PENALTIES - Charges levied for violation of laws, regulations, or codes. They are established through Executive Regulation as provided for in County law.

FISCAL PLAN - Estimates of revenues, based on recommended tax policy and moderate economic assumptions, and projections of currently known and recommended commitments for future uses of resources.

FISCAL POLICY - The County Government's policies with respect to revenues, expenditures, and debt management as these relate to County services, programs, and capital investments. Fiscal policy provides a set of principles for the planning and programming of budgets, uses of revenues, and financial management.

FISCAL YEAR - The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Montgomery County fiscal year starts on July 1 and ends on June 30.

FIXED ASSETS - See Capital Assets.

FULL-TIME EQUIVALENT (FTE) – MONTGOMERY COLLEGE - A standardized measurement of student enrollment at the community college to account for attendance on less than a full-time basis. An FTE is defined as a course load of 15 credit hours per semester. See also Workyear.

FULL-TIME EQUIVALENT (FTE) – PERSONNEL – An employment indicator that translates the total number of hours worked in a year by all employees, including part-time workers, to an equivalent number of work years. For example, 1.0 FTE equals 2,080 hours (or 2,496 hours for fire fighters) and .50 FTE equals 1,040 hours. For the FY13 operating budget, workyears (WYs) were converted into FTEs as part of the Hyperion conversion from Budget Preparation System (BPREP)/Budget Position System (BPS). See also Workyear.

FUND - Resources segregated for the purpose of implementing specific activities or achieving certain objectives in accordance with special regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.

FUND BALANCE - Undesignated reserves in a fund, or the amount by which assets exceed the obligations of the fund. Fund balance may be measured as a percentage of resources or expenditures.

GENERAL FUND - The principal operating fund for the County Government. It is used to account for all financial resources except those required by law, County policy, and generally accepted accounting principles to be accounted for in another fund.

GENERAL OBLIGATION (G.O.) DEBT - Bonded debt backed by the full faith and credit of the County to pay the scheduled retirement of principal and interest.

GENERAL REVENUES - Money received which may be used to fund general County expenditures such as education, public safety, public welfare, debt service, etc. Funds received which are restricted as to use (such as recreation) are not general revenues and are accounted for in other funds.

GENERAL WAGE ADJUSTMENT (GWA) - An increase in salaries other than seniority-based merit increases (increments). GWA has been referred to as Cost-of-Living Adjustment (COLA) in the past.

GOVERNMENTAL FUNDS – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service fund, capital projects fund, and permanent funds.

GRANT - A payment from one level of government to another or from a private organization to a government. Grants are made for specified purposes and must be spent only for that purpose. See also Grants to Others.

GRANTS TO OTHERS - A payment by the County to a public or private nonprofit organization for a specific purpose; generally, to provide services in support of, or compatible with, government program objectives.

GROSS BUDGET - The total cost of a department's operation (not necessarily equal to the appropriation), including those expenditures that are charged to and paid by other funds, departments, agencies, or CIP projects. See also Net Budget.

GROUP POSITIONS – Jobs filled by multiple incumbents used to streamline administrative processes for hiring staff for training or for seasonal or temporary positions. Examples include Police, Fire, and Sheriff Department recruits, substitute library assistants, and seasonal recreation employees.

GROWTH POLICY – A planning tool used by the County to manage the location and pace of private development and identify the need for public facilities that support private development. The growth policy tests the adequacy of transportation, schools, water and sewerage facilities, and police, fire, and health services to guide subdivision approvals. See also Adequate Public Facility.

GURANTEED RETIREMENT INCOME PLAN (GRIP) – The GRIP plan is part of the County Employees' Retirement System (ERS), and is a tax-deferred cash balance defined benefit retirement plan qualified under Internal Revenue Code Section 401(a).

HYPERION – Hyperion is an Oracle software application for developing budgets, including position cost projections. The system is integrated with the County's other Oracle eBusiness (EBS) products and uses the same EBS General Ledger (GL) and Project and Grant (PnG) codes.

IMPACT TAXES – A tax charged to developers that varies depending on land use. The revenues are used to pay for the transportation and school construction projects necessary to serve new development. The County has established General, Clarksburg, Metro Policy, and the cities of Rockville and Gaithersburg as transportation impact areas. The schools impact tax is applicable countywide.

IMPLEMENTATION RATE – The estimated average annual percentage of capital projects completed that is used to calculate available bond funding. This rate reflects both the County's actual experience in meeting project schedules and anticipated events that may affect construction in the future.

INDIRECT COSTS - That component of the total cost for a service which is provided by and budgeted within another department (for example, legal support and personnel). In Montgomery County, indirect costs are calculated as a percentage of the personnel costs of the organization receiving the service, according to a formula approved by the Department of Housing and Urban Development for Federal grants. For Special Revenue and Enterprise Funds, indirect costs are transferred to the General Fund. Indirect costs are charged to grants to cover the costs of administrative, financial, human resource, and legal support.

INPUT - Resources used to produce an output or outcome, such as workyears or expenditures.

INTERFUND TRANSFER - A transfer of resources from one fund to another as required by law or appropriation. The funds are initially considered revenues of the source fund, not the receiving fund.

INTERGOVERNMENTAL REVENUE - Funds received from Federal, State, and other local government sources in the form of grants, shared taxes, reimbursements, and payments in lieu of taxes.

INTERNAL SERVICE FUNDS - Proprietary funds used to record activity (primarily goods and services) provided by one department to other departments of the County government on a cost-reimbursable basis. The County uses this type of fund to account for Motor Pool, Central Duplicating, Liability and Property Coverage Self-Insurance, and Employee Health Benefits Self-Insurance.

INVESTMENT TRUST FUND - A fiduciary fund that accounts for the external portion of the County's investment pool that belongs to legally separate entities and non-component units.

LAPSE - The reduction of gross personnel costs by an amount believed unnecessary because of turnover, vacancies, and normal delays in filling positions. The amount of lapse will differ among departments and from year to year.

LEASE-PURCHASE AGREEMENT - A contractual agreement which, although termed a "lease," is in effect a purchase contract with payments made over time.

LEVEL OF SERVICE - The current services, programs, and facilities provided by a government to its citizens. The level of service may increase, decrease, or remain the same depending upon needs, alternatives, and available resources.

LICENSES AND PERMITS - Documents issued in order to regulate various kinds of businesses and other activities within the community. Inspection may accompany the issuance of a license or permit, as in the case of food vending licenses or building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, generally to cover all or part of the related cost.

LOCAL EARNED INCOME TAX CREDIT - Low-income workers who qualify for the Federal earned income tax credit may also be entitled to a similar tax credit for their State of Maryland and Montgomery County income tax liabilities. Montgomery County matches the State credit for eligible residents.

MASTER PLAN - Each community within Montgomery County falls within a master plan area. Master plans include a comprehensive view of land-use trends and future development as they relate to community concerns such as housing, transportation, stormwater management, historic preservation, pedestrian and trail systems, environmental factors like air, water and noise pollution, and the preservation of agricultural lands. Plans outline recommended land uses, zoning, transportation facilities, and recommended general locations for such public facilities as schools, parks, libraries, and fire and police stations.

MCtime – An electronic timecard system based on commercial off-the-shelf software that replaces the County’s existing paper timesheets. It is configured to accommodate County pay policies and is accessed by employees from their desktop or laptop computers.

MISSION - The desired end result of an activity. Missions are generally broad and long range in nature compared to goals which are more specific and immediate. An example of a mission is: "to provide safe, reliable, and cost-efficient public transportation to the residents of Montgomery County." See also Program Mission.

MONTGOMERY COUNTY GOVERNMENT - The departments and offices included in the County’s executive, legislative, and judicial branches, including related boards and commissions. It excludes Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, and other agencies. See also Agency.

NET ASSETS – See Fund Balance.

NET BUDGET - The legal appropriation requirement to finance a fund, department, account, agency, or CIP project. The net budget includes the funds required for charges from other funds, departments and agencies, or CIP projects for services rendered, but does not include charges made to other departments for services rendered. See also Gross Budget.

NON-DEPARTMENTAL ACCOUNT - A budget category used to account for resources used for County-funded activities that do not fall within the functional assignment of any department, or for expenditures related to more than one department.

NON-TAX SUPPORTED FUND - A fund supported by revenues other than taxes and not included in the Spending Affordability Guidelines. The exception is Parking Lot Districts that collect property taxes but, as Enterprise Funds, are not considered tax supported.

OPERATING BUDGET - A comprehensive plan by which the County's operating programs are funded for a single fiscal year. The Operating Budget includes descriptions of programs, appropriation authority, and estimated revenue sources, as well as related program data and information on the fiscal management of the County. See also Public Services Program.

OPERATING BUDGET IMPACT – The change in operating budget expenditures associated with the construction or improvement of government buildings or facilities. See the discussion of this subject in the CIP Planning chapter of the Recommended CIP for more information.

OPERATING AND CAPITAL EXPENSE - Those costs, other than expenditures for Personnel Costs, which are necessary to support the operation of the organization, such as charges for contractual services, telephones, printing, motor pool, office supplies and government assets. See also Expenditure.

OUTCOMES - The direct results of a program or program element on clients, users, or some other target group; the degree to which the program mission is achieved.

OUTPUT - The amount of services provided, units produced, or work accomplished.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) – Employee benefits, such as health and life insurance, associated with current and future retirees and their beneficiaries. See also Retirees Health Benefits Trust Fund.

PARTIAL CAPITALIZATION - The process of either expensing or transferring to capital assets the prior fiscal year expenditures for ongoing capital projects.

PAYGO - “Pay as you go” funding; that is, current revenue substituted for debt in capital projects that are debt eligible, or used in projects that are not debt eligible or qualified for tax-exempt financing.

PENSION AND OTHER EMPLOYEE BENEFITS TRUST FUNDS - The fiduciary fund used to account for all activities of the Employees’ Retirement System of Montgomery County, Employees’ Retirement Savings Plan, and Deferred Compensation Plan, including the accumulation of resources for, and payment of, retirement annuities and/or other benefits and administrative costs.

PERFORMANCE MEASUREMENT - Characterization of the operation and impacts of a program or service through some or all of a family of measures, such as inputs, outputs, efficiency, service quality, and outcomes.

PERMANENT FUNDS - These funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support government programs.

PERSONAL PROPERTY - Furniture, fixtures, office and industrial equipment, machinery, tools, supplies, inventory, and any other property not classified as real property. See also Real Property.

PERSONNEL COMPLEMENT - The full- and part-time positions, workyears or full-time equivalents, and costs related to employees of the departments and agencies of the County.

PERSONNEL COSTS - Expenditures for salaries, wages, and benefits payable to County employees.

POSITIONS - Identified jobs into which persons may be hired on either a part-time or full-time basis.

PRIVATE PURPOSE TRUST FUNDS - A fiduciary fund that involves trust arrangements under which the principal and income benefit individuals, private organizations, or other governments.

PRODUCTIVITY IMPROVEMENT - Increased quantity or improved quality of goods or services using the same or fewer resources. Productivity improvement can be achieved through cost efficiencies, alternative means of delivering services, streamlining organizational structures, making use of automation and other time- or labor-saving innovations, and eliminating unnecessary procedures or requirements.

PROGRAM - A primary service, function, or set of activities which address a specific responsibility or goal within an agency's mission. A program encompasses all associated activities directed toward the attainment of established objectives; for example, the School Health Program. A program will have clearly defined, attainable objectives, which may be short-term or long-term in nature, and will have measurable outputs and outcomes.

PROGRAM MISSION - A broad statement of the purpose of a program; that is, what the program is intended to accomplish, why it is undertaken, and for whom it is undertaken. See also Mission.

PUBLIC HEARINGS - Opportunities for citizens and constituent groups to voice opinions and concerns to public officials. During the annual budget process, the County Charter requires that public hearings be conducted by the County Council not earlier than 21 days after receipt of the Executive's Recommended Budget.

PUBLIC SERVICES PROGRAM (PSP) - A forecast of public service requirements over the next six years, submitted annually by the Executive to the County Council. Its purpose is to provide guidance for the orderly planning of services with regard to population changes, socio-economic variables, potentially needed public facilities, and anticipated new or changing needs of County citizens. The PSP includes the County Executive's fiscal policy statements. The first year of the PSP is referred to as the operating budget.

REALLOCATION OF APPROPRIATION - The transfer of unencumbered appropriations (expenditure authority) within the same appropriation category and within the same department and fund.

REAL PROPERTY - Real estate, including land and improvements (buildings, fences, pavements, etc.), classified for purposes of assessment. See also Personal Property.

RESERVE - An account used either to set aside legally budgeted resources that are not required for expenditure in the current budget year or to earmark resources for a specific future purpose. See also Fund Balance.

RESOURCES - Units of input such as workyears, funds, material, equipment, facilities, or other elements supplied to produce and deliver services required to meet program objectives. From a fiscal point of view, resources include revenues, net transfers, and available fund balance. See also Inputs.

RESULTS BASED BUDGETING – A method of preparing budgets that starts with the desired *ends* (program outcomes described in terms of quantifiable results) and works backward to the *means* (the resources needed to achieve those results). When allocating resources under this approach, increases in budgeted resources must be evaluated and justified by projected changes in measurable results, supported by research or other evidence, and must be consistent with previously defined objectives, priorities, and key results areas.

RETIREES HEALTH BENEFITS TRUST FUND – One or more funds used to support the expenses associated with retiree health benefits. The County is phasing in full pre-funding of its annual required contribution over an eight year period beginning in FY08.

REVENUE - All funds that the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

REVENUE BONDS - An obligation issued to finance a revenue-producing enterprise, with principal and interest payable exclusively from the earnings and other revenues of the enterprise. See also Enterprise Fund.

REVENUE STABILIZATION FUND – A special revenue fund that accounts for the accumulation of resources during periods of economic growth and prosperity when revenue collections exceed estimates. These funds may then be drawn upon during periods of economic slowdown when collections fall short of revenue estimates. See also Special Revenue Fund.

RISK MANAGEMENT - A process used to identify and measure the risks of accidental loss, to develop and implement techniques for handling risk, and to monitor results. Techniques used can include self-insurance, commercial insurance, and loss control activities.

SALARIES AND WAGES - An expenditure category for monetary compensation to employees in the form of annual or hourly rates of pay for hours worked.

SALARY SCHEDULE - A listing of minimum and maximum salaries for each grade level in a classification plan for merit system positions.

SCHOOL FACILITIES PAYMENTS – A fee charged to developers of residential subdivisions if school enrollment five years in the future is estimated to exceed 105 percent, but is less than 120 percent, of cluster-wide program capacity at any school level. The fee level depends on both the school level involved and the type of housing unit to be constructed.

SELF-INSURANCE - The funding of liability, property, workers' compensation, unemployment, and life and health insurance needs through the County's financial resources rather than commercial insurance plans.

SET-ASIDE - See Unappropriated Reserves.

SOLID WASTE DISPOSAL FEE - See Tipping Fee.

SOLID WASTE (REFUSE) CHARGE - The annual charge, appearing on the County's Consolidated Tax Bill, applied to residences in the Solid Waste Collection District for the collection and disposal of solid waste for each household in the district. The charge includes a collection fee to cover hauling costs paid to collection contractors, a service charge which includes a charge based on the tipping fee, and a systems benefit charge.

SPECIAL APPROPRIATION - Additional spending authority approved by the County Council (Charter, Section 308). The appropriation must state that it is necessary to meet an unforeseen disaster or other emergency, or to act without delay in the public interest. There must be approval by not less than six members of the Council. The Council may make a special appropriation any time after public notice by news release. See also Supplemental Appropriation.

SPECIAL REVENUE FUNDS - A governmental fund used to record the receipt and use of resources which, by law, generally accepted accounting principles, or County policy, must be kept distinct from the general revenues of the County. Revenues for Special Revenue Funds are generally from a special tax on a specific geographical area.

SPECIAL TAXING DISTRICT - A geographic area that is established by legislation within which a special tax is levied to provide for specific services to the area.

SPENDING AFFORDABILITY GUIDELINE (SAG) - An approach to budgeting that assigns expenditure ceilings for the forthcoming budget year, based on expected revenues and other factors. Under the County Charter (Section 305), the County

Council is required to establish spending affordability guidelines for both the capital and operating budgets. Spending affordability limits are also set for WSSC by the Councils of Montgomery and Prince George's counties.

STRUCTURAL BUDGET DEFICIT – The excess of spending over revenue due to an underlying imbalance between the ongoing cost of government operations and predicted revenue collections.

SUPPLEMENTAL APPROPRIATION - An appropriation of funds above amounts originally appropriated, to authorize expenditures not anticipated in the adopted budget. A supplemental appropriation is required to enable expenditure of reserves or additional revenues received by the County through grants or other sources. See also Special Appropriation.

TAX SUPPORTED FUND - A fund, either the General Fund or a Special Revenue Fund, supported in part by tax revenues and included in Spending Affordability Guidelines.

TIPPING FEE - A fee charged for each ton of solid waste disposed of, or "tipped," at the Solid Waste Transfer Station. Each year the County Executive recommends, and the County Council approves, a tipping fee based on a projection of costs for solid waste disposal as well as the tonnage of solid waste generated. Also referred to as the Solid Waste Disposal Fee.

TRANSFER OF APPROPRIATION - See Council Transfer of Appropriation and Executive Transfer of Appropriation.

TRANSFER OF FUNDS - See Interfund Transfer.

UNAPPROPRIATED RESERVES - The planned-for excess of revenues over budgeted expenditures, within any of the various government funds, that provides funding for unexpected and unbudgeted expenditures that may be required during the fiscal year following budget approval. Use of this reserve requires County Council appropriation prior to its expenditure. The County Charter (Section 310) requires that unappropriated reserves within the General Fund may not exceed five percent of General Fund revenue. Also referred to as the Set-Aside for future projects in the capital program.

WATER QUALITY PROTECTION CHARGE – A charge imposed on each residential property and associated nonresidential property which is used for the construction, operation, and maintenance of stormwater management facilities and related expenses.

WORKLOAD - The external demand that drives County activities.

WORKYEAR - A standardized unit for measurement of government personnel effort and costs. A workyear is the equivalent of 2,080 workhours or 260 workdays. This term is roughly equal to "Full-Time Equivalents."

YEAR END BALANCE - See Fund Balance.

Readers not finding a term in this glossary are invited to call the Office of Management and Budget at 240.777.2800.