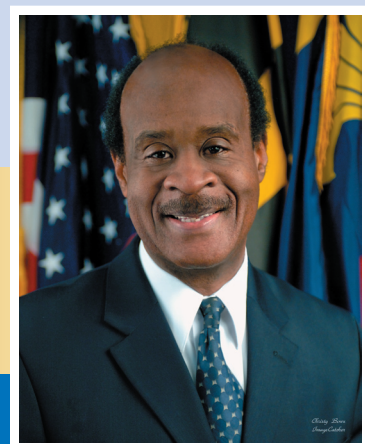


Mission Statement



Isiah Leggett
ISIAH LEGGETT

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 |

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 492 square miles (or 314,713 acres) of land area. The County population was 1,030,447 as of July 2014, consisting of 46.0 percent White (non-Hispanic) and 54.0 percent cultural minorities. About 32.4 percent of Maryland's foreign-born population resides in Montgomery County in 2014.

The 2014 median household income was \$98,704. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for September 2015 is 522,422 with an unemployment rate of 4.0 percent. Montgomery County is an employment center with 61.0 percent of employment occupied by persons residing and working in the County. For the 2015 Fall enrollment, 156,447 pupils were registered in the County's schools.



FY17 Recommended Operating Budget and FY17-22 Public Services Program

Isiah Leggett, County Executive
March 2016



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, 2015

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, 2015.

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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* Reflects reorganizations and/or new sections.
Please refer to the specific sections for
additional information.

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OFFICE OF MANAGEMENT AND BUDGET

Isiah Leggett
County Executive

MEMORANDUM

March 15, 2016

TO: Nancy Floreen, President, Montgomery County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: FY17 Recommended Operating Budget and FY17-22 Public Services Program

In accordance with the County Charter, I am pleased to transmit to the County Council my FY17 Recommended Operating Budget and FY17-22 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 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 FY17 Operating Budget of \$5,276,520,355 for Montgomery County Public Schools (MCPS), Montgomery College, County Government, and the Maryland-National Capital Park and Planning Commission (M-NCPPC). Of that total, the recommended tax supported expenditures are \$4,626,386,095.

The total recommended budget for each County Agency is as follows:

Montgomery County Public Schools.....	\$2,454,309,521
Montgomery College	\$307,975,381
Montgomery County Government.....	\$1,974,793,253
Maryland-National Capital Park and Planning Commission.....	\$141,841,350

My recommendation for the Washington Suburban Sanitary Commission (WSSC) is to approve their FY17 operating budget as proposed – that budget assumes a 3.0 percent increase to the water and sewer rates paid by the Commission’s ratepayers.

My recommended budget assumes a property tax rate of \$1.0264 per \$100 of assessed value. This rate is 3.94 cents above the current rate. Over the last three years, the net property tax rate increase is 1.6 cents. I am recommending a property tax rate which exceeds the Charter Limit in order to provide the funds necessary for MCPS to sustain a quality school system that will meet the needs of the rapidly growing and changing student population. My recommendation is also consistent with our shared priority to ensure a quality educational system for all of our children. Even with the proposed property tax rate increase, property taxes as a share of personal income have decreased.

The recommended property tax rate increase is also in line with those that are being considered around the region, including our neighboring county, Fairfax County. The Fairfax Board of Supervisors is considering a nearly four percent increase which would bring their property tax rate from \$1.09 per \$100 of valuation to 1.13 cents in FY17, considerably above my recommended property tax rate. A substantial portion of my recommended property tax increase would not be necessary were it not for the impact on our revenues of the *Comptroller of the Treasury of Maryland v. Wynne*.

However, as a note of caution, it is likely that budget pressures and revenue issues will continue for the foreseeable future. While I have recommended an increased property tax rate, it is not the only measure that must be taken to ensure future fiscal sustainability. Due to sluggish economic growth projections from regional and national economists, more reductions or additional revenue enhancements are quite likely in the foreseeable future. This is just one of the reasons I am advocating that you stay within the general parameters of my recommended operating budget.

MCPS has been funded at, or below the level defined as Maintenance of Effort since FY09. This means that on a per pupil basis, funding has not increased. As the population grows and the needs of the student population change, this approach to funding one of our most valuable assets, our education system, is unsustainable. Class sizes have grown and there have been increasing numbers of non-English speaking students. There has been insufficient progress in closing the achievement gap between minority and non-minority students. I believe we must provide the Board of Education with additional resources to further address many of these challenges.

The budgetary pressures on the County are long-term pressures and can no longer be addressed through short-term fixes. Our K-12 student population is projected to continue to grow at a rate of 2000+ students per year, while our general population continues to rise, and become more diverse and older. I believe that my recommended budget and property tax rates will allow us to address these realities both next year and in the future.

As the County's general population grows and evolves, there are additional challenges that must also be addressed. Our senior population is increasing and along with that growth, are increased demands on many County services – home health care services, senior transportation and the means to allow those who choose to age in place, to do so.

With an increasing general population, comes a heightened demand for other services, including police, fire and rescue, libraries and recreation. These services have not kept pace and in this budget, I have worked to address some of the unmet need. Among other improvements, I am recommending boosting and reallocating critical public safety resources, expanding library hours and services, and increasing resources to the Department of Recreation for youth and seniors.

This recommended budget provides strategic increases to County Government addressing concerns I have heard from residents and business owners. Tax supported funds for County Government are increasing by 1.9 percent, continuing the measured rebuilding of government services and addressing the growing needs of our residents.

At the same time that pressures on our resources are growing, we continue to experience volatility in a number of our largest revenue sources and reductions to revenue streams due to a number of factors. Most notably, the outcome of the Wynne case has resulted in a loss of revenue estimated to be \$76 million in FY17 and an additional \$76 million in FY18. We continue to work with the Comptroller's Office to help mitigate the revenue reduction in FY17. Based on these discussions, we believe it is a reasonable assumption to cap our FY17 liability at \$50 million. However, this may lead to a higher repayment in FY18, depending on the impact to the County of the remaining unprocessed returns.

Additionally, members of our State delegation are advocating for a bill that would allow all jurisdictions to repay the Wynne liability over a longer period of time, rather than the current nine quarterly payments. We are working with our delegation and others to achieve this outcome. The municipalities that are required to repay overpayments of income tax revenue have been afforded additional time and we believe an extended repayment schedule should be provided to counties struggling to repay the Wynne liability.

However, I believe it is most prudent and responsible to assume current law at this point in time. If the law allowing a longer repayment period passes the General Assembly, I strongly recommend the property tax rate be lowered to recognize the new schedule, yet still provide for the expenditures in my recommended operating budget. I make this recommendation in light of the potential need for service and program reductions combined with a possible requirement for additional revenues over the next several years. Regional and national economists have noted there is significant potential for an economic downturn in the near future. We must adhere to prudent fiscal policies that protect our residents and the taxpayers.

For the past several years, my recommended operating budgets have assumed property tax rates that are reductions from previous years and within the Charter Limit. This is the first time since FY09 that I have proposed exceeding the Charter Limit, and I have not done so without considerable thought and deliberation. But the changing needs of this County must be addressed, and they cannot be within the current Charter property tax limit.

Overview

This budget continues my commitment to prudent fiscal policies that we have mutually agreed are critical to sound fiscal management. I have increased our reserve levels in order to cushion the taxpayer against any future unanticipated economic setbacks. I have also included in the recommended budget the required level of funding for retiree health benefits, continuing our commitment to plan for future liabilities. The funding level for retiree health benefits that I am recommending is the minimum funding level that we need to contribute to maintain the commitment that together we made to the bond rating agencies.

At the same time, as detailed in the following pages, I have focused the increased revenue on our mutual priorities – priorities that address the important 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, increased the size of our police force, expanded our Positive Youth Development programs, increased funding for programs critical to our growing senior population, boosted funding for our library system and continued to address the needs of our most vulnerable residents. I am also providing the necessary funding for continued and strategic economic growth through both the newly formed Montgomery County Economic Development Corporation, as well as the Economic Development Fund, which remains in County Government.

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. These organizations are able to leverage private resources and are often able to provide critical services in a more culturally appropriate and effective manner. I have also continued 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 over 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 and have saved County taxpayers hundreds of 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.

A Sustainable Budget that Meets our Residents' Needs

My FY17 Recommended Operating Budget:

- Funds Montgomery County Public Schools above the required Maintenance of Effort level and provides a 6.2 percent increase in funding from FY16;
- Funds Montgomery College above the required Maintenance of Effort level for the fifth year in a row, bringing the combined increase in County Government support to the College since 2013 to nearly 37 percent;
- Provides a 2.4 percent increase in tax supported funding for the Maryland-National Capital Park and Planning Commission;

- Continues my emphasis on public safety by adding new officers for our burgeoning Upcounty district and continuing our important School Resource Officer program. I have also included funding for a robust body camera program that will provide the public with even greater confidence in the fine work of our police officers, as well as additional protection to the officers wearing the cameras;
- 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 over \$800 million and increasing this year's total funds allocated to the Montgomery County Housing Initiative Fund to \$246 million since 2008;
- 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;
- Provides funding for transit solutions to congestion in a number of corridors, spurring further job growth;
- Provides capital and operating funding for ultraMontgomery, a high-speed fiber network that will connect people with opportunities and drive economic growth by linking our business, academic and federal institutions and transit-oriented smart-growth communities;
- Funds the Collective Bargaining Agreements that I have reached with each of the three bargaining units within County Government;
- Fully funds County reserves at the policy level of \$413.2 million – 8.4 percent of total revenues, continuing our shared commitment to keep Montgomery County's finances sustainable;
- Funds PAYGO in the Capital Improvements Program at ten percent of current revenue to match bond funding in our capital budget, consistent with our fiscal policy;
- Funds \$115.3 million to meet retiree health benefit obligations – continuing to meet the obligations outlined when I took office in 2006;
- Retains the energy tax at the level approved by the Council for FY16, preserving an important, stable and broad-based revenue source that includes federal institutions based in the County that otherwise pay no taxes in exchange for County services.

This recommended budget continues the prudent course we have mutually set. I believe Montgomery County is emerging from the Great Recession with a sustainable budget that maintains our 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 State and Federal levels, and the potential impact any reductions 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.

Priorities in the FY17 Recommended Budget

Education

Throughout my years as County Executive, funding of our educational system has remained a top priority. 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.

My FY17 Recommended Operating Budget includes a record-high of \$2.454 billion (including all revenue sources) for Montgomery County Public Schools, an increase of \$135.9 million – or 5.9 percent. Within this total, I am recommending an unprecedented County contribution of \$1.618 billion, \$89.3 million over the Maintenance of Effort (MOE) requirement of the State of Maryland. I have included a minimum of \$33.2 million from the MCPS fund balance to help fund the Board's request. In total, my recommended budget for MCPS funds 98.3 percent of Board of Education's request and includes a 7.3 percent increase in the local contribution.

My recommended budget will provide the first measurable increase in per pupil funding since FY09 and will provide the Board of Education with the resources to address the many critical issues impacting the school system – class size increases, a more diverse student population and a stubborn achievement gap. I leave it to the Board of Education to determine the allocation of funds to their various priorities.

I am also increasing County support above the State required MOE to Montgomery College – an educational institution serving thousands of County residents searching for a quality and affordable higher education.

For Montgomery College, my FY17 Recommended Operating Budget totals \$308 million. The County contribution is \$130.3 million – \$2 million over Maintenance of Effort. With my recommended funding level, the County contribution to Montgomery College would increase by 37 percent in total and 50 percent on a per student full-time enrollment basis since 2013. I also am leaving it to the Board of Trustees to determine their priorities within my recommended allocation. I am comfortable that significant increases in County funding over the last several years coupled with the College's prudent budget practices, the full needs of students will be met.

I am recommending enhancements to our education efforts in many other facets of the County Government's budget as well. Programs in HHS, Police, Recreation and Community Grants are aimed at improving the health and well-being of our students so that they are safe, healthy, and ready to learn.

Public Safety

Continuing to ensure the public safety of those who live, work and play in Montgomery County is essential to maintaining the County's quality of life. Since 2007, I have added 129 police officers to the Montgomery County Police Department (MCPD) – both on the street and in our schools. These officers have helped to keep our crime rate at historic lows. Within Montgomery County, serious crime is down 28.8 percent over 10 years and 6.9 percent over five years. Property Crime is down 30.9 percent over 10 years and 9.6 percent over five years and overall, total criminal incidents within the County are down 27 percent over 10 years and 10.3 percent over five years.

All the men and women who work for MCPD deserve our appreciation and respect. They have worked harder, 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 am continuing the focus on public safety by adding additional police officers in the Clarksburg/Germantown area to address the demands of a growing population.

I am also fully funding program that will ensure that every County Police officer is equipped with a body camera, and that the Department has the technology to appropriately process and store the data collected with the cameras. This program is designed to both provide our residents with added assurance that the police discharge their duties in a professional and safe manner, while adding additional protections to the fine men and women who serve us in the line of duty.

Under my administration, the Montgomery County Fire and Rescue Service (MCFRS) has continued to generate substantial improvements in protecting the lives and property of County residents. Response times continue to improve as we successfully leverage a combination workforce, evolving technologies and unique approaches to enhancing service. Through these and other efforts, MCFRS has maintained its distinction as one of only 196 internationally accredited public safety agencies, and the only such agency in the State of Maryland.

In consultation with the Fire Chief, I considered a variety of options for ensuring that scarce resources are used in as cost effective a manner as possible, while enhancing the public safety and health of our residents. To meet the increasing demands for Advanced Life Support (ALS) services, we should ensure a paramedic response capability from every fire and rescue station in the County.

In order to meet this goal, my recommended budget includes approximately \$1 million to hire and train 16 additional firefighter paramedics. Beginning in July 2017, we will expand ALS coverage to the Cabin John, Glen Echo, and Bethesda Democracy Boulevard Fire Stations. This funding also supports the addition of a paramedic chase unit to be located in downtown Bethesda. This initiative improves ALS response times to over 85,000 residents, as well as many businesses.

After considering call volume and other statistics, I am reallocating career staffing from the Hyattstown Fire Station. Primary response coverage for Hyattstown will be assumed by the Clarksburg Fire Station, with backup from Damascus and Upper Montgomery County Fire Stations. Additional efficiencies will be realized by the elimination of the Hillandale aerial tower. Aerial coverage will be provided from surrounding stations including Burtonsville, which will realize additional staffing from personnel relocated from the Hillandale Fire Station.

My recommended budget also assumes the continued civilianization of the 911 Call Center, which will ensure that our firefighters remain ready to respond to emergencies. Once fully implemented, this initiative will save our county millions of dollars annually. Additional funding has been appropriated for the MCFRS Fleet Section to decrease out-of-service times associated with apparatus maintenance and repair.

MCFRS' primary mission remains to prevent the 911 call. In calendar year 2015, there were no residential fire deaths in Montgomery County. However, this does not mean we can relax our efforts. I am recommending continued funding of initiatives targeting community members most at-risk for becoming victims of fire incidents.

Over the past eight years, my administration has overseen the opening of five new fire and rescue stations to address the response needs of our growing population. We will be adding further capacity with the opening of the new Glenmont Fire Station in late 2016 and a major renovation/expansion of the Aspen Hill Fire Station.

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 four budgets, I have been rebuilding the most essential library services – hours, materials, and staffing. In the past three years, we have reopened renovated libraries in Gaithersburg and Olney as well as a new and expanded Silver Spring Library.

My recommended budget continues to restore funds and services to the Department of Public Libraries. I have included over \$41.7 million for Libraries which brings them to three percent above their pre-recession funding. This recommended budget represents a 46 percent increase in Library funding since FY12. The additional funding will expand the library materials collection for emerging customer needs, access to libraries via extended weekend hours at four branches, and library programming for workforce development, STEM, and Civic Engagement. Libraries are one of the great equalizers in our modern society. They provide equal access to new technologies, information and resources that some might otherwise have to forego. That is why I have emphasized rebuilding our capacity in this area.

I have also included funding to open and operate an interim Wheaton Library, while we construct the new Wheaton Library/Recreation Center. The current Wheaton Library is heavily used, and the interim library will provide the community with a continued library resource.

Senior Initiatives

In December 2015, I convened my second Summit on Aging to provide our community with an opportunity to discuss the progress we have made and develop additional recommendations to address the needs of the senior residents in Montgomery County. I have responded to a number of these recommendations in my budget, expanding on our sustained efforts to make Montgomery County a “community for a lifetime.”

Over the last several years, I have recommended, and you have approved, a number of service enhancements for seniors including improved senior transportation options through a public/private partnership with the Jewish Council on Aging and expanded services under the County’s Call ‘N’ Ride and Seniors Ride Free programs. We have provided more resources dedicated to senior fire safety; additional hours of service at County senior centers; adult protective services, foster and day care; a senior ombudsman; and caregiving services.

In this recommended budget, I have further enhanced transportation services for seniors by lowering the eligibility age for Call ‘N’ Ride. I have also provided senior programming at the soon to be opened North Potomac Community Center and provide enhanced operations at three senior centers. Our Department of Health and Human Services (DHSS) also provides services specifically targeting our senior population. In this recommended budget, I have expanded Medical Adult Daycare, provided additional support for medical evaluations in the Community First Choice Program, and added a senior fellow to support our Age-Friendly Communities initiative.

It is important to note that I am significantly increasing the number and funds in community grants serving seniors. I have increased funding for senior programs through community grants by nearly 60 percent to a total of over \$1 million. These programs leverage private contributions and the organizations are often more adept and nimble in their ability to identify and meet the needs of their clients.

Positive Youth Development

The County's Police, Recreation, and Health and Human Services departments as well as a variety of community groups receive funding through 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.

Our "Excel Beyond the Bell" Middle School program is currently provided at seven Middle Schools. In my FY17 recommended budget, I am expanding funding for this program in support of the Governor's new priorities for funding for Local Management Boards and targeting disconnected youth. I am also expanding opportunities for young people with a year-round implementation of a youth soccer program to enhance the successful FUTSAL program in Youth Development; new programming is geared to build stronger relationships with community non-profits and work closely with schools in anti-gang efforts. In addition, I am launching the Child First afterschool program, geared toward providing a comprehensive enrichment program including family engagement opportunities in high needs communities; two targeted elementary schools are South Lake Elementary and Burnt Mills Elementary.

Economic Development and Transportation

Creating jobs of the future in Montgomery County and the basic infrastructure to support this growth has been one of my top priorities.

In December 2015, the County's unemployment rate fell to 3.3 percent – the lowest since 2008. Over the past two years, Montgomery County jobs are up approximately 3.2 percent – the highest level in almost ten years. Despite this good news, wage growth in the County is below the national level, affecting some of our revenue base, particularly income taxes.

On June 30th, 2015 the County Council approved legislation to privatize the County's economic development functions that led to the creation of the Montgomery County Economic Development Corporation (MCEDC). The 11-member private sector board was largely confirmed by the County Council on November 3, 2015, following appointment by the County Executive. MCEDC will receive funding from the County for its core operations but will also be able to raise additional funds to expand its programs. The Department of Economic Development will continue operating through FY16, at which point MCEDC will assume primary responsibility for economic development in the County.

Six-Point Economic Plan

The Six-Point Economic Plan that I announced in my inaugural speech has already been successful in driving Montgomery County to greater success. We have achieved several important milestones and have revamped the Economic Plan to build on this momentum by adding several new initiatives.

The MOVE program has brought 31 new businesses and 219 new jobs to the County. Our innovation economy is ramping up through collaborations with 1776 Partnership, BioHealth Innovation, and the Tech Council of Maryland. The Department of Permitting Services is now averaging about 20 days for initial review of electronic and paper commercial plans, besting our goal of 30 days. ultraMontgomery is helping to bring low-latency, high-speed fiber capacity to County businesses and connect them to the heart of the Internet with a Potomac River crossing. To reduce the amount of vacant Class A and B office space in the County, I recommend an additional \$500,000 for one-time grants for new companies signing their first lease in Montgomery County. My recommendations also support the BUILD Program to increase the number of

construction jobs and the commercial tax base by selectively spurring the construction of Class A office space and hotels in the County.

To drive the innovation economy, we are partnering with BioHealth Innovation to host the Relevant Health accelerator, a five-month intensive program for fledging digital health companies.

Finally, I have undertaken several initiatives to improve the services the County provides to our businesses and residents. I have worked with business and community partners to restructure our workforce and economic development systems. The result is two non-profit corporations, the Montgomery County Economic Development Corporation and WorkSource Montgomery, Inc., which will lead our efforts to develop, retain, and attract businesses and talent in the County.

In response to the Council's and Chamber of Commerce's concerns for the need to improve business services, I am advancing three initiatives to make the County more welcoming: a web-based Business Portal that will create a single point of entry for businesses when they need to interact with the County; a Regulatory Reform Commission that will examine ways to simplify and streamline regulatory process beyond what we have already accomplished through development streamlining; and a revived focus on customer service excellence in meeting resident and business needs.

The future economic vitality of our County depends on increased transportation investment to accommodate more residents and to encourage job growth. One of my highest priorities is to provide world-class transportation options to our residents who live and work throughout the County. While we continue to work with the State to plan for longer-term solutions, I am committed to putting practical, cost-effective transit options on the ground in the near-term.

On Maryland Route 355, I am programming \$5 million in my Capital Budget and calling upon the State to match my commitment to move the MD355 Bus Rapid Transit (BRT) study to the next stage. In addition, I am recommending the peak period express Ride On bus service from Clarksburg to the Shady Grove Metrorail Station to begin Spring 2017 and funding for bus acquisition for Ride On Plus priority service from the Lakeforest Transit Center to the Medical Center Metrorail Station. On US29, I am recommending \$6.5 million in my Capital Budget for the planning and design of a high-quality BRT with the intent of getting this route up and running in less than four years.

Affordable Housing

Providing affordable housing opportunities for Montgomery County residents has been a priority of mine since I assumed office. My budget adds \$47 million to this investment and brings the County's total investment in affordable housing during the last ten years to over \$800 million which is equivalent to approximately \$80 million per year. This funding has enabled us to preserve and create nearly 40,000 affordable housing units. Another benefit to the County has been the nearly \$1 billion investment in housing development and rehabilitation leveraged with these funds during the recent period of economic uncertainty. In this budget, I am pleased to recommend allocating two percent of the total property tax revenues to create new affordable housing, this brings us closer to my desirable goal of 2.5 percent. Permanent affordable housing opportunities benefit everyone, especially our seniors. Through strategic partnerships with our for-profit and non-profit development community, combined with multi-departmental coordination and public outreach, my administration has invested \$60 million to create or preserve over 1,000 units of senior housing, of which 874 units are affordable to seniors at or below 60 percent of the area median income.

While most funds have been used to create or preserve tangible brick and mortar housing units, we have also used some of these resources to provide direct rental assistance, benefitting over 2,000 households in FY16, and over 2,150 households will receive direct rental assistance in FY17. 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 700 workshops and counseled over 20,000 residents. These efforts have 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.

Along with these affordable housing initiatives, this budget provides resources for key community programs providing valuable outreach and education to the public. For instance, funding in this budget supports the Office of Landlord-Tenant Affairs, which assist landlords and tenants through mediation and by informing them of their rights and responsibilities through one-on-one meetings and group seminars. Funding in this budget also provides for the Office of Housing Code Enforcement, which annually performs thousands of inspections of the County's single-family, multifamily, and condominium rental units to ensure safe and sanitary conditions. These valuable services keep our housing stock healthy allowing, our communities to grow and thrive.

My commitment to affordable housing is further advanced by the County's support of the core mission of the Housing Opportunities Commission (HOC). My recommended budget includes funding in the Housing Opportunities Non-Departmental Account for HOC to continue providing affordable housing to low- and moderate-income eligible residents, it also includes funds for supportive services. This partnership is integral in rendering affordable housing options for our most vulnerable residents.

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. My FY17 Recommended Budget continues my strong commitment to support a variety of public health, behavioral health, social services, and other critical safety net services that meet our residents' needs. I also want to make clear my support for the County funds necessary to support a Mental Health Court within the Judicial system. This proposal is currently under consideration at the State level. Once it is created, we can consider the funding requirements at the County level.

The resources provided to Human and Health Services include:

- Additional funds to support enrollment increases and service delivery for Developmental Disability providers;
- Additional funds to enhance Medical Adult Daycare subsidies, expanding service to additional clients to attend an Adult Day Care program two days per week for socialization and medical supervision.
- Funding for a senior fellow to support the County's Age-Friendly Communities Initiative;
- Funding for additional Adult Evaluation and Review Services assessments in support of the Community First Choice Program;
- Funding to partner with the State and the private sector to provide vital residential substance abuse treatment capacity at Avery Road Treatment Center at reduced taxpayer expense;

- Funding to enhance minority health services provided through the African American Health Program, Latino Health Initiative, and Asian American Health Initiative;
- Funds to support a new Citizenship and Immigrant Integration Services Program;
- Increased support for home delivered meals for seniors;
- Funds to support full-year operation of the Mobile Crisis Team for Children, Adult Behavioral Health Enhancement implementation, and Shared Outpatient Contract implementation;
- Additional funds for school health staffing at the new Clarksburg/Damascus Middle School;
- Continued funding for the Children's Opportunity Fund jointly with Montgomery County Public Schools to address the social determinants that impact the achievement gap for vulnerable children and add funds for the implementation of the Building Educated Leaders for Life (BELL) summer program through a non-departmental account;
- Full-year funding of somatic health services and positive youth development provided at Wheaton High School Wellness Center;
- Full-year funding of early childhood services in the Kennedy Cluster Project;
- Enhancements to the Linkages to Learning Program at Maryvale Elementary School in Rockville;
- Replace State funding shortfall to continue support for Family Navigation, Youth Services Bureau, and Pathways to Services programs provided through the Montgomery County Collaboration Council for Children, Youth and Families;
- Continue providing 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;
- Maintain the raised Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidies for senior assisted living group homes;
- Continue funding support 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;
- Continue support for occupational therapy and in-home aide services to meet the need of County seniors and residents with disabilities to live independently;
- Commit continuous support 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;
- Continue funding for respite services to meet the need of families with disabilities;
- Continue supporting a therapist in Trauma Services to expand clinical service capacity in the Abused Persons Program and address waitlists for victims of domestic violence;

- Continue the County's commitment to support leadership development, need assessment, and networking activities for low-income communities in the Silver Spring area;
- Continue funding for health care, employment training, and supportive services to multicultural, low-income residents;
- Continue support for Saturday School Program through the George B. Thomas Learning Academy to serve the County's most at-risk students;
- Continue supporting 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;
- Continue funding for the Residential Rehabilitation Subsidy to support the continuum of behavioral health services provided to improve clients' social connectedness and emotional wellness;
- Continue funding for the Zero:2016 Initiative, a follow-up to the 100,000 Homes Campaign designed to help communities to end Veterans homelessness with permanent housing and supportive services; and
- Continue implementation of the Department's Enterprise Integrated Case Management system to streamline intake for many HHS programs and provide HHS with a more complete picture of its clients and their circumstances to support more collaborative, cost-effective care with better client outcomes.

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 \$1.2 million for a total of \$7.1 million. Also, I have included \$1.12 million within my CIP amendments for capital improvement grants to our community partners. In addition, I am including \$3.1 million for the separately determined Council community grants. This amount is a nearly \$500,000 increase from my FY16 recommendation. However, as is true in the past, the Council determines the amount and distribution of community grant funding for their grant program.

I believe that our County's diversity contributes to its strength and my Recommended Budget increases County funding for English adult literacy programs by an additional \$100,000. I have also included \$4,873,615 in County funding for the Arts and Humanities, a \$200,000 increase from FY16.

Funding the Budget

My budget includes a 3.94 cent increase in the property tax rate to support the Board of Education's requested budget and provide funds to repay the State for income tax refunds made as a result of the Wynne decision. The average County homeowner will see a \$27 per month increase in property taxes over the next year. This increase follows two years in which I was able to recommend a reduction in the property tax rate. 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 4.16 percent in FY17 – a 5.7 percent reduction.

My FY17 recommended budget assumes a \$95.00 rate for the Water Quality Protection Charge, a \$6.60 increase from last year's rate of \$88.40. This increase is needed to continue funding the County's commitment to the State-required stormwater management program. I am recommending no changes to the solid waste charges for County residents.

I am recommending a WSSC budget that would result in an increase in water and sewer rates of three percent in FY17 in accordance with the budget recently approved by the WSSC.

Focusing on Productivity, Performance, and Accountability

Montgomery County Government continues to make every effort to ensure our operations are more efficient, effective, productive and forward-thinking.

CountyStat

The CountyStat office measures, monitors, and reports on the performance of County government services. CountyStat works with departments and data to identify and address issues of concern and build tools such as dashboards and interactive maps to help inform policymakers, program managers and the public. This work is done by leveraging open data in dataMontgomery, data residing in numerous Countywide and department-specific systems, plus U.S. Census and other public data. CountyStat helps move important initiatives forward, such as the Senior Agenda, Environmental Sustainability, Pedestrian Safety and others. The newly upgraded CountyStat website allows site users to view and download performance measures by Priority Objective or by Department, view rich contextual data and information and link to the County budget and departmental web pages. Underscoring my commitment to transparency in government, CountyStat meetings are open to the public and all performance measures, national comparison data, and other information can be found at www.montgomerycountymd.gov/countystat/.

MC311

Montgomery County's nationally recognized one-stop, non-emergency 311 phone and online system exemplifies responsiveness and accountability. Our residents can now obtain information and make service requests in more ways than ever. The call center has expanded its hours from 7:00 am to 7:00 pm to better serve the County's working families and commuters - and it has remained open 24/7 during emergency events. Residents can request services any time of the day or night through the 311 web portal: www.mc311.com. Our system can also accept service requests via Twitter and our new MC311 Desk in the Executive Office Building lobby is staffed by 311 Customer Service Representatives to assist walk in customers from 9:00 am to 4:00 pm, Monday through Friday. We have also installed monitors at most of the Regional Service Centers and in the Executive and Council Office Buildings and created Vine videos in English and Spanish.

Innovation Program

The Innovation Program has now established itself and is regularly sought out by departments and partners to address challenges and bring new ideas to County government. The Program has continued its success on smart cities projects by launching the Thingstute and representing the County in the Global City Team Challenge, an initiative organized by the National Institutes of Standards and Technology.

The Program also actively seeks ways to leverage the strength of our open data program in order to improve operations. Finally, the Program continues to help build a countywide innovation ecosystem by working with startups and other regional partners.

Open Data

In the past year, Montgomery County has continued to set the pace of open data in local government. Our program, dataMontgomery, makes public data freely available, raising our level of accountability and transparency. Publishing important data such as our budget, spending, crime incidents, housing code enforcements, residential building permits and resident service schedules in a searchable, downloadable format helps our residents understand how their government functions and what is happening where they live and work.

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 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 this budget continues the work we have already begun, to build a future where there is opportunity for all.

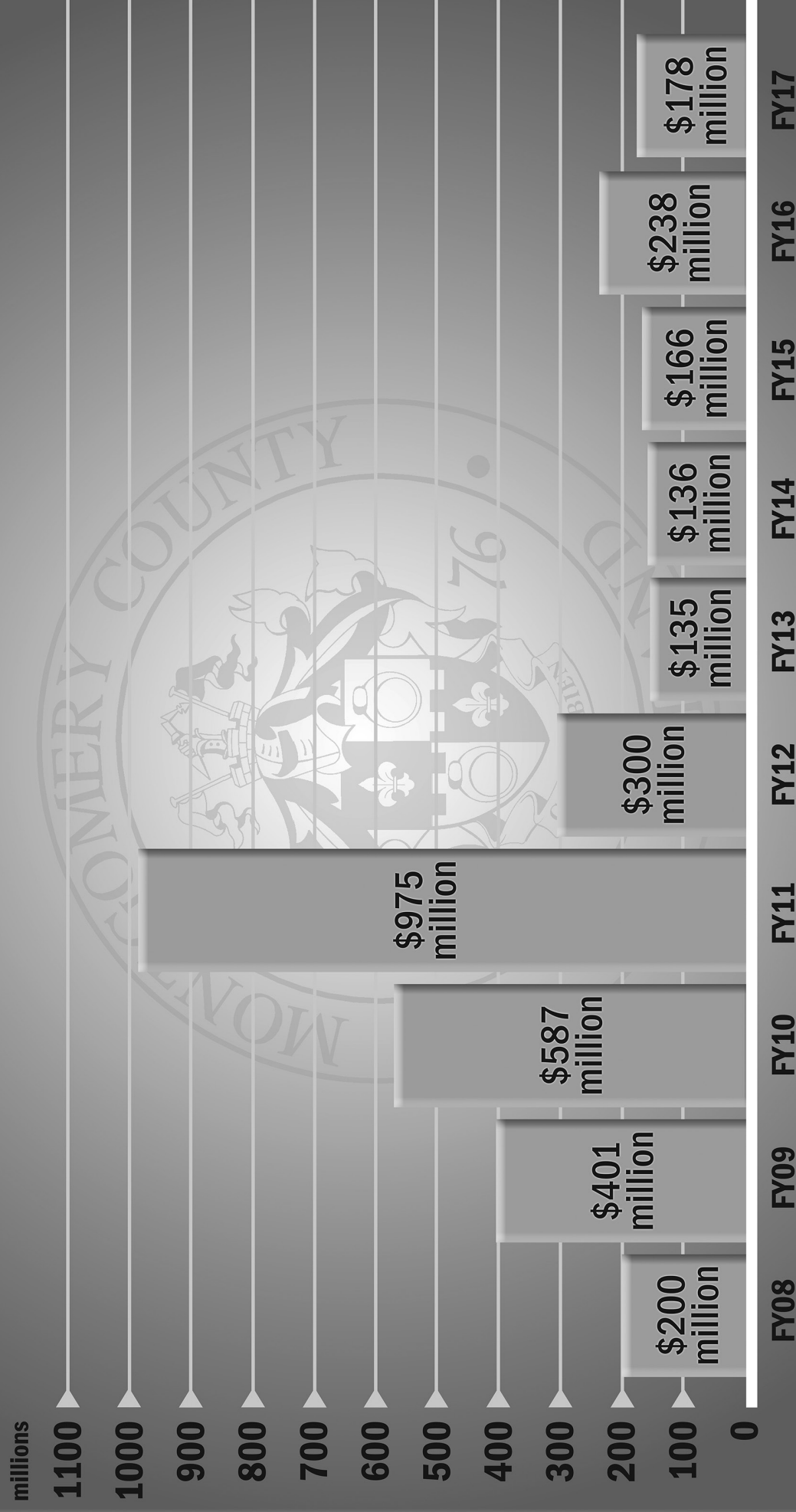
Finally, I must to thank those who contributed to the development of this spending plan, including the Board of Education and the Superintendent of Montgomery County Public Schools; the Trustees and President of Montgomery College; the Chair of the Maryland-National Capital Park and Planning Commission 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 budget requests from 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

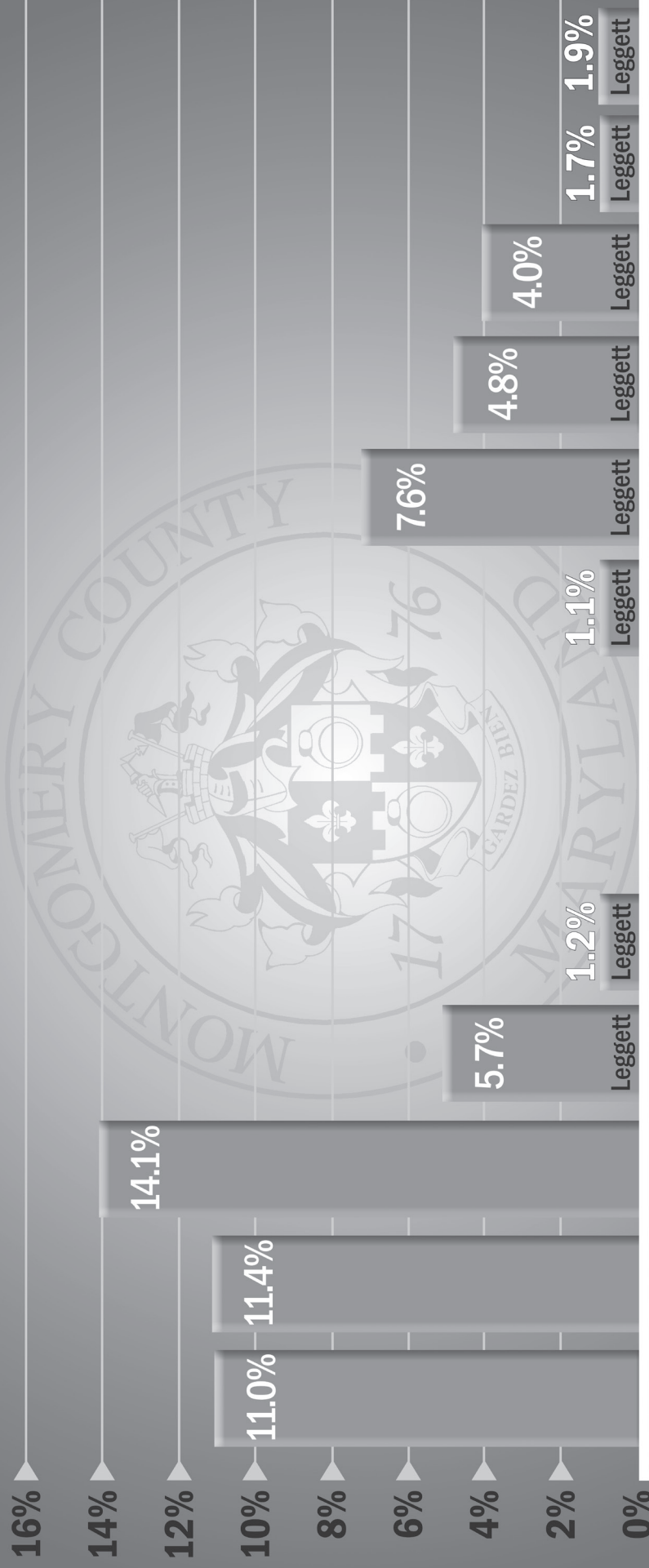
by County Executive Leggett



\$3.3 billion - Total of 10 years

County Government Spending

(Tax Supported)



Recommended

FY11

* Does not include payments to Retiree Health Insurance Trust



Accomplishments and Initiatives



A Responsive and Accountable County Government...

★ Montgomery County received the following National Association of Counties (NACo) awards in 2015:

- Burtonsville Commercial Revitalization Program
- Creation of BioHealth Innovation, Inc
- GIS Web Portal
- IFB Generator Application
- Improving Pedestrian Safety in Parking Lots
- Interactive Fiscal Plan
- Managed Search Operations Program
- Maryland Smart Energy Communities Program
- Montgomery County Grants Portal
- Montgomery County Maryland Financial Transparency Suite
- Montgomery County Recreation Emergency Management Communication Plan and Exercise
- Montgomery County Recreation Food Fun & Fitness
- Montgomery County Recreation's Senior Center Transportation Creating a Culture of Equity Workshop
- Moving to the Cloud Montgomery County's Transition to Office 365
- One Stop Shop Fire and Life Safety Permitting and Inspection
- Permit Pirates - Exposing Unlicensed Contractors
- Ride On Realtime
- SCALE: Safe Community Alert Network
- ServSafe Training for Food Service Workers: a Correctional and Restaurant Foundation Partnership
- Social Solutions of Public Works
- Strathmore Concert Hall Humidification & HVAC Systems Performance Upgrade
- Tax Assessment System

Highlights

- Traffic Signal System Modernization
 - YOLO (You Only Live Once) High School Pedestrian Safety Education Program
- ★ The Cable Office's Media Services Team in collaboration with the Montgomery County Department of Public Libraries (MCPL) supported the County's Library of the Future Summit. Attendees located at the Gaithersburg Library were able to participate virtually using Google Hangout technology. Social media was used to increase participation and video highlights were posted on YouTube. This program was available on cable TV, online and on mobile devices.
 - ★ Enhance planning, outreach, and coordination support for the UltraMontgomery Initiative in FY17.
 - ★ Developed a national model for financial transparency in partnership with the County's open data vendor including budgetMontgomery, spendingMontgomery, online Budget Book Publication and new data-driven CountyStat Performance Dashboard. In partnership with Public Libraries and using public input, developed a more clear way to categorize data and streamline access to the data.
 - ★ Successfully retained the County's AAA bond rating from the three major credit rating agencies in the fall of 2015.
 - ★ Received the 2015 National Procurement Institute's Achievement of Excellence in Procurement award. This award is earned by organizations that demonstrate innovation, professionalism, productivity, e-procurement, and leadership attributes.
 - ★ Continued to enhance Executive Branch communications through a half hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic" and cable television shows that feature County youth on "Youth Montgomery;" the "Montgomery County Police Beat"; the "My Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective;" and several Spanish language offerings - a television version of the "Montgomery Al Dia" Spanish language talk show which airs weekly on Spanish language radio, a Spanish version of "County Report This Week" and "Perfiles" (or profiles) which features interviews with Hispanic employees.
 - ★ The Federal Transit Administration awarded the County a two-year \$138,000 Enhancing Montgomery's Mobility grant to increase public awareness of transportation options for seniors and people with disabilities, and to help expand the pool of volunteer drivers in the County.
 - ★ Increased direct communication with residents through social media sites: YouTube; Facebook; and Twitter - expanded the Twitter site to nearly 27,000 followers and

expanding distribution lists for electronic publications such as "The Paperless Airplane" which reaches over 120,000 households. MC311 collaborates with Public Information Office to respond to resident requests for services and information via Twitter and Facebook.

- ★ Montgomery County Public Libraries (MCPL) opened the new, state-of-the-art, Silver Spring Library, increased weekly branch hours by over 10% since FY14, at 16 branches; opened the KID Museum partnership Makerspace at the Davis Library; and held health, cooking, small business, and other programs at library branches across the County.
- ★ Produced programming to honor Montgomery County Vietnam Veterans as the 40th anniversary of the end of the Vietnam War was commemorated. This program was available on cable TV, online, and mobile devices.
- ★ Reduced the amount of time to process customer reservations during peak seasons in schools and other public buildings from four weeks to one week through ActiveMONTGOMERY, reallocation of staff resources, and new application processing procedures.
- ★ With the increased funding for materials, MCPL will purchase additional items for the World Languages collection, and continue to implement procedures to get materials into customers' hands more quickly; continue to market system-wide services and programs, including many of the "firsts" that were initiated at Silver Spring Library; complete planning and bidding for FY16 Refresh Projects: Aspen Hill, Davis, and Little Falls; implement digital signage at all branch locations, 3D Printing at all branches, and in-branch bill payment by credit card; establish a mobile app and convert its website to a responsive, mobile friendly design; develop a new Strategic Plan (to be implemented in FY17); and work with MCPS to ensure all public school students have a library card from MCPL.
- ★ In support of the ADA Compliance Program, began a pilot project using a new technology, video remote interpreting, to expand the County's capacity to provide effective communication in emergency or other situations where traditional in-person Sign Language interpreters are unavailable.
- ★ Enhance customer service with the complete migration from a server-based facility reservation to a cloud-based system, ActiveMONTGOMERY. This will create a one-stop shopping experience for County residents to request reservations for Recreation, Montgomery Parks, MCPS, and County facilities. In conjunction with the effort, CUPF is streamlining fees and policies where feasible to improve customer service.
- ★ Expanded the County's Clean Energy Financing programs to include Commercial Property Assessed Clean Energy (PACE) program to provide financing for

commercial property clean energy improvements; and use of Qualified Energy Conservation Bonds for County facilities as well as support the implementation of the Green Bank for public and private energy and environmental efficiency programs

- ★ Expanded FiberNet to 42 new locations, completed upgrades of three FiberNet hub sites; and implemented the FiberNet Network Operations Center (NOC) providing 24x7 support for FiberNet serving all County agencies.
- ★ Provide for community organizations that augment County services including \$774,570 for community organizations serving the disabled, \$1.0 million for organizations extending senior services, \$755,480 for organizations providing public health services, \$1.1 million for community organizations supplementing County behavioral health services, and \$2.2 million for organizations providing safety net services to County residents. These community organizations are critical to providing an effective network of services in a more cost-effective, culturally appropriate, and flexible way. Additionally, they are able to leverage community resources that are unavailable to County Government.
- ★ Worked with the Department of General Services to identify lease savings that could be used to fund the renovation of the historic Grey Courthouse, maximizing use of existing County assets. Also developed a plan to efficiently fund the co-location of additional departments at the new M-NCPPC headquarters building being constructed as part of the Wheaton Redevelopment project.
- ★ Reconfigured FiberNet to increase Internet and cloud-computing capacity for Montgomery County Public Schools by 300 percent, representing a \$120,000 cost savings. This FiberNet upgrade enabled 40,000 new Chromebooks for MCPS students to be used effectively with WiFi in the classroom to reach the Internet.
- ★ The Departments of Finance and Environmental Protection collaborated on the development of the Commercial Property Assessed Clean Energy (PACE) program, which will allow commercial property owners to borrow money for energy efficiency improvements and renewable energy projects, and repay the loan via their property tax bill.
- ★ Co-sponsored a workshop and public forum with the Montgomery County Food Council to help promote Maryland Department of the Environment's new regulations for composting facilities.

Affordable Housing in an Inclusive Community...

- ★ Invest \$47 million in Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$16 million from the Affordable Housing Acquisition and Preservation CIP project. This increases dedicated funding 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. Since FY08, \$803 million has been invested in support of affordable housing leveraging \$947 million in non-County funding.
- ★ Continue the County's commitment to inclusive transit-oriented development by completing The Bonifant, a new, mixed-income senior project located in downtown Silver Spring next to the new Silver Spring Library. Of the 149 units, 139 are affordable to seniors earning between 30 percent and 60 percent of the area median income (AMI).
- ★ 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). Over 2,000 households were assisted in FY16 and over 2,100 are projected in FY17.
- ★ Complete renovations at Progress Place (a DGS, HHS, and DHCA collaboration), which includes the relocation of several Montgomery County supportive housing service providers to a new, consolidated location in Silver Spring. The relocation will furnish the providers with a new and improved space while integrating 21 units of supportive, transitional housing within the facility.
- ★ Continue to utilize funding from Federal Grants (Community Development Block Grant (CDBG), the HOME Investment Partnership Grant (HOME), and the Emergency Solutions Grant (ESG) to enhance affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and homelessness prevention.
- ★ Continue the County's commitment to affordable senior housing by completing Churchill Senior Living II. This six-story, 133-unit senior rental community will be located on the west side of Father Hurley Boulevard in Germantown. One hundred twenty-one (121) of the 133 units will be reserved for seniors at or below 60 percent of the Area Medium Income (AMI) with an additional five units for seniors at or below 50 percent of the AMI.
- ★ Continue the County's commitment to inclusive transit-oriented development by completing Fenwick Lane Condos, a project that consists of the acquisition,

Highlights

rehabilitation, and conversion of a 79,462 square foot eight-story office building into 102 market rate, for-sale condominiums located in downtown Silver Spring that will be available as affordable workforce housing.

- ★ Complete Thayer Avenue, a newly constructed 52-unit apartment building located in Silver Spring. Forty-two (42) of the 52 units are affordable under the Low Income Housing Tax Credit (LIHTC) guidelines serving families earning between 50 percent and 60 percent of the Area Median Income (AMI).
- ★ In collaboration with the Maryland-National Capital Park and Planning Commission, launched a rental housing study to identify the County's rental housing needs and offer holistic and sustainable approaches to meet them.
- ★ Continue to participate in the administration of the State and Federally-funded Weatherization Assistance Programs which provide energy-saving housing renovations for income-eligible County residents.
- ★ Enhance the Common Ownership Communities (CCOC) program through the addition of program staff, funding for information technology improvements, and education and outreach. These resources will aid in the implementation of Bill 52-15, Administrative Procedures - Summary Decision, and provide overall support to the CCOC.



An Effective and Efficient Transportation Network...

- ★ Continue to roll out the Parking Guidance System which directs visitors to the Capital Crescent and Bethesda/Elm Garages. This new dynamic signage will be installed at key locations in the Bethesda downtown area; and will display real-time space availability and hourly rates to assist motorists in locating parking facilities with available spaces and evaluate pricing options.
- ★ Completed construction of two new compressed natural gas (CNG) sites supporting transit, heavy, and administrative fleets. One of the new sites is open to the public. The new facilities, through an increase in CNG bus fleet size, aids the County in displacing more than 1 million gallons of diesel fuel a year and will achieve a savings of \$2.2 million in operational and maintenance costs over the next 10 years.
- ★ Convert five new diesel transit buses to CNG through an award of \$550,000 for petroleum reduction initiatives, eliminating over 825,000 gallons of fuel use over the next 12 years and saving the County more than \$1 million in future fuel costs.

- ★ Enhance Call-n-Ride program by reducing age eligibility from 67 to 65, adding 445 participants to the program.
- ★ Responded to 13 storm events totaling 52.5 inches of snow thus far in FY16.
- ★ Worked with the Maryland Congressional Delegation to secure \$100 million in federal transportation funding towards construction of the Purple Line.
- ★ New electric vehicle (EV) charging stations were installed in garages in Bethesda and Silver Spring. The new stations are located at the Woodmont Corner and Waverly Garage in Bethesda; the Cameron/Second Street and Kennett Street Garages in Silver Spring; and the Amherst Garage in Wheaton. These new stations bring the total number of EV charging stations in County owned parking facilities to eight stations (16 spaces).
- ★ Single space parking meters at the NOAA and Kennett Street Garages and the Bonifant & Easley surface lot in Silver Spring will be converted to multi-space pay machines. These new machines will provide payment options for customers to include: coins, credit cards, and pay-by-cell phone. In addition, real-time communication, web-based management, secure wireless alarming, and receipt for payment are included.
- ★ Converted ten heavy duty cargo vans to a parallel hybrid drive system. This best in industry hybrid system has increased fuel economy 27% and eliminated over 2,500 gallons of gasoline in the first year.
- ★ The new Call-n-Ride program swipe card system continues to reduce the average cost per trip from \$23 in 2012 to \$16 currently. With these savings, participants can take about three more trips per month.
- ★ Implement a load testing program on bridges where heavy vehicles such as Fire Rescue apparatus are restricted. This real life method of determining bridge weight limits for bridges is more accurate than in-house calculations. The results may allow restrictions to be lifted and eliminate costly rehabilitation projects.



Children Prepared to Live and Learn...

- ★ Expand opportunities for young people with the year-round implementation of youth soccer program to enhance the successful FUTSAL indoor soccer program in Youth Development; new programming will build stronger relationships with community non-profit organizations and work closely with schools in anti-gang efforts.
- ★ Continue funding support for the Children's Opportunity Fund jointly with Montgomery County Public Schools to address the social determinants that impact the achievement gap for vulnerable children.
- ★ Continued to provide essential services during out-of-school time and to change the landscape of communities throughout the county. Highlighting some of our high-volume popular youth programs: Fun, Food, Fitness (*mobile recreation through TeenWorks*) in the East County provided breakfast & lunch to youth daily during summer months, receiving a NaCo Achievement Award and recognition by the National Recreation and Parks Association; TeenWorks established a youth outreach team providing peer-to-peer marketing opportunities; Excel Beyond the Bell established a dedicated referral registration period enhancing outreach to struggling and under-served youth; and Summer meals provided 95,325 meals at recreation sites.
- ★ Support school health staffing for the new Clarksburg/Damascus Middle School.
- ★ Provided funding to expand access to the National Association of Counties (NACo) award-winning self-guided STEM (Science, Technology, Engineering, and Math) learning Go! Kits within the public library system. These kits for children contain mini iPads, educational toys, and books and can now be borrowed at nine library branches.
- ★ Support community partners with the launch of the Child First afterschool program, geared towards providing a comprehensive enrichment program including family engagement opportunities at South Lake and Burnt Mills Elementary Schools.
- ★ Enhance the implementation of the Building Educated Leaders for Life (BELL) program that provides summer academic and enrichment support for students who lack the reading and math skills to perform at grade level. The program is funded through a non-departmental account for the Children's Opportunity Fund in partnership with the Norman and Ruth Rales Foundation to support local fundraising efforts to raise additional funds.
- ★ Continue funding to provide housing support for homeless unaccompanied minor children.

Highlights

- ★ Add funds to support a full-year operation of somatic health services and positive youth development provided at Wheaton High School Wellness Center; to support a full-year operation of early childhood services in the Kennedy Cluster Project; and to support school health staffing for the new Clarksburg/Damascus Middle School.
- ★ Add funds to enhance the Linkages to Learning Program at Maryvale Elementary School in Rockville.
- ★ Continue the Excel Beyond the Bell program with expanded County support.
- ★ Expand funding support for Family Navigation, Youth Services Bureau, and Pathways to Services programs in support of the Governor's new priorities for funding of Local Management Boards and targeting disconnected youth.
- ★ Provided primary care for 3,919 uninsured children in FY15 through the Care for Kids Program, a 30 percent increase over FY14 due in part to the number of unaccompanied minor children entering the County.



Healthy and Sustainable Communities...

- ★ Grand Opening of the North Potomac Community Recreation Center scheduled for September 2016, which will include a full Senior facility. The Senior Programs Team plans (with community partners and other county departments) to add an additional nutrition program, utilizing Federal funds through the Department of Health and Human Services' Aging and Disability Services division, as well as offer classes, programs, and services in Fall/Winter of 2016.
- ★ Grand Reopening of the Ross Boddy Neighborhood Recreation Center scheduled for October 2016 with the addition of a new gymnasium, expanded social hall, and many new upgrades.
- ★ Ensure implementation of Bill 52-14, Pesticides Prohibition and provide outreach to the community on updates to County pesticides law by adding a new position in FY17 to coordinate the implementation.
- ★ Reduced fossil (diesel) fuel consumption on equipment used at the Dickerson Yard Trim Composting Facility by approximately 6% (2,910 gallons) during FY15. Achieved a cost savings of about \$7,828 in spite of producing 87,050 more bags of Leafgro and selling 13,713 more yards of bulk Leafgro. Developed new markets for double-screened Leafgro as a premium topping soil.

- ★ Increased recycling to over 60%, and continued efforts to further increase waste reduction and recycling to reach the 70% recycling goal by 2020 through: coordinating/participating in 334 outreach/educational events to interact with 41,270 residents directly; conducting seven community recycling events to collect 111 tons of confidential paper for shredding/recycling; continuing the education campaign to instill awareness of the recycling goal; and participating in radio interviews on several stations and networks in English and Spanish to motivate everyone to recycle more.
- ★ Add funds to support a unique public-private partnership leveraging State and private resources to preserve vital residential substance abuse treatment capacity at Avery Road Treatment Center at reduced taxpayer expense.
- ★ As a follow-up to the BeActive Montgomery program begun in FY14, implemented a Wellness, Fitness and Performance program to address healthy living and healthy eating within our community. The Department of Recreation is now serving healthy foods at the FUTSAL indoor soccer program on Friday night, teaching Club Rec children about healthy eating, and is being recognized by both National Recreation and Parks Association (NRPA) and the Alliance for a Healthier Generation (AHG) for its progressive programs and for implementing the AHG standards.
- ★ Completed the Glen Hills Sanitary Study to review the sustainability of the nearly 400 homes on septic systems in this community. Developed a proposed policy that supports the area master plan and addresses future septic system problems and limited sewer service.
- ★ The Wheaton Urban District removed over 9 tons of recyclables from the waste stream in 2015 with the recycling initiative using solar powered trash and recycling containers.
- ★ Served 5,450 County residents through the Linkages to Learning Program in 29 schools during FY15. Over 1,600 of these individuals participated in community education and development activities, and over 3,800 received comprehensive behavioral health and/or family case management services resulting in more than 86,000 unduplicated units of service, a 20 percent increase from FY14.
- ★ During FY15, Special Needs Housing received more than 5,400 requests for emergency assistance and provided more than 3,700 emergency assistance grants totaling approximately \$2.9 million dollars to resolve housing and utility emergencies.



Safe Streets and Secure Neighborhoods...

- ★ **Reallocate resources to provide ALS (Advance Life Support) units to three additional stations will significantly improve response times to over 85,000 residents and many businesses.**
- ★ **Expand the Truancy Prevention Program (TPP) from 15 to 20 middle schools. TPP will serve 370 students and their families in addressing the root causes of truancy and combating absenteeism. This will be an increase of 118 students (47%) from FY16 and 178 students (93%) from FY15.**
- ★ **Increased Sandy Spring Fire Station 40's staffing level to improve response times; enhanced service levels included much needed Advanced Life Support (ALS) capabilities provided through a paramedic engine company. This collaboration with the Sandy Spring Volunteer Fire Department empowers them to limit potential response failures through additional, diversified riding opportunities for volunteer personnel.**
- ★ **Increase staffing for the Mary Sector of the 5th District Station (Germantown and Clarksburg).**
- ★ **The Family Justice Center, in collaboration with the Montgomery County Family Justice Center Foundation and the Domestic Violence Coordinating Council (DVCC), further expanded the Coaching Boys Into Men (CBIM) program to include Richard Montgomery High School for a total of three participating high schools. This program utilizes the unique leadership role of athletics coaches in the lives of young men.**
- ★ **Montgomery County Fire and Rescue Service (MCFRS) identified the most commonly transported patients and determined that many of them share certain needs that could be addressed by programs offered by the county's Department of Health and Human Services (HHS). A joint MCFRS-HHS initiative is now aimed at reducing repeat transports by targeting these patients for inclusion into the HHS programs.**
- ★ **Begin improving Advanced Life Support response time by adding a Paramedic to engines at Bethesda, Cabin John, and Glen Echo stations and by adding a Paramedic Chase Unit at Bethesda (Democracy Boulevard).**

Highlights

- ★ Begin treatment-oriented targeted training for staff on mental health first aid to address the increased acuity of the jail population.
- ★ Mitigate the harmful impact of the growing heroin problem in the County through more coordinated, aggressive investigation of overdoses and training police officers to administer lifesaving medications in overdose situations.
- ★ Added a licensed clinical social worker funded through the Community Oriented Policing (COPS) grant to enhance effectiveness in addressing mental illness issues within the community.
- ★ Recognized the Police Department's Safe Speed (speed camera automated enforcement) program as a "Model for the Nation." The Insurance Institute for Highway Safety completed a second independent evaluation of our Safe Speed program, which confirmed the MCP's program has led to long-term changes in driver's behavior and substantial reductions in deaths and injuries on County roadways.
- ★ The Department of Correction and Rehabilitation partnered with Montgomery College to implement two programs: 1) The Bridge to College program that enables inmates to complete the application and placement testing process before being released to the community, and 2) Offered college credit coursework to inmates using a secure computer tablet which could lead to an industry recognized IT certificate.
- ★ Transferred the civilian Fire Code Compliance section of Fire Rescue Services to the Department of Permitting Services. This will complete the County Executive's goal of a "One Stop Shop" in one department for efficient service delivery and to reduce the cost of Fire Code Compliance.



Strong and Vibrant Economy...

- ★ Add funds to support operations of the new Office of Agriculture to provide agricultural related programs and services to the agriculture industry and farm communities.
- ★ Add funds to expand the existing MOVE Program to reduce the commercial office space vacancies in the County. Since the announcement of the expanded criteria in January 2015 to increase financial assistance from \$4 to \$8 per square foot for any industry sector except retail and restaurant, the County has attracted 23 new businesses and 132 new jobs.

- ★ Facilitated the attraction of a company to create 87 new jobs in Montgomery County. This company will generate more than 120 additional jobs within the next four years. Facilitated the retention and expansion of a rapidly growing IT business expected to create nearly 160 new jobs in the next three years and a biotech business which is expected to create 100 new jobs in the next five years.
- ★ The Department of Permitting Services implemented eServices for new homes, residential additions, renovations, decks, commercial building, commercial alterations, commercial additions, fire alarm and fire protections systems, electrical permits, residential revisions, rooftop solar, electrical vehicle charging stations, right-of-way permits for utilities, driveway and engineered plans, fences, and recently completed stormwater management, special protection area plan approvals and sediment control permits. To date the department has processed over 4,000 plans electronically.
- ★ Provided grants through the Biotechnology Supplement Program for 95 investments, totaling more than \$13.5 million in 12 Montgomery County biotech companies in 2015.
- ★ Enhance Library Programming for workforce and economic development; computer coding; Science, Technology, Engineering, and Math (STEM); civic engagement and participation; Seniors; and New Americans.



Vital Living for All of Our Residents...

- ★ Open Wheaton Interim Library at the Wheaton Volunteer Rescue Squad (next to the current library) this Spring, and sustain it during the construction of the new Wheaton Library and Community Recreation Center. Library Hours will remain the same as the current branch's hours.
- ★ Add funding for a senior fellow to support the County's Age-Friendly Communities Initiative.
- ★ Continue expanding the Adult Guardianship Grant program to meet anticipated needs of the County's aging populations. This program enhances the resources and supports afforded to guardians to ensure successful fulfillment of their responsibilities.
- ★ Add funding to provide additional mandated Adult Evaluation and Review (AERS) evaluations to identify available services to help seniors and adults with disabilities remain in the community while functioning at the highest possible level of

independence and personal well-being.

- ★ MCPL held more than 1,000 conversation club programs in library branches for attendees to practice language skills and provided 66,048 hours of English language instruction through Libraries' partners at the Gilchrist Center. MCPL was awarded a National Association of Counties (NACo) award for MCPL's partnership model, "Libraries and Communities: Collaborative Partnerships for Success" and received an Honorable Mention Innovation Award from the Urban Libraries Council for MCPL's "Service Beyond Our Walls" model.
- ★ Enhance the Library Materials collection for emerging customer needs and demands, including: new formats such as "Language Kits" that support language learning; STEM; new formats that support early literacy; career, test preparation, skills development, and other workforce development tools; the ability to earn an on-line High School diploma; and a "Library of Things" collection supporting the Makerspace at the Rockville Memorial branch, tools related to making objects, and content creation.
- ★ Established a task force to examine the creation of a Mental Health Court that will assist defendants with mental health issues to access necessary services to support their individual needs and ensure that appropriate resources are provided to impacted defendants while administering justice in an efficient and effective manner.
- ★ Continue funding support to enhance Medical Adult Daycare subsidies, expanding service to 18 additional clients to attend an Adult Day Care program two days per week for socialization and medical supervision.
- ★ Improved case processing performance in Juvenile Delinquency cases (92% to 95%), Family Law (non-Limited Divorce) (94% to 95%), and CINA Non-Shelter cases (89% to 100%) in FY15. The Court's case processing performance in Criminal (94%), Family law (Limited Divorce) (99%), and Termination of Parental Rights (TPR) (100%) remained unchanged from FY14.
- ★ Expand evening library hours during summer month weekends (Friday and Saturday nights) at Rockville Memorial, Silver Spring, Bethesda, Gaithersburg, and Germantown branches.
- ★ Continued growth of the financial assistance program (*RecAssist*) providing the community with an improved needs-based service; the number of families served continues to increase and the subsidy has grown to approximately \$1,000,000 per year.
- ★ Enhance the Developmental Disability Supplement to support enrollment increases and service delivery for Developmental Disability providers.

- ★ Increase support for home delivered meals.
- ★ Partnered with the Montgomery County Food Council to research the feasibility of a food hub in Montgomery County as a catalyst for small table crop production in the Agricultural Reserve by providing supply chain, equipment, and purchasing support to farms.
- ★ The Montgomery County Volunteer Center (MCVC) continues to strengthen the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs. In FY15, 849 agencies received 41,242 referrals from 10,267 volunteers through the Volunteer Center website. MCVC's Retired & Senior Volunteer Program (RSVP) engages those 55 and older in volunteer opportunities including the professional consultant services with Pro Bono Consulting and as Tax Aide Volunteers. In FY 15, Tax Aide volunteers completed 4,541 tax returns for low to moderate income residents resulting in total tax refunds of over \$4 million.
- ★ The Charles W. Gilchrist Center for Cultural Diversity continues to be the County's resource center for immigrants and helps build a network of community service providers in the County. In FY15, the Center offered 118 volunteer-taught classes, through which 9,115 residents gained ESOL, Spanish or computer skills; 8,490 residents were referred to services by phone or in person; and 4,237 residents were served through the Center's partner organizations.
- ★ Support a unique public-private partnership leveraging State and private resources to preserve vital residential substance abuse treatment capacity at Avery Road Treatment Center at reduced taxpayer expense.
- ★ Continuing enhancing health services provided through the African American Health Program, Latino Health Initiative, and Asian American Health Initiative.
- ★ Add funds to support a full-year operation of Intensive In-Home Stabilization Services, Adult Behavioral Health Enhancement Implementation, and Shared Outpatient Contract implementation.

- ★ Recommend a total County budget from all sources for all County agencies of \$5,276,520,355 which is \$193.8 million or 3.8 percent more than the FY16 budget.
- ★ Recommend tax-supported funding for Montgomery County Government of \$1,548,948,875, an increase of 1.9 percent.
- ★ Funding for Montgomery County Public Schools (MCPS) will increase by \$135.9 million or 5.9 percent. Within this total, the County contribution is \$89.3 million over Maintenance of Effort and 7.3 percent higher than FY16.
- ★ Funding for Montgomery College's tax-supported programs increases by \$4.8 million, a 1.9 percent increase compared to FY16. County funding is \$2 million over Maintenance of Effort for the fifth year in a row. The County contribution increases by 37 percent in total and 50 percent on a per student full-time enrollment basis since 2013.
- ★ Tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by \$2.9 million or 2.4 percent from FY16.
- ★ Fund WSSC's FY17 operating and capital budgets with a 3.0 percent water and sewer rate increase as proposed by the Commission.
- ★ Recommend property tax rate increase of 3.94 cents and a \$692 homeowners' property tax credit to support a progressive property tax structure. The recommended property tax rate increase exceeds the Charter limit in order to provide the funds necessary for MCPS to sustain a quality school system that will meet the needs of the rapidly growing and changing student population.
- ★ 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 65 years of age. This credit is calculated as 50 percent of the combined State Homeowners' Tax Credit and County Supplement.
- ★ Retains the energy tax at the level approved by the Council for FY16, preserving an important, stable and broad-based revenue source that includes federal institutions based in the County that otherwise pay no taxes in exchange for County services.



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;
- 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 objectives.

- **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 and instead 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 to monitor County performance over time ensuring 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 FY16 Operating and Capital Budgets, 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 FY15 and FY16 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 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.

- **Open Budget**

In July 2014, the County launched Open Budget (<http://www.montgomerycountymd.gov/openbudget>) – two new innovative and powerful online systems representing the County's Budget; followed by spendingMontgomery in January 2015.

- **Open Data Budget Publication** (<https://reports.data.montgomerycountymd.gov/omb>).
Operating Budget: <https://reports.data.montgomerycountymd.gov/omb>
Capital Budget: <https://reports.data.montgomerycountymd.gov/cip>

The first is a comprehensive Online Publication of the Budget that leverages the same data that is placed on the Montgomery County's Open Data platform, dataMontgomery. No longer bound by the limitations of a paper-based publication, this new online publication brings a dramatically improved experience for the users of the budget document both inside and outside County Government. The new publication includes:

- Interactive charts, tables, maps and videos
- A Custom Google Search Engine
- Archiving Previous Years' Data / Content
- Unlimited Sharing/Discovery of data, tables and visualizations
- Mobility (works on Smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliance
- Instantly translatable into 90+ languages
- Printable (individual sections, or entire book)
- Robust Help section with video tutorials
- **budgetMongtomery** (<http://budget.data.montgomerycountymd.gov/>). budgetMongtomery provides users with a way to understand how the budget is structured. It includes rich content such as charts, graphs and maps to view the budget from different levels, such as how much is budgeted for Services, Departments, Programs and the Capital Improvement Programs. It also allows users to convert the graphs to table view and download the raw data.
- **spendingMontgomery** (<http://spending.data.montgomerycountymd.gov/>) spendingMontgomery includes payments made by the County, providing users with a total picture of how public funds are spent.

• **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 (CRM) 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 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 ZyImage. In FY14, the County successfully implemented Oracle Compensation Workbench (CWB) and Tax Assessment. In FY15, the County is implementing Warehouse and Order Management, Property Management, Policies Escrow Process and ActiveNet.

- **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-FY17 budgets. The total number of Town Hall and Budget Forums held by County Executive Leggett to date is over 50. 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 three high-level working groups known as "clusters" that consisted of the directors of departments (or their designee) with related functions. The three clusters were organized based on current cross-cutting issues affecting multiple departments, including:

- Positive Youth Development
- Seniors
- Pedestrian Safety

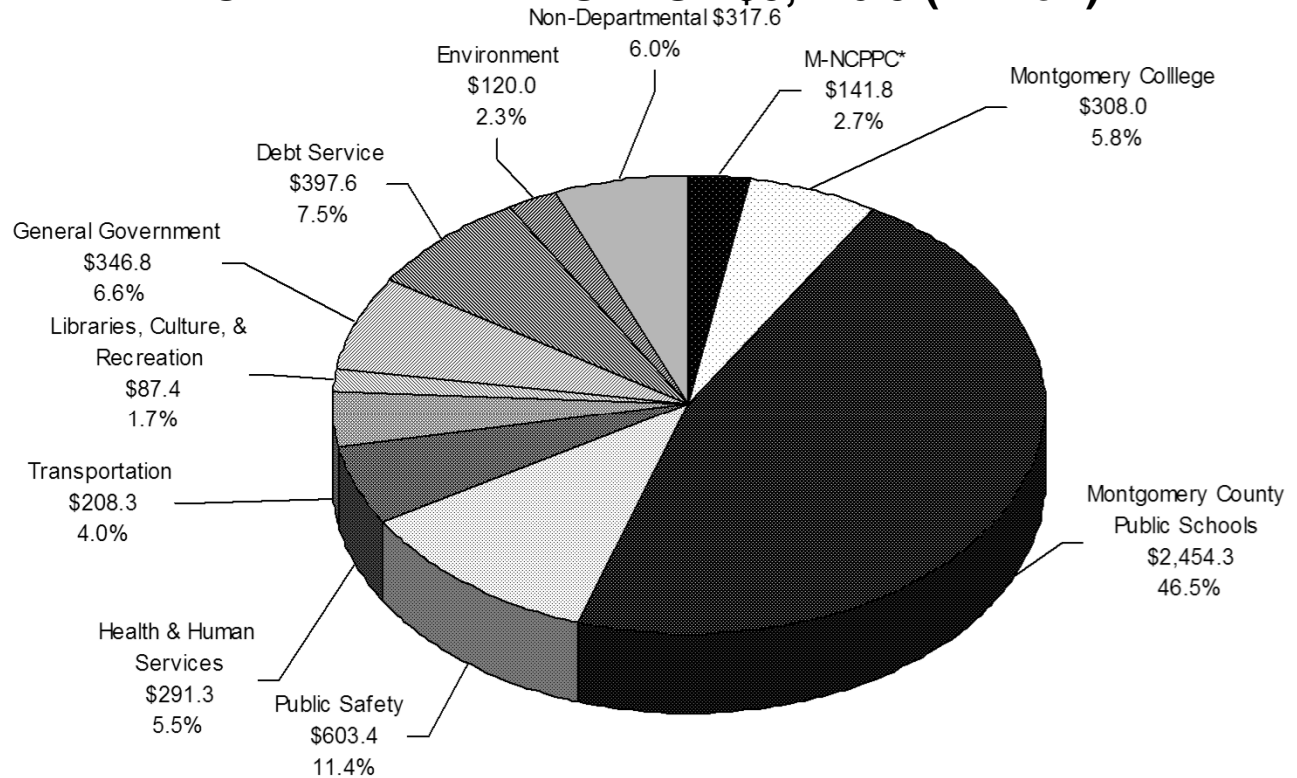
The goal of these clusters – which represented a more collaborative approach to budgeting in the County – was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across the County to strengthen services provided to constituents. 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.

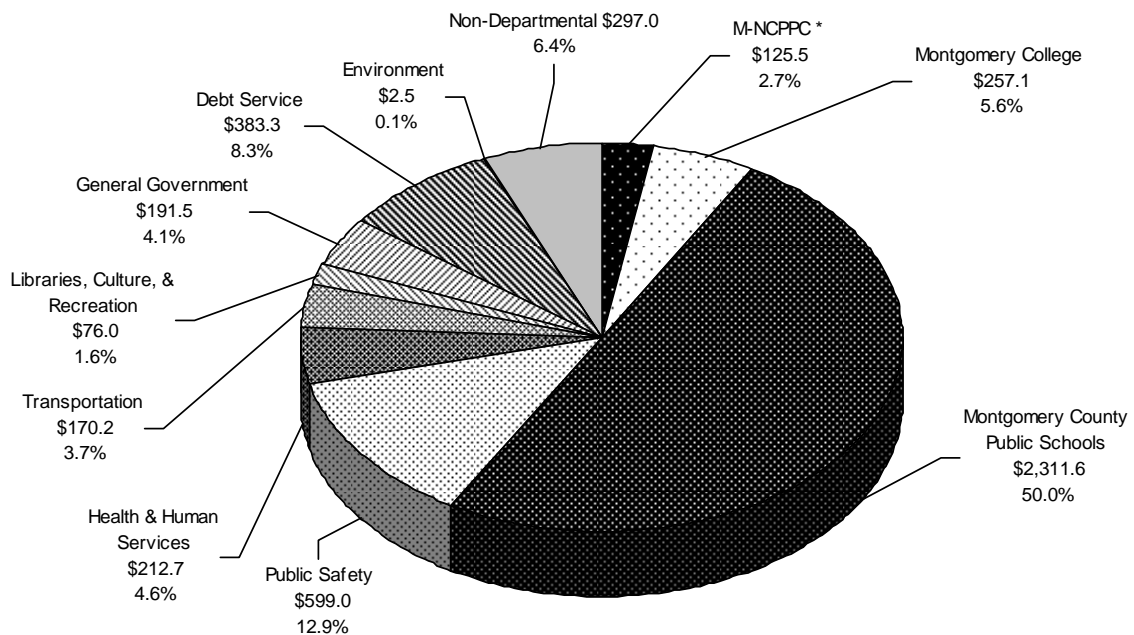
FY17 EXPENDITURES BY FUNCTION

TOTAL EXPENDITURES - \$5,276.5 (million)



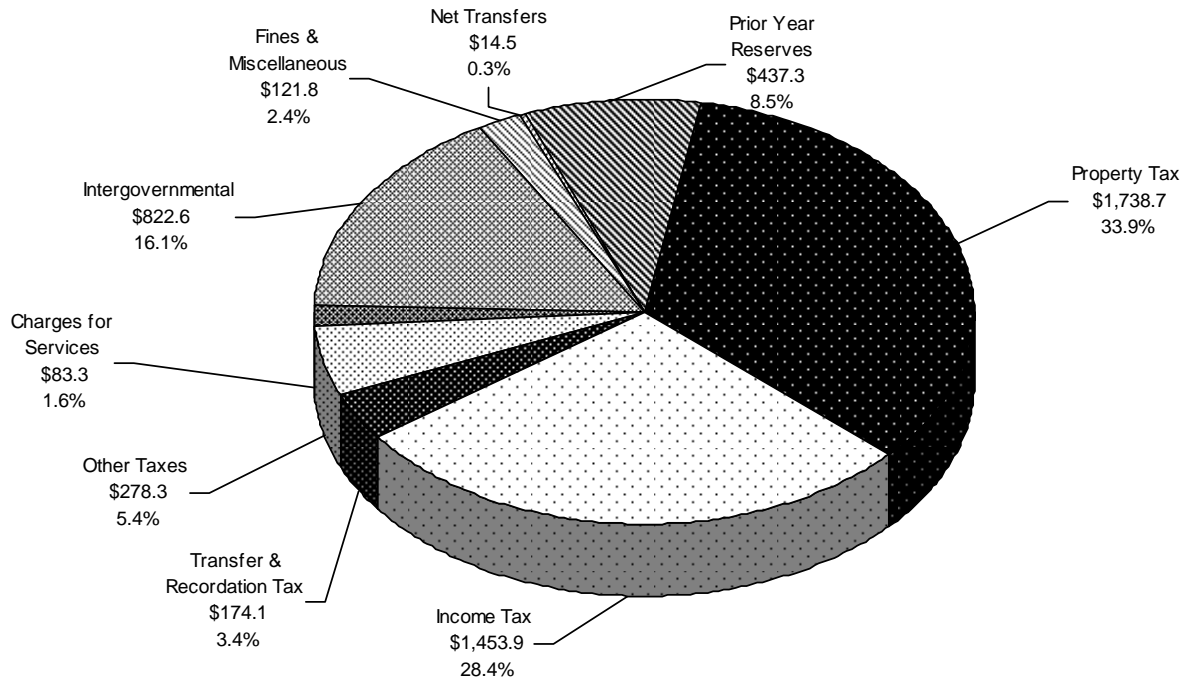
*Total M-NCPPC includes \$5.5 million debt service.

TAX SUPPORTED EXPENDITURES - \$4,626.4 (million)

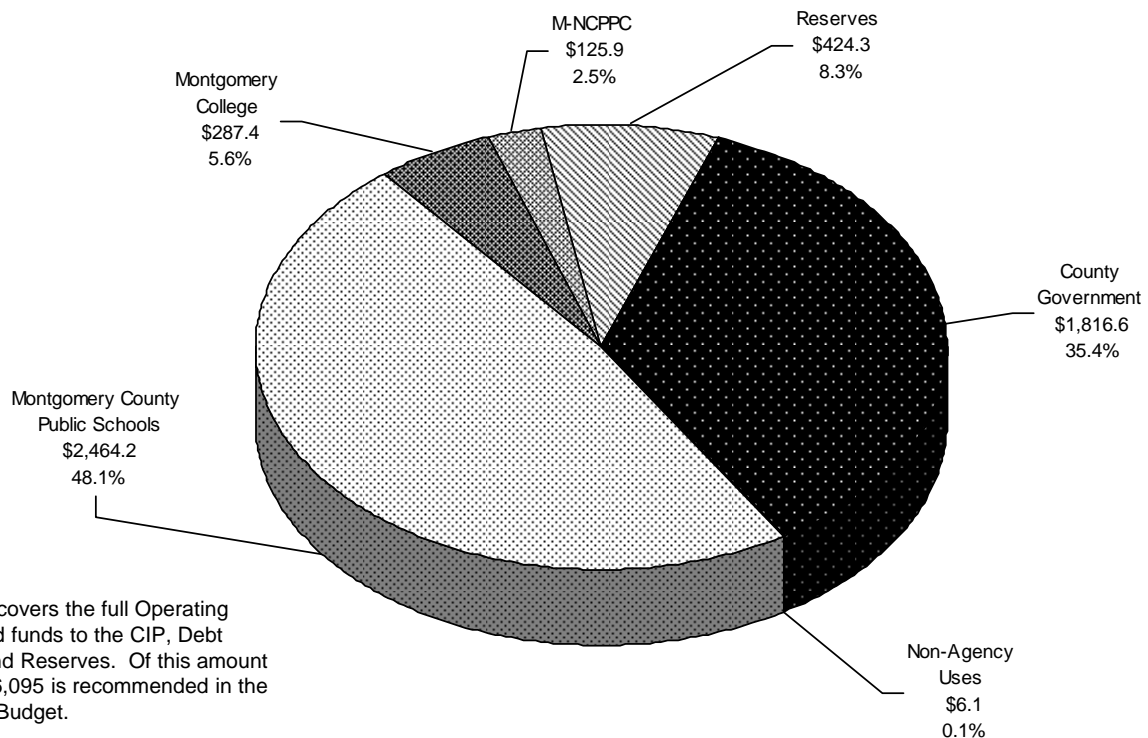


FY17 TAX SUPPORTED AGENCIES AND FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$5,124.5 (million)



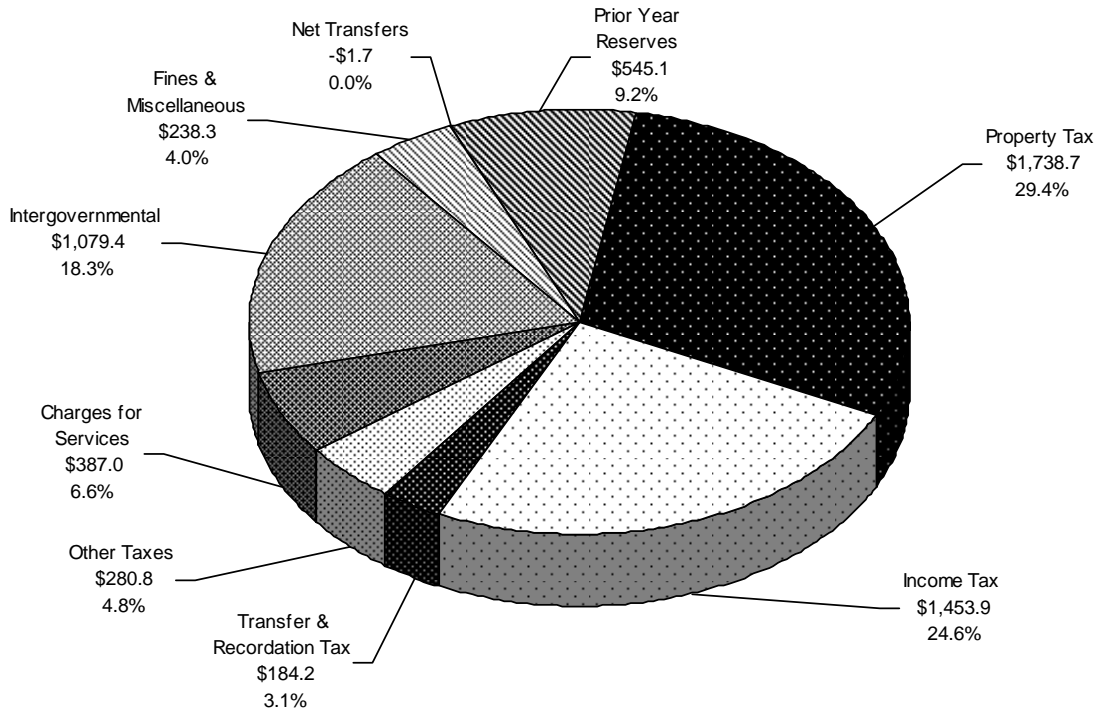
WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$5,124.5 (million)



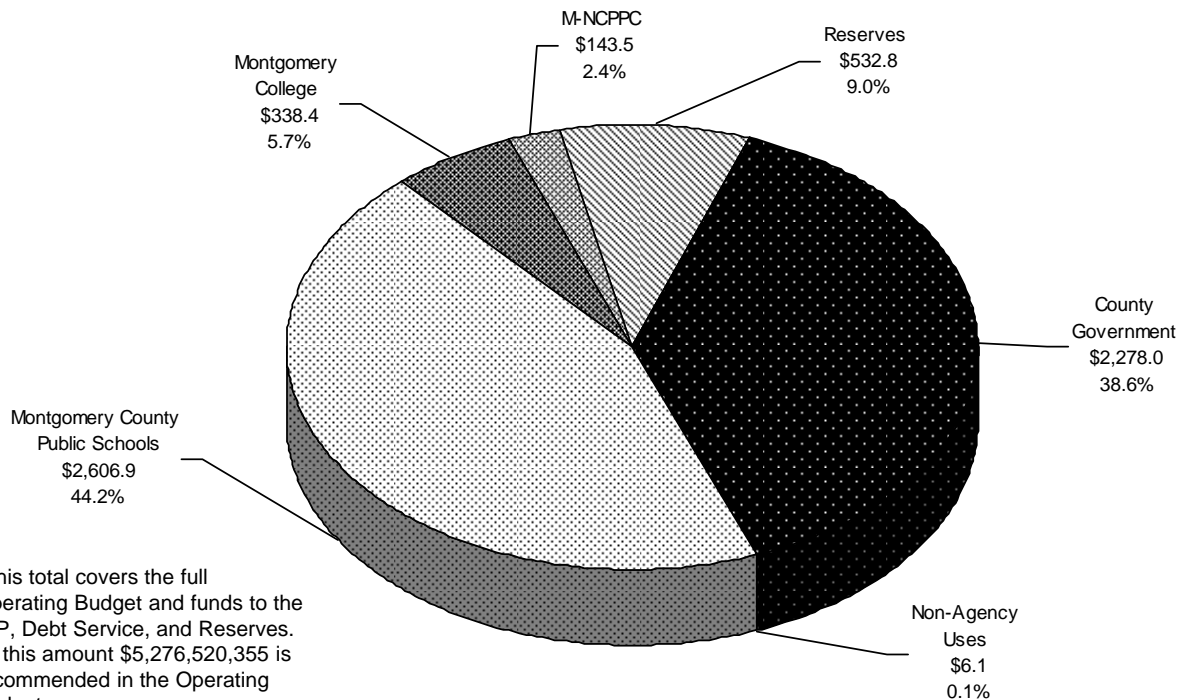
*This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount \$4,626,386,095 is recommended in the Operating Budget.

FY17 ALL AGENCIES / ALL FUNDS

WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$5,905.7(million)



WHERE THE MONEY GOES * TOTAL APPROVED USES OF FUNDS - \$5,905.7(million)



*This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount \$5,276,520,355 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.

OPEN BUDGET

Montgomery County Maryland offers a comprehensive Open Data Budget Publication that takes the very complex and detailed data found in the traditional budget publication and transforms it into an intuitive, accessible and shareable format. Included features:

- Interactive charts, tables, maps and videos
- A Custom Google Search Engine
- Archiving Previous Years' Data / Content
- Unlimited Sharing/Discovery of data, tables and visualizations
- Mobility (works on smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliance
- Instantly translatable into 90+ languages

For more, please visit the following website:

montgomerycountymd.gov/openbudget

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.

If you are interested in information about a specific project, locate the page number for the Project Description Form (PDF) in one of the three indices at the back of the publication. Indices are sorted alphabetically by project name, numerically by project number, and geographically by planning area. In addition, the latest approved project can be found in the Master List of Most Current CIP Projects on the County's website at:

<https://reports.data.montgomerycountymd.gov/cip>

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 FY17 and FY18 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.
Replace – County assumption of responsibilities previously provided by a non-county entity or funded by a restricted grant (e.g. Federal/State/private).

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).
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.

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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, boards or commissions, 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, the County Executive 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.

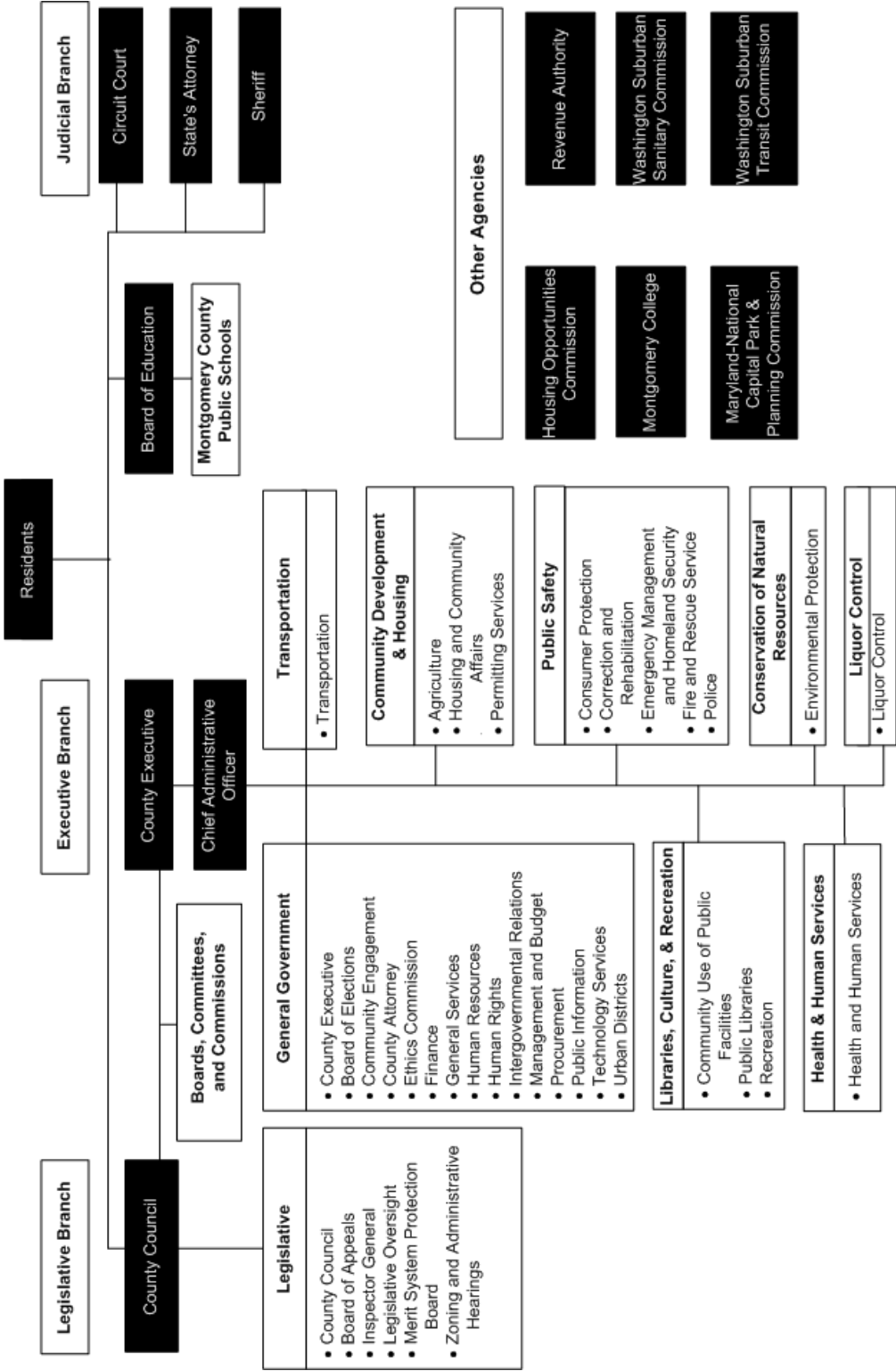
SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

A CATEGORY	B FY16 CC Approved 5-21-15	C FY16 Estimate 3-15-16	D FY17 CC SAG 2-9-16	E FY17 CE Recommended 3-15-16	F FY17 % Chg App / Rec	G FY17 \$ Chg App / Rec
Property Tax	1,582.6	1,580.8		1,738.7	9.9%	156.1
Income Tax	1,433.4	1,438.1		1,453.9	1.4%	20.5
Transfer/Recordation Tax	153.8	174.7		174.1	13.2%	20.3
Other Tax	280.3	276.2		278.3	-0.7%	(2.0)
General State/Fed/Other Aid	786.2	785.4		822.6	4.6%	36.5
All Other Revenue	204.0	200.4		205.1	0.6%	1.2
Revenues	4,440.3	4,455.6		4,672.8	5.2%	232.4
Net Transfers In (Out)	24.9	24.9		14.5	-41.8%	(10.4)
Set Aside: Potential Supplementals	-	-		-	n/a	-
Set Aside: Other Claims	(2.0)	0.4		-	-100.0%	2.0
Beginning Reserve: Total	440.0	468.9		437.3	-0.6%	(2.8)
Revenue Stabilization Fund	230.7	230.6		254.7	10.4%	24.1
Reserve: Undesignated	209.3	238.2		182.5	-12.8%	(26.8)
TOTAL RESOURCES	4,903.2	4,949.7		5,124.5	4.5%	221.3
APPROPRIATIONS						
Capital Budget:						
CIP Current Revenue	(57.7)	(61.9)	(69.9)	(39.8)	-31.1%	17.9
CIP PAYGO	(34.0)	(34.0)	(34.0)	(34.0)	0.0%	-
Operating Budget:						
MCPS	(2,176.5)	(2,145.8)	(2,225.0)	(2,311.6)	6.2%	(135.1)
College, Total	(252.2)	(247.8)		(257.1)	1.9%	(4.8)
Less College Tuition	79.8	79.0		82.6	3.5%	2.8
College, Net	(172.4)	(168.8)	(171.9)	(174.5)	1.2%	(2.1)
County Government	(1,413.4)	(1,452.2)	(1,456.1)	(1,440.9)	1.9%	(27.4)
M-NCPPC	(115.6)	(115.3)	(119.1)	(118.1)	2.2%	(2.6)
Retiree Health Insurance Prefunding	(108.5)	(108.5)	(109.9)	(109.9)	1.3%	(1.4)
Other: (Unallocated) / GAP	0.0	-		0.0	n/a	0.0
Total Operating Budget:	(4,066.2)	(4,069.6)		(4,237.6)	4.2%	(171.3)
Debt Service:						
All County Debt Service	(316.8)	(315.0)	(399.4)	(352.4)	11.2%	(35.6)
M-NCPPC Debt Service	(5.2)	(4.4)	-	(5.5)	5.9%	(0.3)
MCG Long Term Leases (b)	(32.0)	(27.5)	-	(30.9)	-3.3%	1.1
TOTAL APPROPRIATIONS (incl. Capital, Operating & Debt Service)	(4,511.9)	(4,512.4)	(4,585.3)	(4,700.1)	4.2%	(188.2)
Aggregate Operating Budget (excludes College tuition)	(4,432.1)	(4,433.4)	(4,585.3)	(4,617.6)	4.2%	(185.5)
Revenue Stabilization Fund (new \$s)	(24.2)	(24.1)		(25.5)	5.2%	(1.3)
Ending Reserve: Total	391.3	437.3		424.4	8.4%	33.1
Revenue Stabilization Fund	254.9	254.7		280.2	9.9%	25.3
Ending Reserve: Designated	-	-		-	n/a	-
Ending Reserve: Undesignated	136.5	182.5		144.2	5.7%	7.7
Maximum AOB without 6 votes (Prior Year AOB + inflation as shown)	(4,425.4)			(4,446.3)		
	1.65%			0.32%		

- 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



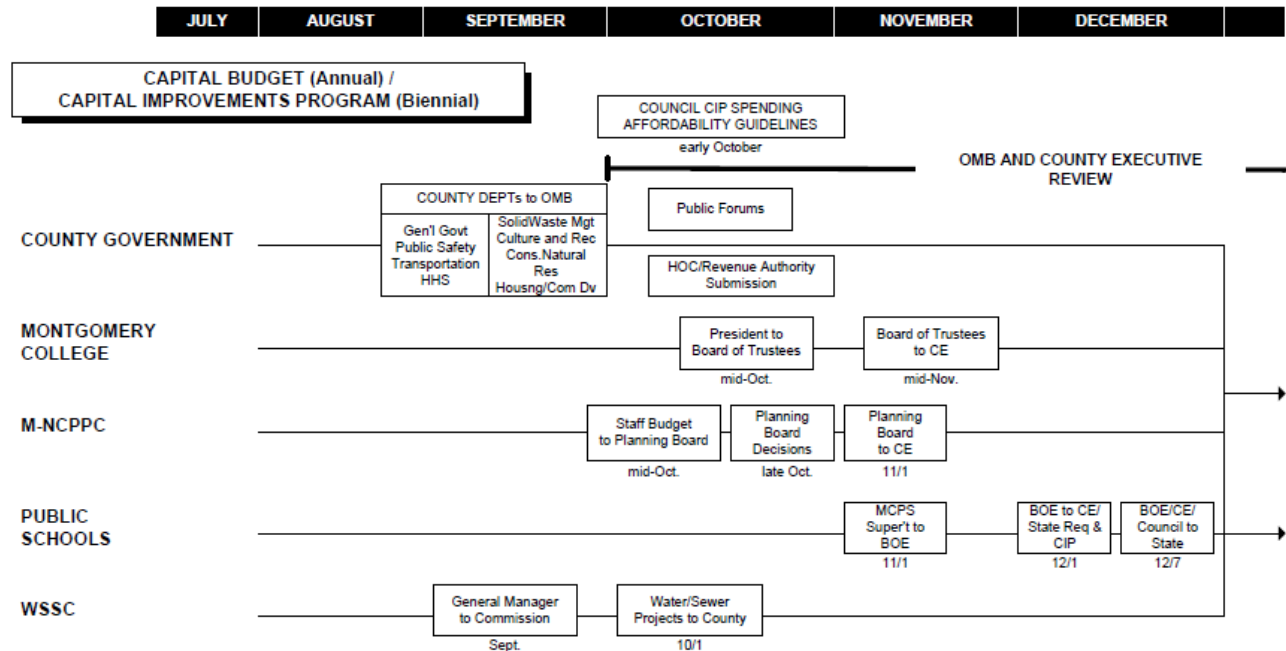
MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

<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)

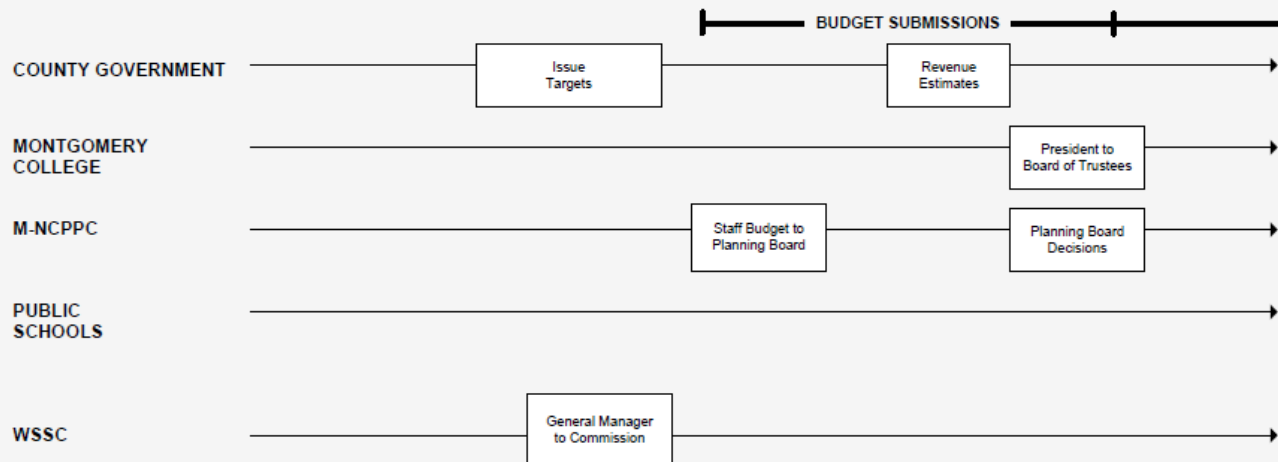
MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

<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

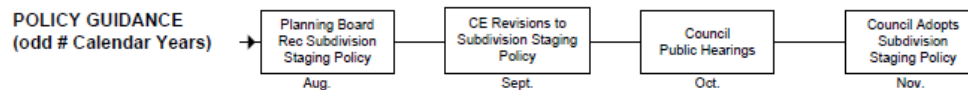
BUDGET PROCESS FLOW CHART



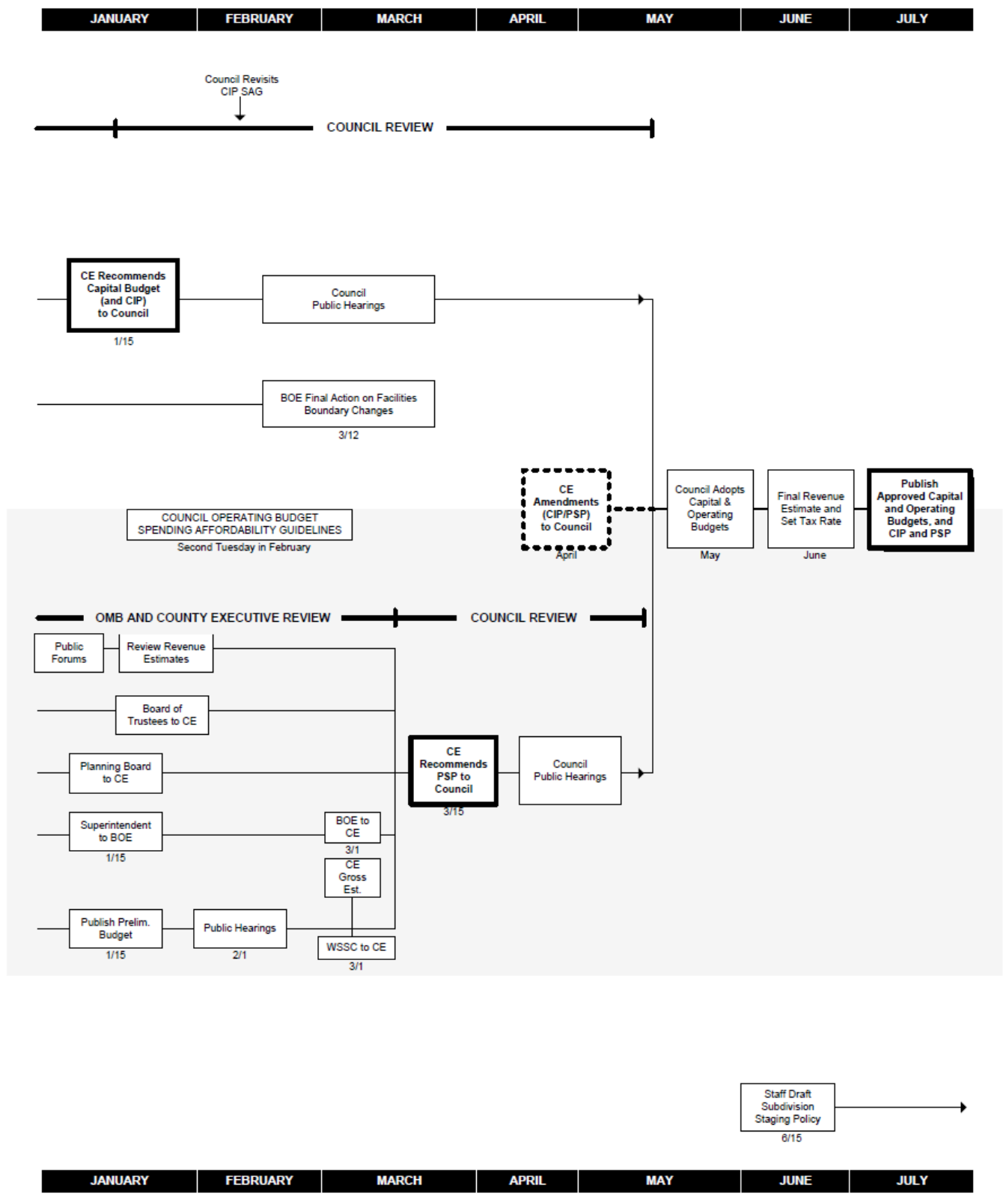
OPERATING BUDGET/PUBLIC SERVICES PROGRAM



SUBDIVISION STAGING POLICY (M-NCPPC)



JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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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.
- 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 interagency 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.

The outlook going into the FY17 budget cycle was one of significant uncertainty. In May 2015, the Supreme Court upheld the decision of the Maryland Court of Appeals in the Wynne income tax case, which held that the State of Maryland's failure to allow a credit with respect to the County income tax for out-of-state income taxes paid to other states for certain income earned in those states violates the Commerce Clause of the United States Constitution. As a result of the decision, the County's revenue baseline has been reduced to reflect the retroactive liability from past income tax filings as well as the on-going annual impact related to the change in the taxability of this source of income. The total impact through FY19 is estimated to be \$182.6 million and \$16.7 million annually thereafter.

Anticipating the negative impact the Supreme Court's decision would have on the County's budget and the condition of the County's economy, the County Executive immediately proposed an FY16 expenditure reduction plan of more than \$50 million, which the County Council adopted before the end of July 2015. The following additional factors and events shaped the budget environment and helped to drive budget planning for FY17:

- The high volatility of tax supported local revenues, coupled with an elevated level of unemployment (the unemployment rate has declined from its high of 5.8 percent, but it is still above the County's historical level).
- 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.
- The need to absorb significant emergency response and storm cleanup costs associated with multiple winter weather mobilizations, including a blizzard that dumped more than two feet of snow in the County in January 2016.
- Increased costs associated with labor agreements, employee benefits, 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 over the last several years to cope with shrinking revenues and tight budgets. These actions have limited the County's flexibility in responding to more fiscal pressures.
- Uncertainty and potential reductions in State revenues.

The FY16 Six-Year Fiscal Plan, approved by the County Council in June 2015, projected a 2.1 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 FY17 budget gap of \$178 million in the December 2015 Fiscal Plan Update and cautioned departments to develop contingency plans for reductions of up to five percent in their budget requests for FY17. 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 FY16 spending and reduce the FY17 budget gap:

- Implemented a \$54 million expenditure reduction plan in FY16;
- Expanded the hiring freeze, which was put in place in January 2008, to cover all County positions except for a limited number of critical public safety, health, and non-tax supported positions;
- Continued restrictions on new procurements over \$50,000 (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.
- Required that departments with projected overspending in their mid-year expenditure analysis implement corrective actions.

To help ensure compliance with these policies and address the projected budget gap, the instructions for preparing the FY17 operating budget included the following requirements:

- No requests for new or enhanced programs and services would be considered for FY17 unless needed to support stated County Executive priorities or to respond to legal mandates. The County Executive stated that he would consider only limited increases in resources for his highest priorities.
- Based on the fiscal forecast, departments were required to submit reduction plans of two percent in their FY17 budget requests.
- New position requests were specifically discouraged as they add to ongoing future costs.

Similarly, there were serious challenges in developing the FY17-22 Capital Improvements Program (CIP). For instance, operating budget constraints also had repercussions for the capital budget. As part of the approved expenditure reduction plan in July 2015, the Council approved adjustments in the CIP resulting in \$26.02 million in FY16 cash savings – primarily by deferring \$18.2 million in costs into the early years of the FY17-22 CIP. Additional pressures on the CIP included MCPS’ substantial facility capacity and modernization needs, critical economic development initiatives, cost increases in high priority projects, large expenditures for previously approved projects moving into the six-year period, the need to reduce County reliance on long-term leased space, and the need to adjust programmed expenditures to reflect improved implementation rates. The County Executive’s recommended FY17-22 CIP continued to prioritize investments in Montgomery County Public Schools facilities, economic development, and key transportation projects such as the Purple Line. As a result, very few new projects were included in the FY17-22 CIP.

After the departments submitted their budgets, the Office of Management and Budget coordinated several high-level working groups or “clusters.” The clusters focused on the following cross-cutting issues affecting multiple departments:

- Positive Youth Development
- Seniors
- Public Safety

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 FY17 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 phased-in full pre-funding of its Annual Required Contribution (ARC), from the previous 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 Councilmembers, 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				
	FY16 Approved Ending Fund Balance	FY17 Recommended Ending Fund Balance	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	127,803,935	133,018,295	5,214,360	4.1 %
Bethesda Urban District	75,485	79,121	3,636	4.8 %
Silver Spring Urban District	84,945	87,060	2,115	2.5 %
Wheaton Urban District	50,069	53,569	3,500	7.0 %
Mass Transit	190,434	196,145	5,711	3.0 %
Fire	198,741	371,031	172,290	86.7 %
Recreation	274,067	678,028	403,961	147.4 %
Revenue Stabilization Fund	254,865,688	280,210,915	25,345,227	9.9 %
Montgomery College				
Emergency Repair Fund	541,911	564,154	22,243	4.1 %
Current Fund MC	2,984,342	3,918,063	933,721	31.3 %
Maryland-National Capital Park and Planning Commission				
Administration Fund	936,404	1,145,914	209,510	22.4 %
Park Fund	3,312,406	4,057,485	745,079	22.5 %
NON-TAX SUPPORTED				
Montgomery County Government				
Water Quality Protection Fund	4,462,996	1,738,360	-2,724,636	-61.0 %
Cable Television	298,964	401,720	102,756	34.4 %
Community Use of Public Facilities	5,269,695	4,946,538	-323,157	-6.1 %
Bethesda Parking District	12,747,018	11,687,619	-1,059,399	-8.3 %
Montgomery Hills Parking District	78,035	26,680	-51,355	-65.8 %
Silver Spring Parking District	13,955,379	11,772,319	-2,183,060	-15.6 %
Wheaton Parking District	835,816	490,452	-345,364	-41.3 %
Permitting Services	9,363,056	11,947,421	2,584,365	27.6 %
Solid Waste Collection	1,211,535	837,443	-374,092	-30.9 %
Vacuum Leaf Collection	848,481	292,467	-556,014	-65.5 %
Liquor Control	2,116,008	2,327,771	211,763	10.0 %

Explanation of Changes in Fund Balance Greater Than 10%:

- 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.
- Current Fund MC The projected ending fund balance is increased to be consistent with policy.
- Administration Fund, Park Fund The projected ending fund balance is within the policy level of approximately 3 percent of resources for the Administration Fund and 4 percent of resources for the Park Fund.
- Water Quality Protection Fund The change in fund balance reflects anticipated capital program expenditures, and adjustments necessary to maintain rate stability. The fund balance is consistent with policy and debt service coverage requirements.
- Cable Television The ending fund balance was below the adopted policy level for this fund. The multi-year fiscal plan assumes gradual buildup of fund balance to the policy level.
- Parking Districts Prior year ending fund balance was high due to unexpected prior year carryover. The projected ending fund balance is consistent with policy.
- Permitting Services The change in fund balance reflects continued strength in revenue growth. The ending fund balance is consistent with policy and excess reserves have been set aside for the fund's contribution to Wheaton redevelopment.

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

. <u>Solid Waste Collection</u>	The change in fund balance is primarily due to a restatement of prior year fund balance to reflect new accounting requirements for reporting pension liabilities. The projected ending fund balance is consistent with policy.
. <u>Vacuum Leaf Collection</u>	The change in fund balance is primarily due to a restatement of prior year fund balance to reflect new accounting requirements for reporting pension liabilities. The fiscal plan assumes an increase to the policy level over several years.
. <u>Liquor Control</u>	Higher fund balance is required due to increased operating expenditures. The fiscal plan assumes an increase to the policy level over several years.

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 FY17 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 Metropolitan Washington Council of Governments (COG) Round 8.4 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 9,140 persons each year throughout the next six years (from CY2016 to CY2022) from 1,029,200 in CY2016 to 1,084,000 by CY2022. This reflects an average annual growth rate of 0.9 percent.
- Current projections estimate the number of households to increase from 381,100 in CY2016 to 404,100 in CY2022. Household growth over that period is projected to grow at an average annual rate of 1.0 percent.
- The County's senior population (persons 65 and older) continues to grow from an estimated 120,000 persons living here in 2010 to a projected 244,000 by 2040, increasing the share of the County's population that are seniors from 9 percent to 20 percent.
- County births, which are one indicator of future elementary school populations and child day care demand, are projected to start gradually increasing after six years of declining numbers, from an estimated 13,150 in 2015 to 13,550 by 2020.
- The County expects Montgomery County Public School student enrollment to increase by 10,143 between FY16 and FY22.
- Montgomery College full-time equivalent student enrollments are projected to increase from 20,702 in FY16 to 21,011 in FY21.

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 FY17 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.

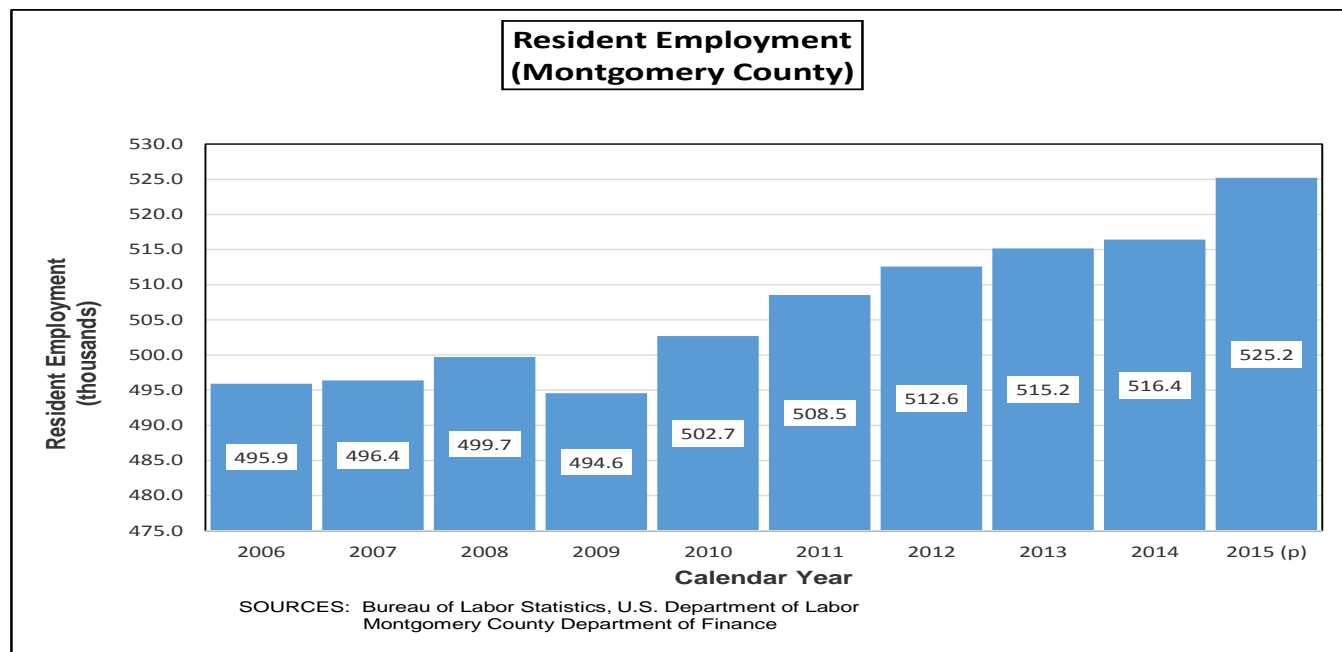
Economic Assumptions

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. 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.

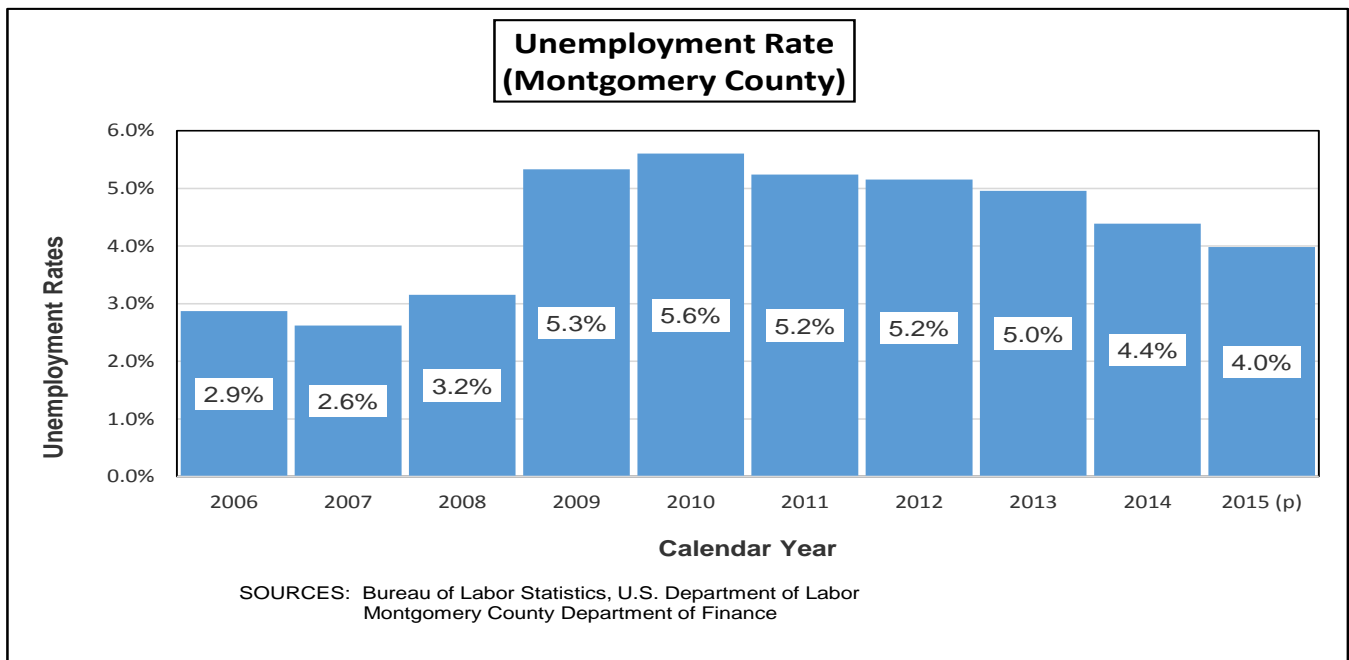
Montgomery County's economy experienced mixed economic performance during 2015. Some of the areas of growth include an increase in resident employment, a decline in the unemployment rate, an increase in the sales of existing homes, and an increase in the value of non-residential construction. However, offsetting those increases, the County experienced a modest decline in the average sales price for an existing home, no change in the median sales price for an existing home, and a decline in the construction of residential properties.

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, resident employment (labor force series and not seasonally adjusted) in 2015 increased by 8,800 from 2014 (↑1.7%).

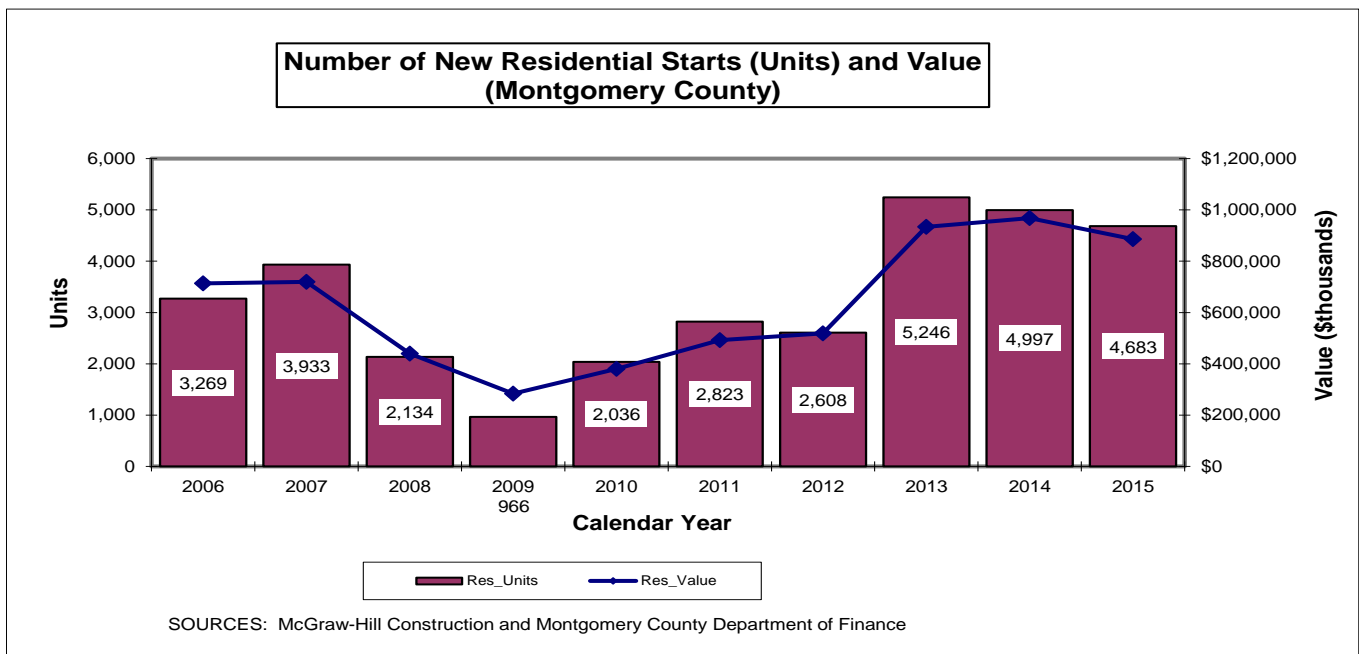


The County's unemployment rate declined to 4.0 percent compared to 4.4 percent in 2014 and is the lowest in seven years. The decline in the unemployment rate is attributed to a larger percentage increase in resident employment (↑1.7%) than in the labor force (↑1.3%).



Construction Activity

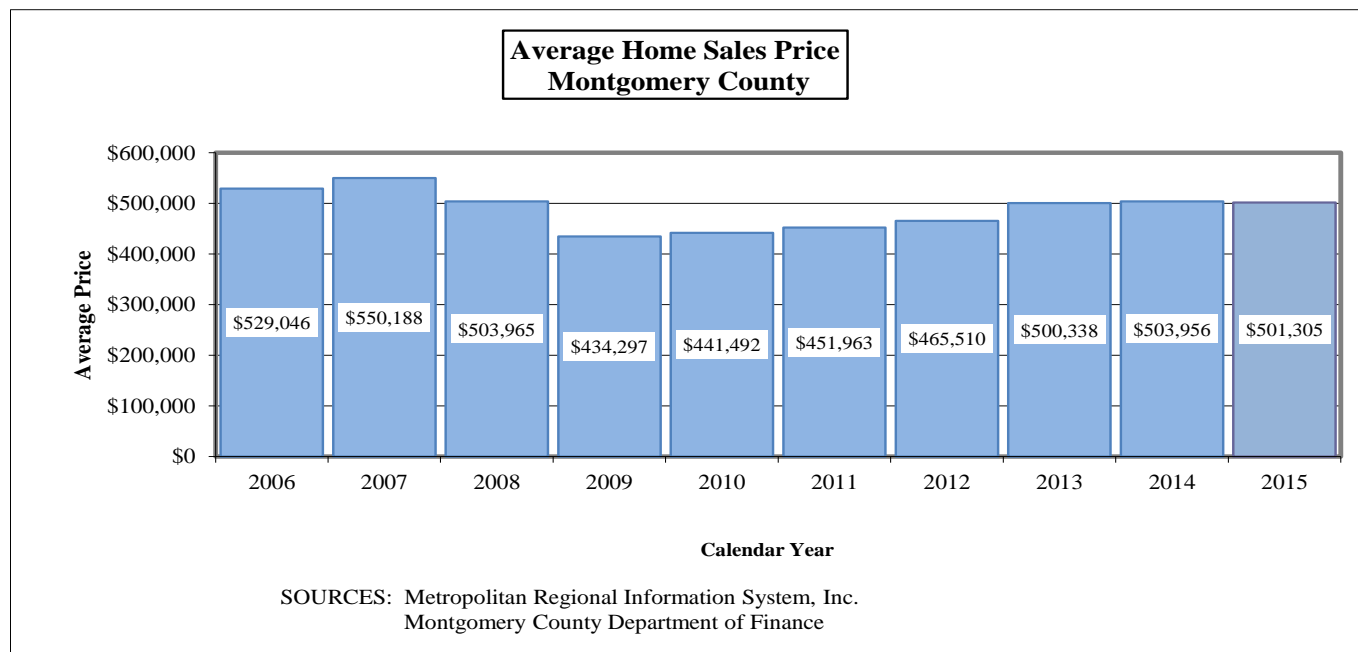
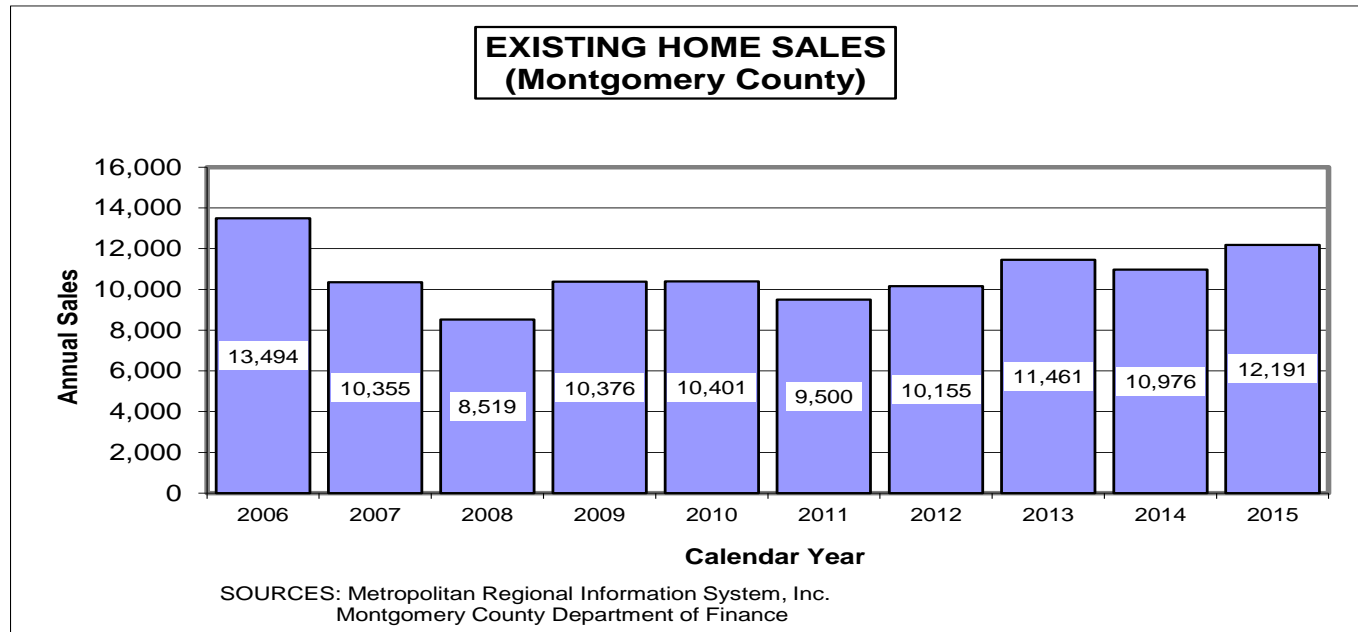
After experiencing an increase of over 100 percent in 2013, the construction of new residential units declined 4.8 percent in 2014 and another 6.3 percent in 2015. Even with that decline in 2015, the number of new residential units constructed in 2015 was the third highest number in ten years. The decrease was attributed to the decline in the construction of single-family homes (↓20.8%). Construction of multi-family units was up 1.1 percent in 2015. Total value added decreased from a total of \$968.6 million in 2014 to \$855.9 million in 2015 (↓8.5%). While the number of non-residential construction projects decreased from 159 projects in 2014 to 138 in 2015 (↓13.2%), the total value added increased from \$473.1 million to \$718.4 million (↑51.9%) for that same period.



Residential Real Estate

During calendar year 2015, existing home sales increased 11.1 percent from 2014 which followed a 4.2 percent decline from 2013. The average sales price for existing homes decreased a modest 0.5 percent in 2015 while the median sales price did not change and remained at \$400,000 in 2015. Due to low mortgage rates combined with employment growth and little or no

growth in prices, home sales in 2015 experienced its second strongest performance since 2009 when sales increased 21.8 percent.



Retail Sales

Using sales tax receipts as a measure of retail sales activity in the County, retail sales, including assessment collections, increased 3.4 percent in 2015. Purchases of nondurable goods, which include food and beverage, apparel, general merchandise, and utilities and transportation, increased 2.8 percent during this period while sales of durable goods were up 5.2 percent. The increase in nondurable goods purchases was largely attributed to the increase in food and beverage items (↑6.3%) and general merchandise (↑2.9%), while the increase in purchases of durable goods was largely attributed to an increase in automobile sales and products (↑4.1%) and building and industrial supplies (↑9.5%). With the increase in home sales during 2015, the increase in sales of furniture and appliances of 1.2 percent and an increase in sales of building and industrial supplies support the historical relationship between home sales and sales of specific durable goods.

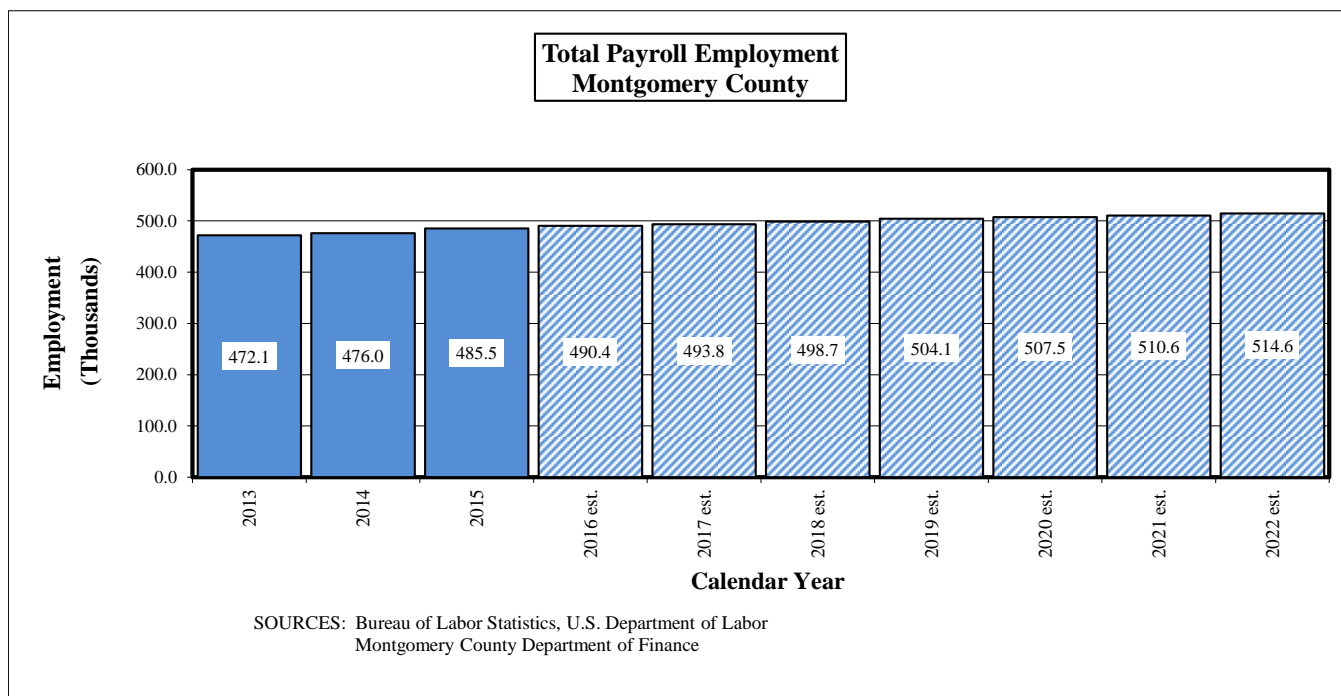
Conclusion

The major economic indicators confirm that the County's economy experienced mixed performance during 2015. That mixed performance included an increase in residential employment, a decline in the unemployment rate, an increase in existing home sales, and an increase in the value added for non-residential construction, but partially offset by a decline in the construction and value added of new residential construction and no changes in residential real estate prices.

Economic Outlook

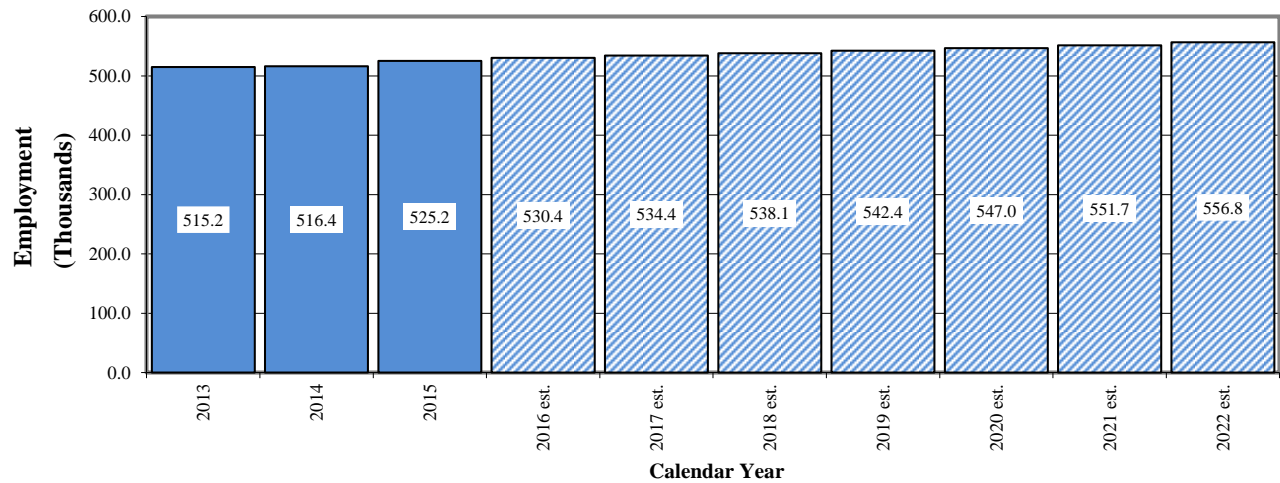
The Department of Finance (Finance) forecasts that the Montgomery County's economy will continue to improve through the next six years.

Employment. Finance assumes payroll employment will continue to increase from 2015 to 2022 and grow at an average annual rate of 0.8 percent over that period. This is the same average annual rate of growth experienced between 2009 and 2015.



Finance assumes that resident employment will increase at an average annual rate of 0.8 percent from 2015 to 2022. However, that rate is slightly below the average annual rate of 1.0 percent between 2009 and 2015.

Resident Employment Montgomery County



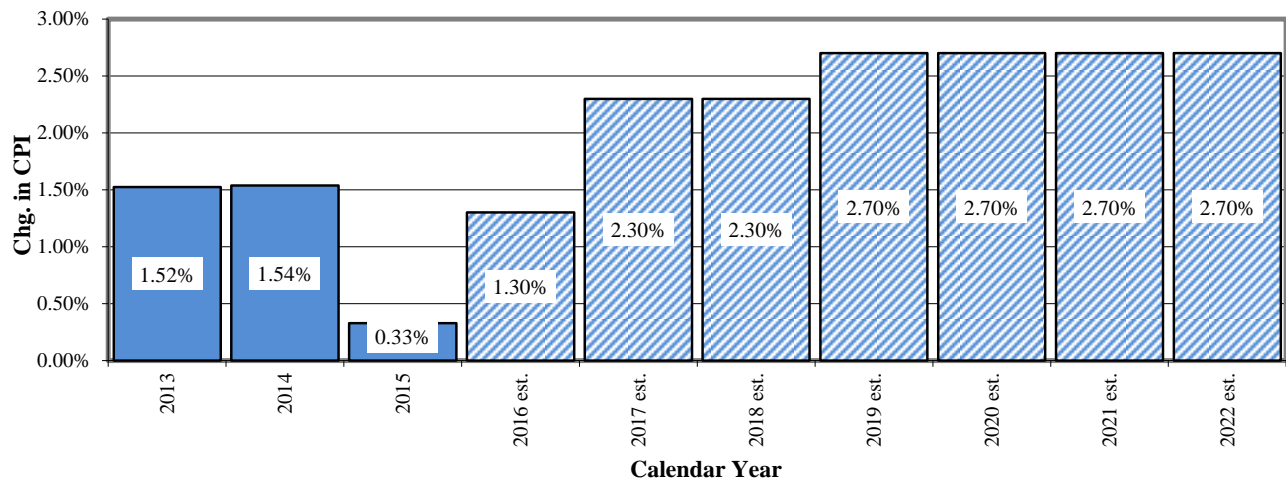
SOURCES: Maryland Department of Labor, Licensing and Regulation
Montgomery County Department of Finance

Finance assumes wage and salary income to grow at an average annual rate of 4.0 percent between 2014, the latest year for which actual data are available from the Bureau of Economic Analysis, U.S. Department of Commerce, and 2022. Total wage and salary income is estimated to reach \$47.0 billion by 2022.

Personal Income. Finance assumes that total personal income in Montgomery County will grow at an average annual rate of 4.4 percent from 2014 to 2022. By 2022, total personal income will reach \$107.2 billion.

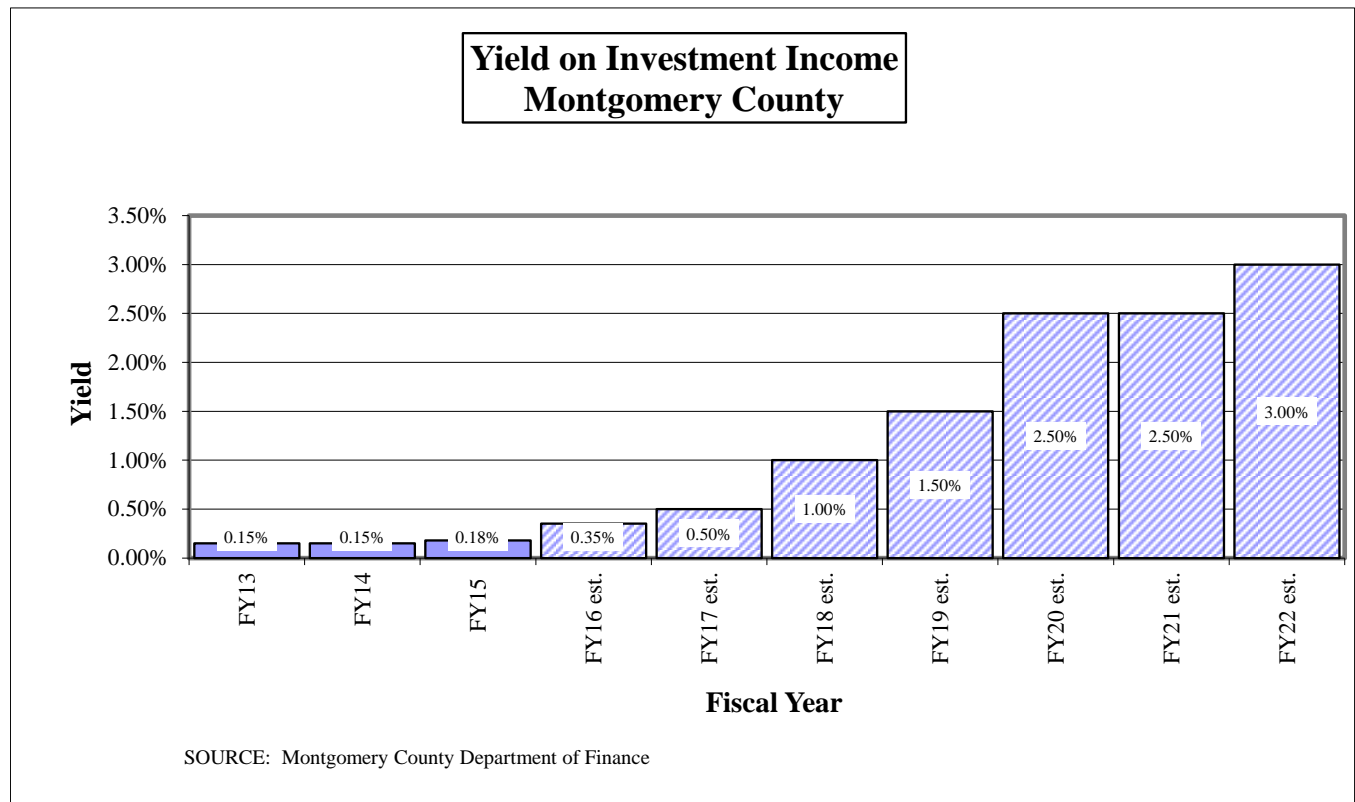
Inflation (annual average). Finance assumes that the overall regional inflation index will gradually increase from 0.33 percent in 2015 to 1.30 percent in 2016, 2.30 percent in 2017 and 2018, and peak at 2.70 percent from 2019 to 2022.

Change in Consumer Price Index Baltimore-Washington Consolidated Metropolitan Statistical Area



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

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. Since that time, the targeted federal funds rate remained at the 0.00-0.25 range until December 2015. At its December 2015 meeting, the FOMC increased the range to between 0.25 and 0.50 percent. The target rate was unchanged at its meeting in January of this year. 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 0.35 percent in investment income on its short-term portfolio for fiscal year (FY) 2016 increasing to 0.50 percent in FY2017, 1.00 percent in FY2018, 1.50 percent in FY2019, and 3.0 percent by FY2022. This assumption is based on no rate increases in the targeted federal funds rate by the FOMC for the remainder of this calendar year and two rate increases in CY2017 (FY2018) and in CY2018 (FY2019). The assumption of future rate increases is based on the 30-day federal funds futures market from the Chicago Mercantile Exchange.



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 FY17-22 Capital Improvements Program (as of January 15, 2016). Anticipated current revenue adjustments to the January 15, 2016 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 FY15 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 FY17-22 Capital Improvements Program (as of January 15, 2016). 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 45.3 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, 2015, is 1.88 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 FY17 Recommended Budget estimates that the Revenue Stabilization fund balance will be \$254.7 million in FY16 and the balance is estimated to increase to \$280.2 million in FY17 (↑10%).

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

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 47.7 percent and 39.9 percent, respectively, of the estimated total tax revenues in FY17. The third category is the energy tax estimated for the General Fund with a 5.6 percent share. In fact, these three revenue sources represent 93.2 percent of total tax revenues. Of the total tax supported revenues, property tax and income tax are also the most important with 37.2 percent and 31.1 percent, respectively. The third category is intergovernmental revenues with a 17.6 percent share of the estimated total tax supported revenues in FY17. 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 2016) and a recommended \$692 credit, total estimated FY17 tax supported property tax revenues of \$1,738.7 million are 10.0 percent above the revised FY16 estimate. The general countywide rate for FY17 is \$0.7754 per \$100 of assessed real property, while a rate of \$1.9385 is levied on personal property. In addition to the general countywide tax rate, there are special district area tax rates, and the weighted average real property tax rate for FY17 is \$1.0264 per \$100 of assessed real property which is 3.940 cents above the levy year 2015 weighted rate. 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. FY17 estimated property taxes are \$140.1 million above the Charter Limit, or 8.8 percent.

The FY16 budget reflected a funding structural change for the Parking Lot District (PLDs) for FY16 and future fiscal years. This funding change better aligned funding sources with the intended purpose and more clearly delineated funding requirement and resources. This proposal eliminated future transfers from the PLDs to the Mass Transit to maintain Ride On operations or Transportation Management District activities. In addition, the transfers to the Bethesda and Silver Spring Urban District were reduced and were offset by the General Fund Baseline transfer to those Urban Districts. These actions better aligned the taxing authority with the services provided and put the PLD funds on a more sustainable fiscal path in the future.

The countywide total property taxable assessment is estimated to increase approximately 5.0 percent from a revised \$174.4 billion in FY16 to 183.1 billion in FY17. The base is comprised of real property and personal property. For FY17, the Department of Finance estimates real property taxable assessment of approximately \$179.3 billion – an increase of 5.1 percent

from FY16 – with the remaining \$3.8 billion in personal property. This is the fourth consecutive increase in the total property taxable assessment after two consecutive decreases. The actual change in the total property tax base has fluctuated significantly over the previous ten fiscal years (FY06-FY15), with an annual average increase of 12.2 percent between FY06 and FY09, followed by considerable deceleration in the growth of taxable assessments in FY10 (↑5.7%) and FY11 (↑0.2%), declines in FY12 (↓3.3%) and FY13 (↓2.4%), and a modest increases of 1.1 percent and 2.3 percent in FY14 and FY15, respectively.

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 followed declines 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), increased 11.0 percent for Group 2 for FY15 (↑5.8% for residential), increased 18.7 percent for FY16 (↑11.5% for residential), and increased 11.1 percent (↑9.6% for residential) for FY17. Because of that increase, real property taxable assessment is estimated to increase 5.1 percent in FY17.

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 during 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 \$89.7 *million* in FY17.

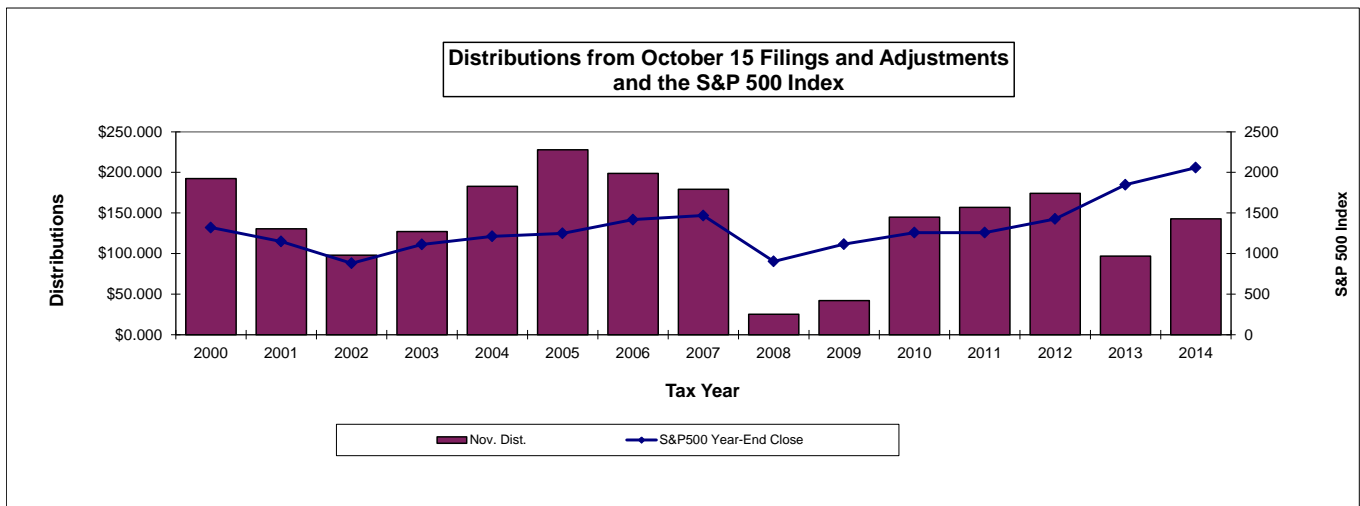
The decrease in the personal property base in FY06 reflected the residual effects of weak labor market conditions that resulted in a lower number of new businesses and associated investments. This was exacerbated by tax law changes, including partial exemption of electricity generating equipment (energy 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 decreasing over the next three fiscal years (FY11-FY13) at an average annual rate of 4.4 percent before increasing 2.9 percent to \$3.7 *million* in FY14 then decreasing 1.5 percent in FY15. Finance estimates that the total personal property base is projected to decline an estimated 0.9 percent in FY17, which follows an estimated increase of 5.0 percent in FY16.

Income Tax

Estimated FY17 income tax revenues of \$1,453.9 million are 1.1 percent above the revised FY16 estimate. The estimate for FY17 incorporates the impact of the *Wynne vs. Comptroller* decision by the U.S. Supreme Court on May 18, 2015. Previous to that decision, the 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 filed a motion to reconsider the decision from the Court of Appeals with the U.S. Supreme Court. In November 2014, the Supreme Court heard oral arguments, and on May 18, 2015, the U.S. Supreme Court upheld the ruling of the Maryland Court of Appeals. As such, the ruling will have a significant negative impact on the County’s income tax revenues starting in FY17. According to State Law adopted in 2014, the refunds for tax years 2006 through 2014 pertaining to Wynne will be issued by the State Comptroller to eligible taxpayers and paid from the Local Reserve Account (Account). Starting in FY17, counties and municipalities must repay the Account in nine (9) equal quarterly payments. Based on data provided by the Comptroller of Maryland, according to Finance, the estimated amount of refunds that will be paid by the Comptroller and repaid from the County’s FY17 quarterly income tax distributions starting in November 2016 is an estimated \$50.4 *million*.

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 2003. 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, 10.0 percent in 2012, declined 3.8 percent in 2013, and increased 6.6 percent in 2014 – the latest year for which final 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, revenues increased sharply to \$144.7 million in 2010 and to \$174.2 million in 2012, but below the pre-recession level, decreased to \$96.8 million in 2013 (↓44.4%) attributed to the “fiscal cliff” tax policy enacted by the U.S. Congress, but increased \$142.8 million in 2014 (↑47.5%) – the latest date for which data are available. 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.

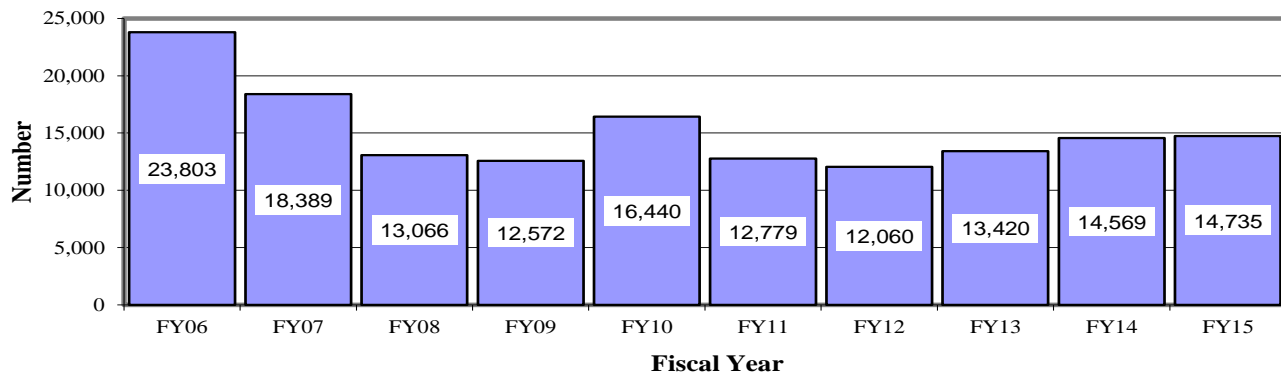


Transfer and Recordation Taxes

Estimated FY17 revenues for the General Fund of \$174.1 million, which exclude the school CIP portion, condominium conversions, and the tax premium, are 0.4 percent below the revised FY16 estimate. This reflects an FY17 estimate of \$108.4 million in the transfer tax and \$65.7 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 FY15, 80.6 percent of the transfer tax came from the residential sector compared to 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, 77.6 percent in FY13, 81.4 percent in FY14, and 80.6 percent in FY15. 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 County 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, however, 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 wage and salary income, 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 FY06.

Number of Residential Transfers Montgomery County



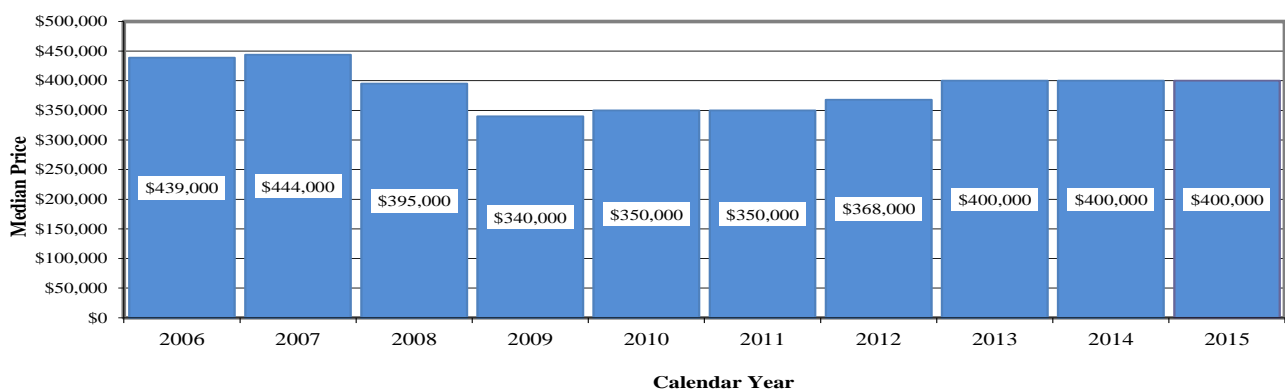
SOURCE: Selected Operations Summary Reports, Montgomery County Department of Finance

The growth rate in the number of residential transfers declined over four consecutive years from FY07 to FY09 – ↓22.7 percent in FY07 (18,389), ↓28.9 percent in FY08 (13,066), and ↓3.8 percent in FY09 (12,572). After three consecutive years of decline from FY07 to FY09, the number of residential transfers increased 30.8 percent in FY10 attributed to the federal government first-time homebuyers credit, then decreased for two consecutive years – ↓22.8 percent in FY11 (12,779) and ↓5.6 percent in FY12 (12,060). Since FY12, residential transfers increased 11.3 percent in FY13, 8.6 percent in FY14, and a 1.1 percent in FY15. 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, and 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, increased 21.2 percent in FY13, 9.8 percent in FY14, and 2.4 percent in FY15.

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 CY2007, declined 17.7 percent in CY2008, increased 21.8 percent in CY2009, increased a modest 0.3 percent in CY2010, decreased 8.7 percent in CY2011, increased 6.9 percent and 12.8 percent in CY2012 and CY2013, respectively, decreased 4.2 percent in CY2014, and increased 11.1 percent in CY2015.

While home sales increased in CY2015, the average sales price for an existing home decreased 0.5 percent and the median sales price was unchanged.

Median Home Sales Price Montgomery County



SOURCES: Metropolitan Regional Information System, Inc.
Montgomery County Department of Finance

Beginning in FY06, revenues from non-residential property transfers experienced dramatic volatility over the next ten years. After increasing 13.4 percent in FY06, transfer tax revenues from non-residential properties declined 49.2 percent in FY07, 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, declined 17.9 percent in FY14, and increased 13.7 percent in FY15.

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 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, increasing 23.4 percent in FY13, increasing 9.4 percent in FY14 and increasing 6.4 percent in FY15. The estimate for recordation tax revenues for FY17 reflects an increase of 0.4 percent to \$65.7 million for the General Fund.

Energy Tax

Estimated FY17 revenues of \$204.0 million are 0.5 percent above the revised FY16 estimate. The estimated revenues for FY17 are based on the County Executive's recommendation to continue the FY17 rates at the FY16 level. The revised revenue estimate for FY16 is 2.0 percent below the FY15 actual revenues. The fuel-energy tax is imposed on persons or entities 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 FY16, Finance estimates that the share of receipts from residential users is approximately 31.8 percent of total collections, with the larger share received from the non-residential sector (68.2%). Measured for all energy types, the two largest sources of total revenues based on partial fiscal year data for FY16 have been electricity (84.8%) and natural gas (14.5%).

Telephone Tax

Estimated FY17 revenues of \$50.3 million are 0.7 percent above the revised FY16 estimate. The revised estimate for FY16 is 2.3 percent above the FY15 actual revenues. 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 and by voice-over internet protocol.

Hotel/Motel Tax

Estimated FY17 revenues of \$20.6 million are 3.6 percent above the revised FY16 estimate. The revised revenue estimate for FY16 is 4.6 percent above the FY15 actual revenues. Both the FY16 revised estimate and the FY17 estimate continues to include an amount expected from online hotel brokers and the estimate for FY17 includes a recommendation to collect hotel-motel tax revenues from companies such as AirBnB and other short term rental property operators which is estimated to collect an additional \$228,725 revenues per year. The hotel/motel tax is levied as a percentage of the hotel bill. The current tax rate of seven percent in FY16 is also assumed for FY17. 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 FY17 revenues of \$3.1 million are 5.4 percent above the revised FY16 estimate. The revised revenue estimate for FY16 revenues is 5.3 percent above the FY15 actual revenues. The revised estimate in FY16 is attributed to an estimated increase in revenues collected from athletic events and athletic facilities. 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 FY15, motion pictures accounted for 42.3 percent of total collections, while other major categories included athletic facilities (8.2%), and golf green fees, driving ranges and golf cart rentals (16.8%).

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 \$1,027.8 million in FY17. This is a \$42.0 million increase, or 4.3 percent, from the revised FY16 estimate, primarily attributed to an increase in General Intergovernmental Revenues (↑4.7%) and fees, licenses, fines, and other charges (2.1%). 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 is adopted, estimates in the March 15 County Executive Recommended Public Services Program are generally based on the Governor's budget estimates for FY17. 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 FY17 assumes a \$37.3 million, or 4.7 percent, increase in intergovernmental revenues from the revised FY16 estimate, of which 79.8 percent is allocated to the Montgomery County Public Schools, 4.4 percent to Montgomery Community College, and 4.7 percent to Mass Transit. Total intergovernmental revenue represents an estimated 80.0 percent of the total non-tax revenues for FY17.

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 FY17 assumes a 3.1 percent decrease over the revised estimates for FY16, and \$12.5 million in available resources in FY17.

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 FY17 assumes an increase of 0.3 percent over the revised estimates for FY16, resulting in \$70.9 million in available resources in FY17.

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 FY17 assumes that fines and forfeitures will decrease 1.7 percent from the revised estimates for FY16, resulting in \$24.6 million in available resources in FY17.

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 County Executive concurs with the Board of Trustees' recommendation to increase tuition \$4/\$8/\$12. The Recommended Budget for FY17 includes a 3.6 percent increase in tuition revenue over the revised estimates for FY16 resulting in \$84.1 million in available resources in FY17.

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 FY16 tax-supported investment income estimate of \$0.980 million assumes a yield on equity of 0.35 percent and an average daily balance of \$820.0 million. The FY17 projected estimate of tax-supported investment income of \$1.4 million assumes a yield on equity of 0.50 percent and an average daily balance \$820.0 million. 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. In December 2015, the FOMC raised the targeted federal funds to a range between 0.25 percent and 0.50 percent. In FY17, the federal funds futures market expects the FOMC will raise the target in either November or December of 2016 to a range between 0.50 percent and 0.75 percent.

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 three categories make up 56.8 percent of the total \$11.7 million projected for FY17.

TRENDS AND PROJECTIONS

DEMOGRAPHIC AND PLANNING INDICATORS	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
POPULATION								
Annual Increase	1,020,000	1,029,200	1,038,500	1,047,900	1,057,400	1,067,000	1,075,500	1,084,000
Population Growth Since 2007	2,000	9,200	9,300	9,400	9,500	9,600	8,500	8,500
County Resident Births (Prior Calendar Year) (c)	8.3%	9.3%	10.3%	11.3%	12.3%	13.3%	14.2%	15.1%
HOUSEHOLDS								
Household Annual Growth (%)	13,150	13,250	13,350	13,450	13,500	13,550	13,550	13,550
Household Growth Since 2007	377,500	381,300	385,200	389,100	393,000	397,000	400,500	404,100
Household Growth Since 1992	1.8%	1.0%	1.0%	1.0%	1.0%	1.0%	0.9%	0.9%
Household Size	7.0%	8.1%	9.2%	10.3%	11.4%	12.6%	13.6%	14.6%
Resident Employment Annual Growth (%)	29.6%	30.9%	32.3%	33.6%	35.0%	36.3%	37.5%	38.8%
Resident Employment Growth Since 2007	2.70	2.70	2.70	2.69	2.69	2.69	2.69	2.68
Resident Employment Per Household	534,600	540,000	545,400	550,900	556,300	561,700	567,900	575,000
PERSONAL INCOME (\$ Millions)								
Per Capita Personal Income	\$78,600	\$82,490	\$87,020	\$91,510	\$95,610	\$99,430	\$103,620	\$107,220
Annual Growth (%)	\$77,060	\$80,150	\$83,790	\$87,330	\$90,420	\$93,190	\$96,010	\$98,910
CONSUMER PRICE INDEX (CPI) - Fiscal Year	3.3%	4.0%	4.5%	4.2%	3.5%	3.1%	3.0%	3.0%
Inflation Growth (Fiscal Year) Since 2007	0.70%	0.81%	1.80%	2.30%	2.50%	2.70%	2.70%	2.70%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	-79.2%	-76.0%	-46.6%	-31.8%	-25.8%	-19.9%	-19.9%	-19.9%
ASSESSABLE TAX BASE (\$ Millions)	0.33%	1.30%	2.30%	2.70%	2.70%	2.70%	2.70%	2.70%
Annual Growth (%)	\$167,312	\$174,418	\$183,063	\$192,071	\$199,357	\$205,465	\$211,762	\$219,260
Growth of Base Since 1992 (%)	2.3%	4.2%	5.0%	4.9%	3.8%	3.1%	3.1%	3.5%
Growth of Base Since 2007 (%)	179.7%	191.6%	206.0%	221.1%	233.3%	243.5%	254.0%	266.5%
INVESTMENT INCOME YIELD (%)	29.0%	34.5%	41.2%	48.1%	53.8%	58.5%	63.3%	69.1%
MCPS ENROLLMENT (Sept = Calendar Year)	0.18%	0.35%	0.50%	1.00%	1.50%	2.50%	2.50%	3.00%
Annual Growth (%)	153,852	156,447	159,016	161,085	162,700	164,237	165,634	166,598
Annual Increase (Decrease)	1.7%	1.7%	1.6%	1.3%	1.0%	0.9%	0.9%	0.6%
MONTGOMERY COLLEGE ENROLLMENTS (a)								
Annual Growth (%)	2,563	2,595	2,569	2,069	1,615	1,537	1,397	964
Full Time Equivalents (Sept = Calendar Year) (b)	25,320	24,911	24,715	24,858	24,921	25,178	25,178	25,178
Annual Growth in FTEs (%)	-0.8%	-1.6%	-0.8%	0.6%	0.3%	1.0%	0.0%	0.0%
Annual Growth in FTEs (%)	20,450	20,702	20,499	20,452	20,628	20,755	21,011	21,011
Annual Growth in FTEs (%)	-4.5%	1.2%	-1.0%	-0.2%	0.9%	0.6%	1.2%	0.0%

(a) Projections related to Montgomery College Enrollments are provided by Montgomery College and only include projections through FY20.

Since no projections are provided for FY21 or FY22, the projections for FY20 were used for FY21 and FY22.

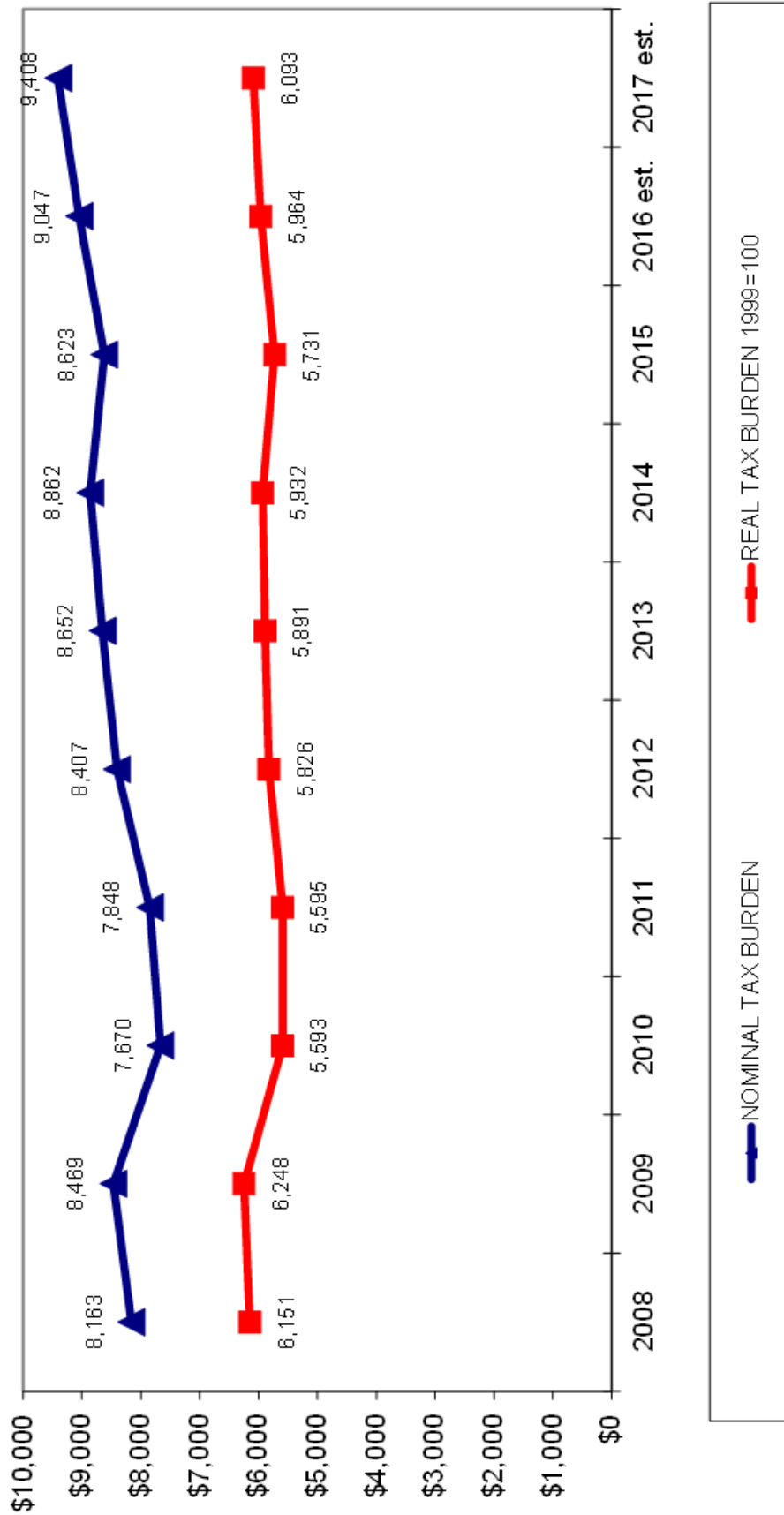
(b) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and only include projections through FY21.

Since no projections are provided for FY22, the projections for FY21 were used for FY22.

(c) Projections related to County Resident Births are provided by M-NCPPC and only include projections through FY20.

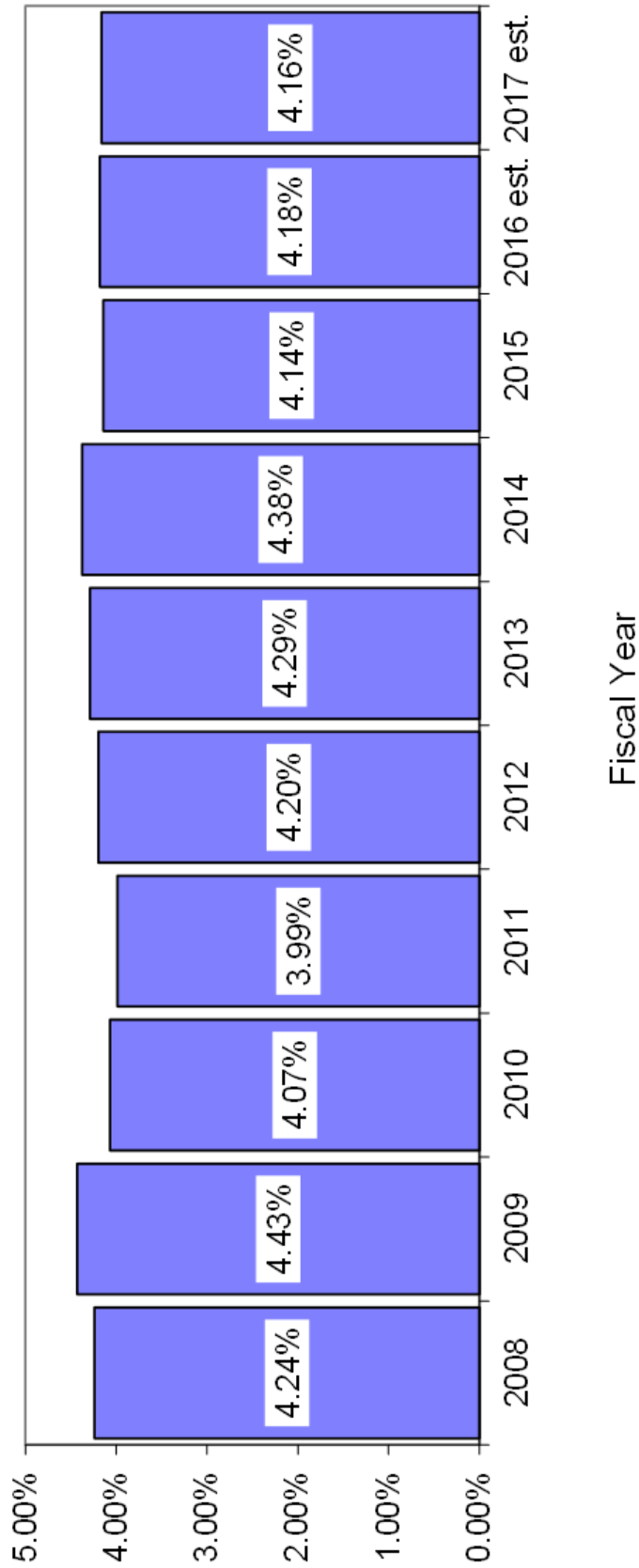
Since no projections are provided for FY21 or FY22, the projections for FY20 were used for FY21 and FY22.

AVERAGE HOUSEHOLD TAX BURDEN MONTGOMERY COUNTY BY FISCAL YEAR



Prepared by Montgomery County Department of Finance

COUNTY TAXES AS A SHARE OF PERSONAL INCOME MONTGOMERY COUNTY



Prepared by Montgomery County Department of Finance

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
(\$ Millions)

KEY REVENUE CATEGORIES	App. FY16	Estimate FY16	% Chg. FY16-17	Rec. FY17	% Chg. FY17-18	Projected FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22
TAXES	5-21-15		App/Rec	3-15-16										
1 Property Tax	1,582.6	1,580.8	9.9%	1,738.7	2.3%	1,779.2	3.0%	1,833.3	3.2%	1,892.5	3.1%	1,951.7	3.3%	2,016.5
2 Income Tax	1,433.4	1,438.1	1.4%	1,453.9	3.5%	1,505.5	7.9%	1,624.4	5.6%	1,714.9	4.5%	1,792.8	4.2%	1,868.3
3 Transfer Tax	96.2	109.3	12.7%	108.4	3.0%	111.7	4.1%	116.3	4.5%	121.5	7.7%	130.9	6.7%	139.6
4 Recordation Tax	57.6	65.4	14.0%	65.7	3.5%	68.0	5.2%	71.5	2.6%	73.3	7.9%	79.1	6.9%	84.6
5 Energy Tax	206.2	203.1	-1.1%	204.0	1.3%	206.6	1.0%	208.6	0.8%	210.2	0.8%	211.8	0.8%	213.5
6 Telephone Tax	50.4	50.0	-0.2%	50.3	0.9%	50.8	1.1%	51.3	1.2%	52.0	1.4%	52.7	1.3%	53.5
7 Hotel/Motel Tax	20.3	19.9	1.5%	20.6	3.6%	21.4	3.5%	22.1	3.4%	22.9	3.3%	23.6	3.3%	24.4
8 Admissions Tax	3.2	2.9	-5.6%	3.1	5.8%	3.2	6.3%	3.4	6.3%	3.7	2.9%	3.9	6.2%	4.1
9 E-Cigarette Tax	0.1	0.3	170.6%	0.3	3.2%	0.3	3.1%	0.4	3.0%	0.4	2.9%	0.4	2.9%	0.4
10 Total Local Taxes	3,450.2	3,469.8	5.6%	3,645.0	2.8%	3,746.7	4.9%	3,931.3	4.1%	4,091.3	3.8%	4,246.8	3.7%	4,404.8
INTERGOVERNMENTAL AID														
11 Highway User	4.1	3.7	-9.3%	3.7	0.0%	3.7	0.0%	3.7	0.0%	3.7	0.0%	3.7	0.0%	3.7
12 Police Protection	13.8	13.8	7.1%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7
13 Libraries	5.1	5.1	14.5%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8
14 Health Services Case Formula	4.0	4.0	7.0%	4.3	0.0%	4.3	0.0%	4.3	0.0%	4.3	0.0%	4.3	0.0%	4.3
15 Mass Transit	39.8	39.0	-2.1%	39.0	0.0%	39.0	0.0%	39.0	0.0%	39.0	0.0%	39.0	0.0%	39.0
16 Public Schools	631.4	630.0	4.0%	656.8	0.0%	656.8	0.0%	656.8	0.0%	656.8	0.0%	656.8	0.0%	656.8
17 Community College	34.0	34.0	6.4%	36.1	0.0%	36.1	0.0%	36.1	0.0%	36.1	0.0%	36.1	0.0%	36.1
18 Other	54.0	55.9	15.1%	62.2	-23.2%	47.8	-7.2%	44.3	-7.5%	41.0	0.0%	41.0	0.0%	41.0
19 Total Intergovernmental Aid	786.2	785.4	4.6%	822.6	-1.8%	808.2	-0.4%	804.8	-0.4%	801.4	0.0%	801.4	0.0%	801.4
FEES AND FINES														
20 Licenses & Permits	13.0	12.9	-4.4%	12.5	1.5%	12.6	1.5%	12.8	1.5%	13.0	1.5%	13.2	1.5%	13.4
21 Charges for Services	71.8	70.7	-1.2%	70.9	1.8%	72.2	2.0%	73.6	2.2%	75.2	2.2%	76.9	2.2%	78.5
22 Fines & Forfeitures	24.3	25.1	1.4%	24.6	1.6%	25.0	1.6%	25.4	1.6%	25.8	1.6%	26.2	1.6%	26.7
23 Montgomery College Tuition	81.2	80.4	3.6%	84.1	1.8%	85.6	2.0%	87.3	2.2%	89.2	2.2%	91.1	2.2%	93.1
24 Total Fees and Fines	190.3	189.0	0.9%	192.0	1.8%	195.5	1.9%	199.2	2.0%	203.3	2.0%	207.5	2.0%	211.7
MISCELLANEOUS														
25 Investment Income	2.1	1.0	-33.4%	1.4	92.6%	2.7	47.5%	3.9	32.2%	5.2	24.3%	6.5	19.6%	7.7
26 Other Miscellaneous	11.6	10.5	0.8%	11.7	2.3%	12.0	2.5%	12.3	2.7%	12.6	2.7%	13.0	2.7%	13.3
27 Total Miscellaneous	13.7	11.5	-4.4%	13.1	11.8%	14.7	10.7%	16.2	9.8%	17.8	9.0%	19.4	8.3%	21.0
28 TOTAL REVENUES	4,440.3	4,455.6	5.2%	4,672.8	2.0%	4,765.0	3.9%	4,951.5	3.3%	5,113.9	3.2%	5,275.1	3.1%	5,439.0
Calculation for Adjusted Governmental Revenues														
29 Total Tax Supported Revenues	4,440.3	4,455.6	5.2%	4,672.8	2.0%	4,765.0	3.9%	4,951.5	3.3%	5,113.9	3.2%	5,275.1	3.1%	5,439.0
30 Capital Projects Fund	123.6	123.6	5.8%	130.7	-4.6%	124.8	-1.8%	122.5	-18.9%	99.3	4.5%	103.8	6.7%	110.7
31 Grants	120.1	120.1	-3.6%	115.8	2.3%	118.5	2.5%	121.4	2.7%	124.7	2.7%	128.1	2.7%	131.5
32 MCG Adjusted Revenues	4,684.0	4,699.3	5.0%	4,919.3	1.8%	5,008.3	3.7%	5,195.5	2.7%	5,337.9	3.2%	5,507.0	3.2%	5,681.2

County Executive's Recommended FY17-22 Public Services Program Tax Supported Fiscal Plan Summary

(\$ in Millions)															
	App. FY16	Est. FY16	% Chg. FY16-17	Rec. FY17	% Chg. FY17-18	Projected FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	
	5-21-15	3-15-16	App/Rec	3-15-16											
Total Revenues															
1	Property Tax	1,582.6	1,580.8	9.9%	1,738.7	2.3%	1,779.2	3.0%	1,833.3	3.2%	1,892.5	3.1%	1,951.7	3.3%	2,016.5
2	Income Tax	1,433.4	1,438.1	1.4%	1,453.9	3.5%	1,505.5	7.9%	1,624.4	5.6%	1,714.9	4.5%	1,792.8	4.2%	1,868.3
3	Transfer/Recordation Tax	153.8	174.7	13.2%	174.1	3.2%	179.7	4.5%	187.8	3.8%	194.9	7.7%	209.9	6.8%	224.2
4	Other Taxes	280.3	276.2	-0.7%	278.3	1.4%	282.3	1.3%	285.8	1.1%	289.0	1.1%	292.3	1.2%	295.9
5	Other Revenues	990.1	985.8	3.8%	1,027.8	-0.9%	1,018.4	0.2%	1,020.2	0.2%	1,022.6	0.6%	1,028.3	0.6%	1,034.2
6	Total Revenues	4,440.3	4,455.6	5.2%	4,672.8	2.0%	4,765.0	3.9%	4,951.5	3.3%	5,113.9	3.2%	5,275.1	3.1%	5,439.0
7															
8	Net Transfers In (Out)	24.9	24.9	-41.8%	14.5	2.3%	14.8	2.5%	15.2	2.7%	15.6	2.7%	16.0	2.7%	16.5
9	Total Revenues and Transfers Available	4,465.2	4,480.5	5.0%	4,687.3	2.0%	4,779.8	3.9%	4,966.7	3.3%	5,129.5	3.2%	5,291.2	3.1%	5,455.4
10															
11	Non-Operating Budget Use of Revenues														
12	Debt Service	354.0	346.9	9.8%	388.8	3.4%	402.0	4.2%	418.8	4.0%	435.8	3.8%	452.4	2.8%	464.8
13	PAYGO	34.0	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0
14	CIP Current Revenue	57.7	61.9	-31.1%	39.8	96.9%	78.3	7.9%	84.5	-11.2%	75.0	3.6%	77.7	-7.5%	71.9
15	Change in Other Reserves	-50.8	-16.8	-5.7%	-53.7	99.8%	-0.1	257.9%	0.2	49.6%	0.2	-5.0%	0.2	4.3%	0.2
16	Contribution to General Fund Undesignated Reserves	-22.0	-38.9	169.9%	15.4	111.4%	32.6	-93.1%	2.2	281.0%	8.5	-15.3%	7.2	-2.8%	7.0
17	Contribution to Revenue Stabilization Reserves	24.2	24.1	5.2%	25.5	5.1%	26.8	8.1%	28.9	-18.8%	23.5	-60.7%	9.2	5.4%	9.7
18	Set Aside for other uses (supplemental appropriations)	2.0	-0.4	-100.0%	0.0	n/a	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	Total Other Uses of Resources	399.0	410.9	12.7%	449.7	32.0%	593.5	-0.8%	588.7	1.4%	597.1	0.6%	600.8	1.2%	607.7
20	Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)	4,066.2	4,069.6	4.2%	4,237.6	-1.2%	4,186.4	4.6%	4,378.1	3.5%	4,532.4	3.5%	4,690.4	3.4%	4,847.7
21															
22	Agency Uses														
23															
24	Montgomery County Public Schools (MCPS)	2,176.5	2,145.8	6.2%	2,311.6										
25	Montgomery College (MC)	252.2	247.8	1.9%	257.1										
26	MNCPPC (w/o Debt Service)	117.4	117.1	2.2%	120.0										
27	MCG	1,520.1	1,558.8	1.9%	1,548.9										
28	Agency Uses	4,066.2	4,069.6	4.2%	4,237.6	-1.2%	4,186.4	4.6%	4,378.1	3.5%	4,532.4	3.5%	4,690.4	3.4%	4,847.7
29	Total Uses	4,465.2	4,480.5	5.0%	4,687.3	2.0%	4,779.8	3.9%	4,966.7	3.3%	5,129.5	3.2%	5,291.2	3.1%	5,455.4
30	(Gap)/Available	0.0	0.0		0.0		0.0		0.0		0.0		0.0		0.0

Assumptions:

1. FY17 average weighted property tax rate is 3.94 cents higher than FY16. FY18-22 property taxes are at the Charter Limit with a \$692 credit. Other taxes are at current rates.
2. Reserve contributions are consistent with legal requirements and the minimum policy target.
3. PAYGO, debt service, and current revenue reflect the Recommended FY17-22 Capital Improvements Program and additional proposed current revenue amendments.
4. State Aid, including MCPS and Montgomery College, is not projected to increase in FY17-22.

County Executive's Recommended FY17-22 Public Services Program Tax Supported Fiscal Plan Summary

(\$ in Millions)

	App. FY16	Est. FY16	% Chg. FY16-17	Rec. FY17	% Chg. FY17-18	Projected FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22
Beginning Reserves														
31 Unrestricted General Fund	149.8	156.5	-21.5%	117.6	13.1%	133.0	24.5%	165.6	1.4%	167.8	5.1%	176.4	4.1%	183.6
32 Revenue Stabilization Fund	230.7	230.6	10.4%	254.7	10.0%	280.2	9.4%	307.0	9.4%	335.9	7.0%	359.4	2.6%	368.7
33 Total Reserves	380.5	387.2	-2.1%	372.4	11.0%	413.2	14.4%	472.6	6.6%	503.8	6.4%	535.8	3.1%	552.3
Additions to Reserves														
36 Unrestricted General Fund	-22.0	-38.9	169.9%	15.4	111.4%	32.6	-93.1%	2.2	281.0%	8.5	-15.3%	7.2	-2.8%	7.0
37 Revenue Stabilization Fund	24.2	24.1	5.2%	25.5	5.1%	26.8	8.1%	28.9	-18.8%	23.5	-60.7%	9.2	5.4%	9.7
38 Total Change in Reserves	2.2	-14.8	1792.9%	40.9	45.2%	59.4	-47.5%	31.2	2.8%	32.0	-48.6%	16.5	1.8%	16.8
Ending Reserves														
41 Unrestricted General Fund	127.8	117.6	4.1%	133.0	24.5%	165.6	1.4%	167.8	5.1%	176.4	4.1%	183.6	3.8%	190.6
42 Revenue Stabilization Fund	254.9	254.7	9.9%	280.2	9.6%	307.0	9.4%	335.9	7.0%	359.4	2.6%	368.7	2.6%	378.4
43 Total Reserves	382.7	372.4	8.0%	413.2	14.4%	472.6	6.6%	503.8	6.4%	535.8	3.1%	552.3	3.0%	569.0
Reserves as a % of Adjusted Governmental Revenues	8.2%	7.9%		8.4%		9.4%		9.7%		10.0%		10.0%		10.0%
Other Reserves														
46 Montgomery College	3.5	9.1	27.1%	4.5	0.0%	4.5	0.0%	4.5	0.0%	4.5	0.0%	4.5	0.0%	4.5
47 M-MCPC	4.3	9.1	22.4%	5.2	-8.9%	4.7	3.0%	4.9	3.2%	5.0	3.1%	5.2	3.3%	5.4
48 MCPS	0.0	33.2	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
49 MCG Special Funds	0.9	13.6	67.7%	1.5	24.5%	1.8	1.4%	1.8	5.1%	1.9	4.1%	2.0	3.8%	2.1
MCG + Agency Reserves as a % of Adjusted Govt Revenues	8.4%	9.3%		8.6%		9.7%		9.9%		10.3%		10.2%		10.2%
Retiree Health Insurance Pre-Funding														
52 Montgomery County Public Schools (MCPS)	61.7	61.7		63.1		61.3		59.0		56.7		54.4		54.4
53 Montgomery College (MC)	1.4	1.4		1.5		1.6		1.6		1.5		1.6		1.6
54 MNCPPC	1.8	1.8		1.8		1.8		1.8		1.8		1.8		1.8
55 MCG	43.5	43.5		43.5		42.0		40.4		39.5		38.6		38.6
56 Subtotal Retiree Health Insurance Pre-Funding	108.5	108.5		109.9		106.7		102.7		99.6		96.4		96.4
Adjusted Governmental Revenues														
58 Total Tax Supported Revenues	4,440.3	4,455.6	5.2%	4,672.8	2.0%	4,765.0	3.9%	4,951.5	3.3%	5,113.9	3.2%	5,275.1	3.1%	5,439.0
59 Capital Projects Fund	123.6	123.6	5.8%	130.7	-4.6%	124.8	-1.8%	122.5	-18.9%	99.3	4.5%	103.8	6.7%	110.7
60 Grants	120.1	120.1	-3.6%	115.8	2.3%	118.5	2.5%	121.4	2.7%	124.7	2.7%	128.1	2.7%	131.5
61 Total Adjusted Governmental Revenues	4,684.0	4,699.3	5.0%	4,919.3	1.8%	5,008.3	3.7%	5,195.5	2.7%	5,337.9	3.2%	5,507.0	3.2%	5,681.2

FY17 FEE AND FINE CHANGES*			
DEPARTMENT/FEE AND FINE	FY17 REVENUE CHANGE	METHOD OF CHANGE	NOTE
MONTGOMERY COLLEGE Tuition and Related Fees	2,883,229	Board of Trustees Action	Increase per semester hour rate from \$118 to \$122 for County residents; \$241 to \$249 for in-State and out-of-County residents; and \$332 to \$344 for Out-of-State residents.
DEPARTMENT OF PERMITTING SERVICES Automation Enhancement fee	-2,215,709	Executive Regulation	The information technology automation fee will be suspend for FY17.
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS Common Ownership Community Fees	260,000	Executive Regulation	Increase Common Ownership fees by \$2.
ENVIRONMENTAL PROTECTION Water Quality Protection Charge	1,897,252	Council Resolution	Increase charge from \$88.40 to \$95.00 per equivalent residential unit (ERU).
DEPARTMENT OF TRANSPORTATION Leaf Vacuuming Charge	304,019	Council Resolution	Increase leaf vacuum charge from \$93.00 to \$97.99 for a single-family household and from \$3.70 to \$3.86 for a multi-family unit.
DEPARTMENT OF TRANSPORTATION Parking Fees - Bethesda	600,000	Council Resolution	Increase the fees at Bethesda Garages 40, 49, and 57 from \$.80/hr to \$1.00/hr. Under existing resolution, the County Executive has the authority to raise rates as high as \$1.00/hr in Bethesda garages.
GRAND TOTAL	3,728,791		

* All changes are assumed to be effective July 1, 2016 except as noted.
Revenues above do not include implementation costs.



Capital Improvements Plan (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,
- 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 at: <http://www.montgomerycountymd.gov/omb/publications>. The complete Approved CIP can be found on 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 "Disclosures" portion of 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 the Metropolitan Council of Governments (COG) Round 8.3 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 considers 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 FY17 tax-supported debt service, as displayed later in the Debt Service section, approximates \$383.3 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 FY17 Current Revenue and PAYGO are displayed in Schedule A-3 and approximate \$73.8 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, 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 FY17-22 CIP, display operating budget impacts of

individual projects where applicable. The following chart summarizes the impact of the Recommended FY17-22 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND (\$000s)						
Fund/Department	FY17	FY18	FY19	FY20	FY21	FY22
County General Fund						
General Service & Transportation	38	148	(47)	501	635	619
Health and Human Services	1,006	1,329	1,352	2,220	2,025	2,025
Police	19	183	183	183	183	183
Public Libraries	-	66	1,135	1,095	1,095	1,095
Technology Services	2,728	3,538	3,538	3,538	3,538	3,538
Mass Transit						
Transit Services	295	1,555	2,224	2,463	2,639	2,721
Fire						
Fire and Rescue Service	160	215	271	271	271	615
Recreation						
Recreation	-	66	149	149	149	149
Water Quality Protection Fund						
Environmental Protection	644	1,125	552	1,124	2,059	1,831
Total	4,890	8,225	9,357	11,544	12,594	12,776

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.

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 in the following ways:

A Responsive and Accountable County Government

- Add a new project, Rockville Core, which will renovate the historic Grey Courthouse and consolidate leased facilities.
- Introduce a new project, Council Office Building Garage, to repair the concrete deck, structural steel, drains, post-tensioned concrete tendons, and curbs in the facility.
- Increase funding for Planned Life Cycle Asset Replacement to maintain and "refresh" aging County facilities.
- Continue to replace aging County building roof systems, parking lots, HVAC and electrical systems, and elevator systems.
- Replace outdated and vulnerable information systems.
- Continue to provide funding for the Americans with Disabilities Act (ADA): Compliance project to ensure County buildings and facilities are in compliance with Title II of Americans with Disabilities Act (ADA).

Affordable Housing in an Inclusive Community

- Provide an additional \$33 million for the Affordable Housing Acquisition and Preservation program, exceeding by \$76.8 million the County's goal of providing \$100 million in funding for public/private partnerships to maintain and grow the stock of affordable housing.
- Support Public Housing Improvements through the Supplemental funds for Deeply Subsidized HOC Owned Units Improvements project and demolition of vacant properties to avoid blight in the surrounding neighborhoods.
- Support the preservation and expansion of affordable housing at Elizabeth Square.
- Continue funding for façade easements in the Burtonsville area.
- Complete installation of Sprinkler Systems for HOC Elderly Properties in FY17.
- Continue funding for commercial revitalization of the Colesville/New Hampshire Avenue corridor to support existing small businesses and create new opportunities for private investment.

An Effective and Efficient Transportation Network

- Construct south entrance for the Bethesda Metrorail Station in coordination with the Purple Line project.
- Provide oversight and financial support for the Purple Line light rail project which will provide significant economic and mobility benefits.
- Complete facility planning for the MD 355 and US 29 corridors as the first steps in developing a comprehensive bus rapid transit system.
- Purchase additional buses and invest in traffic flow improvements to support priority bus service on MD 355.
- Support the redevelopment of White Flint and continue funding of \$163 million for the planning and design, and construction of roadway improvements in the White Flint District.
- Continue funding for design and land acquisition for Observation Drive Extended, a north-south road extension of existing Observation Drive, connecting north Germantown to Clarksburg.

- Continue funding of Goshen Road South which will support the Gaithersburg/Montgomery Village area and complete the construction of Snouffer School Road and Snouffer School Road North (Webb Tract) to improve traffic congestion and safety.
- Continue funding of Montrose Parkway East which will improve access to the White Flint area and Interstate 270.
- Continue transportation improvement partnerships with developers to support development in the Clarksburg area.
- Provide funding to the City of Rockville to complete construction of Maryland/Dawson Extended to support continued development in the Rockville Town Center.
- Complete the construction of Bethesda Central Business District (CBD) Streetscape, Platt Ridge Drive Extended, and Seminary Road Intersection Improvements.
- Continue efforts to provide pedestrian and traffic safety improvements and to modernize central traffic signal control system to provide additional capabilities and tools to optimize traffic flow.
- Continue residential and rural roads resurfacing program to prevent deterioration and prevent more costly rehabilitation work.
- Continue funding of the Capital Crescent Trail, the Silver Spring Green Trail, and the Metropolitan Branch Trail.
- Construct a new shared-use path along MD 355 in Clarksburg to provide connectivity with the Frederick Road Bike Path, Little Bennett Regional Park, Clarksburg Town Center, and Clarksburg High School.
- Provide initial design funding for the new Life Sciences Center Trail Loop project to leverage outside funding and meet one prerequisite of Stage 2 for the Great Seneca Science Corridor Master.
- Maintain funding for previously approved Gold Mine Road, Piney Meetinghouse Road, Park Valley Road, Lyttonsville Place, and Pennyfield Lock Road bridges and increase design and renovation funding to address safety issues.
- As part of the County's leading efforts to improve water quality, continue to repair or replace failed storm drain outfalls, pipes, and culverts.

Children Prepared to Live and Learn

Montgomery County Public Schools:

- Allocate \$1.57 billion to support new schools and additions to address capacity issues, renovations of aging schools, and funding for systemic infrastructure and information technology investments.
- Maintain funding for MCPS' countywide infrastructure projects including the MCPS/M-NCPPC Maintenance Facility and MCPS Bus Depot Maintenance Facility.
- Other CIP projects which benefit MCPS programs include: Pedestrian Safety Program, Transportation Improvements for Schools, FiberNet, Ballfields Initiatives (M-NCPPC), and the Kennedy-Shriver Aquatic Center Building Envelope Improvement.
- Complete construction and fund design and construction of Linkages to Learning Centers, Child Care Centers, and a High School Wellness Center to provide social and health services for students and families in need; to offer quality child care programs; and to provide health services, counseling, and positive youth development at elementary and high schools for at-risk students.

Montgomery College:

- Complete the Science West Building Renovation (Fall 2016), the Rockville Parking Garage (Fall 2016), and the Germantown Science & Applied Studies Phase 1 Renovation project (completion in Spring 2018).
- 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.
- Continue to address space deficits on the College's Rockville campus by maintaining construction funding for the Rockville Student Services Center project.

Universities at Shady Grove/University of Maryland:

- Build a parking garage and related site modifications at the Universities at Shady Grove (USG) Campus to leverage State funding and support campus improvement and a new academic building for Biomedical Sciences/Engineering Education (BMSE).

Healthy and Sustainable Communities

- Continue the planning and implementation of stormwater controls, public outreach, stream monitoring, and other actions needed to comply with the County's National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS-4) permit.
- Construct new stormwater management facilities and retrofit old stormwater controls to prevent property damage, improve water quality, and protect habitat.
- Expand the design and construction of environmentally friendly stormwater management techniques known as environmental site design (ESD) or low impact development (LID) throughout the County, including County facilities.
- Continue to repair damaged stream channels and tributaries in stream valley parks and priority watersheds.

- Address flooding issues upstream of Wheaton Dam.
- Add funds to design and construct a replacement facility for the existing Avery Road Treatment Center to provide residential substance abuse treatment for low-income County residents.
- Complete construction of the new Dennis Avenue Health Center to improve clinical services to County residents.
- Construct a new Progress Place Services Center to create co-located personal living quarters for medically vulnerable and chronically homeless individuals.
- Complete construction of Child Care Centers at Wheaton Woods and Brown Station Elementary Schools, and add funds to design and construct a Child Care Center at Burtonsville Elementary School.
- Complete construction of a Linkages to Learning Center at Wheaton Woods Elementary School, and design and construct a Linkages to Learning Center at Maryvale Elementary School to provide social and health services for students and families in need.
- Construct a High School Wellness Center (HSWC) to provide health services, counselling, and positive youth development at Seneca Valley High School.
- Support three new parks projects at Caroline Freeland Urban Park, a new cricket field at the South Germantown Recreational Park, and Hillandale Local Park.
- Complete Laytonia Recreational Park, Brookside Gardens Master Plan Implementation, Rock Creek Maintenance Facility, Falls Road Local Park, Kemp Mill Urban Park, and Western Grove Urban Park.
- Continue funding for hard surface trail renovations, Enterprise facility improvements, stream protection, Pollution Prevention and Repairs to Ponds and Lakes, Energy Conservation – Local and Non-local Parks, levels for ADA Compliance: Local Parks, Enterprise facility improvements, hard surface trail renovations, Planned Lifecycle Asset Replacement projects to upgrade park infrastructure, and Minor New Construction –Local Parks and Non-local Parks.
- Continue construction of improvements to wastewater treatment and solids handling facilities at the regional Blue Plains Advanced Wastewater Treatment Plant in order to achieve environmental goals and improve efficiency.
- Continue the Large Diameter Water Pipe & Large Valve Rehabilitation Program, the Trunk Sewer Reconstruction Program and a high level of replacement of small diameter water mains to protect the County’s water and sewer system.

Safe Streets and Secure Neighborhoods

- Add a new project to begin planning and design for future new Fire Stations in high need areas.
- Design and construct a new White Flint Fire Station to replace Rockville Station #23 to support the development in White Flint.
- Complete design and construct a permanent Clarksburg Fire Station.
- Continue Fire apparatus replacement. During the six-year period, it is anticipated that the following units will be replaced: 5 aerials, 48 EMS units, 22 engines, 3 all-wheel drive brush/wildland pumpers, 4 rescue squads, and 1 tanker.
- Relocate the Glenmont Fire Station #18 and expand and renovate the Kensington (Aspen Hill) Fire Station #25.
- Funds are included to upgrade and modernize the Fire Station Alerting System.
- Design and construct a new 2nd District Police Station on Rugby Avenue to replace the existing station.
- Upgrade and modernize the Public Safety Communication System.
- Plan and design the Criminal Justice Complex, on the site of the existing District One Police Station, which will serve as the Intake Unit for processing detainees, and provide psychological and medical screening, classification, initial care, custody, and security of inmates for up to 72 hours prior to transfer to the Montgomery County Correctional Facility in Clarksburg.
- Design and construct the renovation and addition of the kitchen and dining area at the County’s Pre-Release Center.
- Begin construction of a new Public Safety Training Academy to serve the Fire and Rescue Service, the Department of Police and the Department of Transportation.

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.
- Provide funding for a new project, White Oak Science Gateway Redevelopment, for planning, design, and coordination work to develop the White Oak industrial area into a dense mixed-use commercial and residential center.
- The Wheaton Redevelopment project provides private residential and/or commercial development, a new headquarters for the Maryland-National Capital Park and Planning Commission, offices for the Mid-County Regional Services Center and other County Government agencies, a town square, and parking. This project is critical to the County’s economic development goals and the long-term economic vitality of Wheaton.
- Provide funds to support multi-departmental planning efforts to identify and plan for redevelopment opportunities impacted by the construction of the Purple Line in the Long Branch Sector Plan area.

-
- Utilize a variety of revenue sources, including developer contributions to purchase agricultural and conservation easements through an enhanced farmland preservation program tool to further protect land where development rights have been retained in the Rural Density Transfer Zone.

Vital Living for All of Our Residents

- Construct a combined Library and Community Recreation Center in Wheaton.
- Fund costs for planning and schematic design for a new library in the Clarksburg community.
- Complete efforts to refresh the Twinbrook and Kensington Park branches. Complete design for refresh projects at the Davis, Little Falls, and Aspen Hill Branches. Plan and implement refresh projects in FY17 at White Oak, Bethesda, and Quince Orchard branches.
- Continue implementation of a 21st Century Library Enhancements project to respond to customer demands and library trends that require changes in the equipment and related furnishings of library buildings.
- Complete the North Potomac Community Recreation Center in Spring 2016 and the Ross Boddy Neighborhood Recreation Center in Summer 2016.
- Construct the Good Hope Neighborhood Recreation Center with a new performing arts component with estimated completion in FY18.
- Repair and replace masonry, windows, and other building envelope components of the Eunice Kennedy-Shriver and Sargent Shriver Aquatic Center.
- Enhance the irrigation system at Rattlewood Golf Course to address water issues.
- Continue to implement the Federal Aviation Administration's capital improvement plan for the Montgomery County Airpark.
- Fund repairs to the Strathmore Mansion in FY17, including interior wall repairs and painting due to water damage, exterior repairs, restoration, painting, and other interior repairs.
- Continue funding for Capital Improvement Grants for the Arts and Humanities Organizations.
- 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.

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Expenditure Summary by Category and Sub-Category

This is a program expenditure summary report for the County Executive's Recommended FY17-22 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 FY17-22 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 FY15	Est FY16	6 Year Total	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Beyond 6 Yrs	Approp.
General Government												
County Offices and Other Improvements	747,183	287,545	148,337	310,074	70,777	75,713	53,646	44,835	34,414	30,689	1,227	28,859
Technology Services	96,266	65,361	5,667	25,238	4,193	4,390	4,340	4,250	4,069	3,996	0	4,193
Other General Government	61,987	8,024	18,179	24,100	4,000	4,000	4,000	4,000	4,000	4,100	11,684	0
Technology Investment Fund	1,279	1,252	27	0	0	0	0	0	0	0	0	0
Economic Development	199,897	17,955	18,721	163,221	88,020	53,166	19,895	820	660	660	0	14,386
General Government	1,106,612	380,137	190,931	522,633	166,990	137,269	81,881	53,905	43,143	39,445	12,911	47,438
Public Safety												
Fire/Rescue Service	297,975	73,399	47,496	145,080	23,895	19,315	14,643	36,670	30,539	20,018	32,000	26,217
Police	69,913	57,158	3,038	9,717	4,367	5,175	175	0	0	0	0	0
Correction and Rehabilitation	18,247	7,424	1,715	9,108	474	3,008	4,068	1,538	0	0	0	311
Other Public Safety	417,565	334,348	79,207	4,010	3,960	50	0	0	0	0	0	0
Public Safety	803,700	472,329	131,456	167,915	32,696	27,548	18,906	38,208	30,539	20,018	32,000	26,528
Transportation												
Roads	1,072,392	345,053	79,546	340,830	41,098	38,671	64,708	73,864	42,669	79,820	306,963	13,409
Bridges	68,860	29,685	12,887	26,308	10,287	7,776	2,208	2,119	2,006	1,912	0	5,120
Pedestrian Facilities/Bikeways	360,620	48,926	35,429	249,278	36,052	50,301	53,179	35,643	43,923	30,180	26,987	19,788
Traffic Improvements	213,039	101,646	27,907	83,486	14,095	13,987	13,851	13,851	13,851	13,851	0	14,070
Parking	105,776	55,353	12,693	37,730	8,482	6,550	6,012	5,847	5,292	5,547	0	5,572
Mass Transit	696,232	354,644	108,361	232,827	58,957	32,730	39,170	43,292	37,408	21,270	400	15,836
Highway Maintenance	459,538	218,755	59,783	181,000	29,300	23,150	31,050	33,400	32,050	32,050	0	28,291
Transportation	2,976,457	1,154,042	336,606	1,151,459	198,271	173,165	210,178	208,016	177,199	184,630	334,350	102,086
Health and Human Services												
Health and Human Services (SC41)	68,517	35,829	20,889	11,799	3,203	5,491	2,666	439	0	0	0	1,592
Health and Human Services	68,517	35,829	20,889	11,799	3,203	5,491	2,666	439	0	0	0	1,592
Culture and Recreation												
Recreation	143,938	81,523	37,332	23,497	10,485	1,799	4,026	4,796	1,251	1,140	1,586	3,829
Libraries	213,794	105,398	22,211	86,185	38,156	30,340	3,705	3,950	5,014	5,020	0	3,770
Culture and Recreation	357,732	186,921	59,543	109,682	48,641	32,139	7,731	8,746	6,265	6,160	1,586	7,599
Conservation of Natural Resources												
Storm Drains	56,091	34,377	4,878	16,836	2,806	2,806	2,806	2,806	2,806	2,806	0	3,660
Stormwater Management	446,949	55,446	44,295	347,208	57,487	55,629	65,854	67,972	54,030	46,236	0	10,875
Ag Land Preservation	8,935	4,551	900	3,484	984	494	494	494	504	514	0	121
Conservation of Natural Resources	511,975	94,374	50,073	367,528	61,277	58,929	69,154	71,272	57,340	49,556	0	14,656
Community Development and Housing												
Community Development	21,495	10,930	7,265	3,300	675	725	775	875	125	125	0	675
Housing (SC69)	176,786	103,635	40,151	33,000	16,000	17,000	0	0	0	0	0	14,835
Community Development and Housing	198,281	114,565	47,416	36,300	16,675	17,725	775	875	125	125	0	15,310

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

	Total	Thru FY15	Est FY16	6 Year Total	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Beyond 6 Yrs	Approp.
M-NCPPC												
Acquisition	140,542	68,776	26,215	38,520	5,920	5,920	6,670	6,670	6,670	6,670	7,031	7,920
Development	285,615	71,353	57,416	127,439	20,272	20,034	21,549	24,205	25,763	15,616	29,407	29,461
M-NCPPC	426,157	140,129	83,631	165,959	26,192	25,954	28,219	30,875	32,433	22,286	36,438	37,381
Revenue Authority (C14)												
Golf Courses	9,885	6,620	514	2,751	1,146	1,415	190	0	0	0	0	1,627
Miscellaneous Projects (Revenue Authority)	71,153	37,687	11,966	21,500	3,900	5,200	1,800	2,000	8,600	0	0	3,900
Revenue Authority (C14)	81,038	44,307	12,480	24,251	5,046	6,615	1,990	2,000	8,600	0	0	5,527
Montgomery County Public Schools												
Individual Schools	739,781	236,932	73,521	429,328	97,792	87,109	118,217	100,024	25,739	447	0	104,633
Countywide (SC50)	2,827,464	1,255,305	212,008	1,298,874	247,838	243,845	200,306	234,512	218,383	153,990	161,277	168,180
Miscellaneous Projects	-160,170	0	0	-160,170	-60,655	-52,716	-31,685	-83,945	-686	69,517	0	-8,040
Montgomery County Public Schools	3,507,075	1,492,237	285,529	1,568,032	284,975	278,238	286,838	250,591	243,436	223,954	161,277	266,773
Solid Waste-Sanitation												
Solid Waste-Sanitation												
Solid Waste Management	0	0	0	0	0	0	0	0	0	0	0	0
Solid Waste-Sanitation	0	0	0	0	0	0	0	0	0	0	0	0
Montgomery College												
Higher Education	910,139	435,766	59,763	305,244	57,849	75,348	36,392	28,333	39,791	67,531	109,366	67,511
Montgomery College	910,139	435,766	59,763	305,244	57,849	75,348	36,392	28,333	39,791	67,531	109,366	67,511
Housing Opportunities Commission												
Housing	96,398	72,171	16,727	7,500	1,250	1,250	1,250	1,250	1,250	1,250	0	1,250
Housing Opportunities Commission	96,398	72,171	16,727	7,500	1,250	1,250	1,250	1,250	1,250	1,250	0	1,250
WMATA												
Mass Transit (SC96)	22,868	17,914	4,954	0	0	0	0	0	0	0	0	-363
WMATA	22,868	17,914	4,954	0	0	0	0	0	0	0	0	-363
Total	11,066,949	4,640,721	1,299,998	4,438,302	903,065	839,671	745,980	694,510	640,121	614,955	687,928	593,288

All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY15	Est FY16	6 Year Total	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Beyond 6 Yrs
Aging Schools Program	6,964	6,361	603	0	0	0	0	0	0	0	0
Agricultural Transfer Tax	1,049	231	14	804	134	134	134	134	134	134	0
Bond Premium	956	956	0	0	0	0	0	0	0	0	0
Cable TV	69,316	39,928	4,098	25,290	4,193	4,442	4,340	4,250	4,069	3,996	0
Certificates of Participation	33,435	32,307	1,128	0	0	0	0	0	0	0	0
Community Development Block Grant	9,277	6,278	2,999	0	0	0	0	0	0	0	0
Contributions	48,631	20,252	13,021	15,358	6,960	2,250	4,570	1,010	260	308	0
Current Revenue: General	756,605	384,112	57,302	314,691	54,657	55,324	55,493	49,659	49,848	49,710	500
Current Revenue: Park and Planning	3,235	0	1,135	2,100	350	350	350	350	350	350	0
Current Revenue: Parking - Bethesda	20,832	1,247	2,508	17,077	2,715	3,092	3,155	2,990	2,435	2,690	0
Current Revenue: Parking - Montgomery Hill	100	100	0	0	0	0	0	0	0	0	0
Current Revenue: Parking - Silver Spring	28,078	1,498	6,869	19,711	5,610	3,301	2,700	2,700	2,700	2,700	0
Current Revenue: Parking - Wheaton	1,432	24	466	942	157	157	157	157	157	157	0
Current Revenue: Recordation Tax	487,670	247,569	30,143	209,958	31,187	32,281	33,947	34,821	37,559	40,163	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	5,407	4,431	976	0	0	0	0	0	0	0	0
Development District	11,100	639	10,461	0	0	0	0	0	0	0	0
EDAET	7,619	7,619	0	0	0	0	0	0	0	0	0
Enhancement	4,134	3,750	384	0	0	0	0	0	0	0	0
Enterprise Park and Planning	17,787	0	1,837	15,950	1,300	1,050	800	6,000	6,000	800	0
Fed Stimulus (State Allocation)	6,550	6,550	0	0	0	0	0	0	0	0	0
Federal Aid	276,634	140,884	38,225	97,525	32,644	31,979	18,562	3,400	9,340	1,600	0
Federal Stimulus	1,624	1,624	0	0	0	0	0	0	0	0	0
Fire Consolidated	32,023	691	6,342	24,990	4,221	3,027	2,394	5,116	5,116	5,116	0
G.O. Bonds	5,444,117	2,256,477	585,246	2,012,284	412,399	385,413	334,787	308,445	293,266	277,974	590,110
HIF Revolving Program	121,252	89,809	10,191	21,252	13,409	7,843	0	0	0	0	0
HOC Bonds	50,000	50,000	0	0	0	0	0	0	0	0	0
Impact Tax	125,994	54,813	22,576	48,605	9,119	7,967	7,753	7,755	7,754	8,257	0
Intergovernmental	18,253	5,455	2,290	10,453	1,275	0	800	2,600	2,500	3,278	55
Interim Finance	96,853	38,133	102,730	-3,386	5,011	0	3,303	-11,700	0	0	-40,624
Investment Income	1,342	540	0	802	0	70	200	200	210	122	0
Land Sale	58,838	16,838	0	42,000	27,000	0	0	15,000	0	0	0
Land Sale (P&P Only)	513	0	513	0	0	0	0	0	0	0	0
Land Sale ? Bethesda PLD	29,160	29,160	0	0	0	0	0	0	0	0	0
Loan Repayment Proceeds	36,494	11,326	13,420	11,748	2,591	9,157	0	0	0	0	0

CIP210 - CE Recommended-- Working

All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY15	Est FY16	6 Year Total	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Beyond 6 Yrs
Long-Term Financing	203,114	8,158	37,266	157,690	53,905	40,715	19,685	23,296	10,089	10,000	0
M-NCPPC Contributions	4,423	2,860	663	900	150	150	150	150	150	150	0
Major Facilities Capital Projects Fund (MC only)	4,200	0	1,100	3,100	1,000	2,000	100	0	0	0	0
Mass Transit Fund	122,022	11,932	18,856	90,834	8,966	16,999	21,904	16,305	16,825	9,835	400
Montgomery Housing Initiative Fund	4,775	2,500	2,275	0	0	0	0	0	0	0	0
Motor Pool	550	0	550	0	0	0	0	0	0	0	0
PAYGO	170,647	170,647	0	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	81,292	20,665	13,842	39,012	7,018	7,044	6,673	6,507	6,330	5,440	7,773
Program Open Space	55,484	22,231	11,030	19,863	3,278	2,562	4,000	3,000	4,000	3,023	2,360
Qualified Zone Academy Funds	10,530	9,629	901	0	0	0	0	0	0	0	0
Recreation Fund	645	0	645	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	108,139	29,136	11,336	67,667	10,051	10,404	10,941	11,222	12,105	12,944	0
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	27,008	20,462	2,620	3,926	1,391	1,725	280	100	430	0	0
Revenue Bonds	30,993	30,993	0	0	0	0	0	0	0	0	0
Revenue Bonds: Liquor Fund	132,678	112,986	16,462	3,230	3,230	0	0	0	0	0	0
Revolving (P&P only)	23,798	0	17,798	6,000	1,000	1,000	1,000	1,000	1,000	1,000	0
Revolving Fund - Current Revenue	6,804	3,419	3,385	0	0	0	0	0	0	0	0
Revolving Fund - G.O. Bonds	57,590	11,373	22,207	24,000	4,000	4,000	4,000	4,000	4,000	4,000	0
School Facilities Payment	4,369	2,314	601	1,454	1,454	0	0	0	0	0	0
Schools Impact Tax	430,740	187,857	31,898	210,985	32,450	36,106	34,944	34,522	35,416	37,547	0
Short-Term Financing	208,943	120,001	52,010	36,932	13,595	7,200	6,200	3,500	3,146	3,291	0
Solid Waste Collection	421	0	421	0	0	0	0	0	0	0	0
Solid Waste Disposal Fund	738	20	718	0	0	0	0	0	0	0	0
State Aid	948,578	347,534	79,809	466,552	84,883	90,305	73,315	64,653	70,028	83,368	54,683
State Bonds (P&P only)	1,275	888	387	0	0	0	0	0	0	0	0
State ICC Funding (M-NCPPC only)	3,313	1,500	1,813	0	0	0	0	0	0	0	0
Stormwater Management Waiver Fees	5,223	4,023	0	1,200	200	200	200	200	200	200	0
TEA-21	2,368	2,368	0	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	243	192	0	0	0	0	0	0	0	0
Water Quality Protection Bonds	379,692	29,885	32,224	317,583	45,827	51,622	62,173	64,515	50,547	42,899	0

CIP210 - CE Recommended-- Working

Funding Source	Total	Thru FY15	Est FY16	6 Year Total	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Beyond 6 Yrs
Water Quality Protection Charge	38,401	11,624	13,516	13,261	7,266	1,613	1,287	1,063	1,089	943	0
White Flint - Special Tax District	169,477	5,801	5,046	85,959	8,469	18,189	25,683	27,590	3,068	2,960	72,671
Total	11,066,949	4,640,721	1,299,998	4,438,302	903,065	839,671	745,980	694,510	640,121	614,955	687,928



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 FY17 Operating Budget for Debt Service is \$397,600,850 an increase of \$38,601,765 or 10.8 percent from the FY16 approved budget of \$358,999,085. This amount excludes \$61,280 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 45.3 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended FY17-22 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 September 29, 2015, the County Council approved SAG limits at \$340.0 million for FY17, \$340.0 million for FY18 and \$2,040.0 million for the FY17-22 period. On February 2, 2016, the County Council confirmed the guidelines set on September 29, 2015.

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 FY17. 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.

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; 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, and Recreation) as appropriate. These appropriations include debt service for G.O. bond issues outstanding and other long-term and short-term financing.

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 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.

FY16 Estimated Debt Service

FY16 estimated general obligation Debt Service, lease and other long-term debt expenditure requirements for tax-supported funds total \$342.5 million which is lower than the budget of \$348.8 million primarily due to deferrals in some lease financing, actual interest rates that were lower than budget, and prior years G.O. bond refundings.

FY17 Recommended Debt Service Budget

The FY17 Debt Service budget is predicated on a base of existing Debt Service requirements from past bond issues (through November 2015) plus the following:

- A fall 2016 (FY17) issue of \$340.0 million at an interest cost of 5.5 percent for 20 years with even principal payments (fall bond issues are expected to continue through FY22).
- Interest expense based on an anticipated average BANs/commercial paper balance of \$500.0 million during FY17.
- 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 FY17 Debt Service requirement for tax supported funds of \$383.3 million, which is a 9.9 percent increase from the FY16 budget of \$348.8 million. The General Fund appropriation requirement is \$319.9 million, or 12.4 percent more than the budgeted FY16 amount of \$284.5 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 100.0 percent for FY17-FY22. An estimated interest cost of 5.5 percent is budgeted for the fall 2016 (FY17) issue. Projected interest rates for bond issues for FY17 through FY22 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 \$383.3 million in FY17 to \$459.3 million by FY22 with the General Fund revenue requirement growing from \$319.9 million in FY17 to \$396.5 million by FY22.

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 FY17-22 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 FY17-22 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's proposals for the Recommended FY17-22 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals \$2,644,750,000 as of June 30, 2015. 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, 2015, is \$10,367,675,474 based upon the assessed valuation \$163,656,758,206 for all real property and \$3,665,133,210 for personal property. The County's outstanding general obligation debt of \$2,644,750,000 plus outstanding short-term commercial paper of \$500,000,000 is 1.88 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 2015 (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 Housing Opportunities Commission(HOC). Repayment of the loan will be made by HOC to the County through the MHI fund. Transfers from the Montgomery Housing Initiative (MHI) fund support the repayment shown in the Debt Service Fund. The FY17 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. In August 2014 the County issued \$12.02 million of bonds to refund all of the outstanding bonds.

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. In August 2014 the County issued \$1.4 million of bonds to refund the outstanding 1999 Series bonds.

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.

Linkage to County Result Areas

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



Not Applicable

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 FY15	Budget FY16	Estimate FY16	REC FY17	%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	---
Debt Service G.O Bonds	308,090,187	316,819,300	315,024,624	352,370,610	11.2 %
Debt Service Other	24,419,464	31,963,425	27,497,185	30,912,030	-3.3 %
Debt Service Expenditures	332,509,651	348,782,725	342,521,809	383,282,640	9.9 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
REVENUES					
Federal Grants	5,956,603	5,853,000	5,853,520	5,591,000	-4.5 %
Investment Income	8,957	0	0	0	---
Miscellaneous Revenues	2,352,252	0	0	0	---
Other Intergovernmental	102,077	0	0	0	---
Premium on General Obligation Bonds	5,236,781	11,488,440	14,998,462	6,942,760	-39.6 %
State Grants	2,823,835	0	0	0	---
Debt Service Revenues	16,480,505	17,341,440	20,851,982	12,533,760	-27.7 %
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	---
Debt Service Other	10,214,799	10,216,360	10,216,360	14,318,210	40.1 %
Debt Service - Non-Tax Supported Expenditures	10,214,799	10,216,360	10,216,360	14,318,210	40.1 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
REVENUES					
DEPARTMENT TOTALS					
Total Expenditures	342,724,450	358,999,085	352,738,169	397,600,850	10.8 %
Total Full-Time Positions	0	0	0	0	---
Total Part-Time Positions	0	0	0	0	---
Total FTEs	0.00	0.00	0.00	0.00	---
Total Revenues	16,480,505	17,341,440	20,851,982	12,533,760	-27.7 %

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT							
	Actual FY14	Actual FY15	Budget FY16	Estimated FY16	Recommended FY17	% Chg Bud/Rec	Rec % GO Bonds
GO BOND DEBT SERVICE EXPENDITURES							
General County	42,875,231	46,989,995	51,742,730	51,666,053	59,184,220		17.1%
Roads & Storm Drains	59,990,819	67,396,632	62,163,950	62,101,823	70,224,000		20.3%
Public Housing	13,562	65,625	258,810	64,050	62,470		0.0%
Parks	9,119,493	9,714,221	8,339,930	8,086,019	8,237,270		2.4%
Public Schools	122,363,519	133,188,736	135,717,510	135,505,954	150,187,650		43.4%
Montgomery College	15,391,009	18,046,881	21,904,420	21,904,420	23,688,760		6.8%
Bond Anticipation Notes/Commercial Paper	428,377	309,534	1,200,000	500,000	2,400,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,574,642	2,099,233	2,500,000	2,500,000	2,500,000		
Cost of Issuance	661,347	897,494	1,183,000	1,183,000	1,203,000		
Total General Fund	253,417,999	278,708,351	285,010,350	283,511,319	317,687,430	11.5%	90.0%
Fire Tax District Fund	7,078,100	8,207,008	7,238,360	7,020,527	7,491,440		2.2%
Mass Transit Fund	8,637,569	11,836,166	17,248,520	17,200,152	18,863,850		5.4%
Recreation Fund	8,893,735	9,338,662	7,322,070	7,292,626	8,327,890		2.4%
Total Tax Supported Other Funds	24,609,404	29,381,836	31,808,950	31,513,305	34,683,180	9.0%	10.0%
TOTAL TAX SUPPORTED	278,027,403	308,090,187	316,819,300	315,024,624	352,370,610	11.2%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	278,027,403	308,090,187	316,819,300	315,024,624	352,370,610	11.2%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	645,334	981,134	985,040	985,040	988,540		
Revenue Authority - HHS Piccard Drive	638,689	391,106	394,400	394,400	395,800		
Revenue Authority - Recreation Pools	1,834,050	1,522,159	1,525,040	1,525,040	1,524,500		
Fire and Rescue Equipment	3,780,600	3,741,600	3,723,200	3,723,200	3,715,800		
TOTAL LONG-TERM LEASE EXPENDITURES	6,898,673	6,635,999	6,627,680	6,627,680	6,624,640	0.0%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	5,659,962	5,659,962	7,310,200	5,660,200	7,294,600		
Libraries System Modernization	-	-	128,500	128,500	128,500		
Ride On Buses	3,802,000	6,625,835	8,396,640	8,253,800	9,138,890		
Public Safety System Modernization	4,373,540	4,373,540	6,990,600	5,327,400	4,907,600		
Fire and Rescue Apparatus	-	-	1,010,200	-	1,010,200		
Fuel Management System	-	-	480,000	480,000	791,600		
TOTAL SHORT-TERM LEASE EXPENDITURES	13,835,502	16,659,337	24,316,140	19,849,900	23,271,390	-4.3%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue - Tax supported	293,955	294,606	295,105	295,105	290,500		
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	400,000		
Qualified Energy Conservation Bond - Tax supported	50,994	429,522	324,500	324,500	325,500		
MHI-HUD Loan - Non-Tax supported	67,729	65,630	63,480	63,480	61,280		
Water Quality Protection Charge Bonds - Non-Tax supported	3,016,160	3,018,850	3,020,250	3,020,250	6,367,900		
MHI - Property Acquisition Fund - Non-Tax supported	4,949,804	7,195,949	7,196,110	7,196,110	7,950,310		
TOTAL OTHER LONG-TERM DEBT	8,778,642	11,404,557	11,299,445	11,299,445	15,395,490	36.2%	
DEBT SERVICE EXPENDITURES							
Tax Supported	299,506,527	332,509,651	348,782,725	342,521,809	383,282,640		
Non-Tax Supported - Other Long-term Debt	8,033,693	10,280,429	10,279,840	10,279,840	14,379,490		
TOTAL DEBT SERVICE EXPENDITURES	307,540,220	342,790,080	359,062,565	352,801,649	397,662,130	10.8%	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	244,144,296	268,947,012	267,814,910	262,805,857	305,294,670		
Other Interest: Installment Notes, Interest & Penalties	334,924	10,682	-	-	-		
BAN/Commercial Paper Investment Income	95,589	8,957	-	-	-		
Federal Subsidy on General Obligation Bonds	5,808,511	5,848,290	5,707,000	5,707,000	5,450,000		
Premium on General Obligation Bonds	3,088,117	5,236,781	11,488,440	14,998,462	6,942,760		
Total General Fund Sources	253,471,437	280,051,722	285,010,350	283,511,319	317,687,430		
Fire Tax District Funds	7,781,477	7,941,508	7,238,360	7,020,527	7,491,440		
Mass Transit Fund	8,175,611	10,902,479	17,248,520	17,200,152	18,863,850		
Recreation Fund	8,598,881	9,065,412	7,322,070	7,292,626	8,327,890		
Total Other Funding Sources	24,555,969	27,909,399	31,808,950	31,513,305	34,683,180		
TOTAL GO BOND FUNDING SOURCES	278,027,406	307,961,121	316,819,300	315,024,624	352,370,610		
NON GO BOND FUNDING SOURCES							
General Funds	12,062,471	12,448,546	16,682,345	13,368,625	14,590,040		
MHI Fund - HUD Loan	67,729	65,630	63,480	63,480	61,280		
Water Quality Protection Fund	3,016,160	3,018,850	3,020,250	3,020,250	6,367,900		
MHI - Property Acquisition Fund	4,949,804	7,195,949	7,196,110	7,196,110	7,950,310		
Federal Subsidy - Qualified Energy Conservation Bond	-	108,313	146,000	146,520	141,000		
Mass Transit Fund	3,802,000	3,802,000	8,396,640	8,253,800	9,138,890		
Recreation Fund	1,834,050	1,522,159	1,525,040	1,525,040	1,524,500		
Fire Tax District Fund	3,780,600	1,400,030	5,213,400	4,203,200	5,517,600		
Energy Savings	-	102,077	-	-	-		
State Grant for Ride On Buses	-	2,823,835	-	-	-		
Fire 2007 Certificates of Participation Closeout	-	2,341,570	-	-	-		
TOTAL NON GO BOND FUNDING SOURCES	29,512,814	34,828,959	42,243,265	37,777,025	45,291,520		
TOTAL FUNDING SOURCES	307,540,220	342,790,080	359,062,565	352,801,649	397,662,130		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	295,000,000	500,000,000	324,500,000	300,000,000	340,000,000		
Council SAG Approved Bond Funded Expenditures	295,000,000	299,500,000	340,000,000	340,000,000	340,000,000		

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT						
	Recommended FY17	Projected FY18	Projected FY19	Projected FY20	Projected FY21	Projected FY22
GO BOND DEBT SERVICE EXPENDITURES						
General County	59,184,220	64,383,400	72,296,180	73,919,840	72,860,850	72,222,210
Roads & Storm Drains	70,224,060	73,327,410	76,372,300	82,349,810	89,648,580	98,794,470
Public Housing	62,470	60,730	58,980	57,230	55,480	53,730
Parks	8,237,270	8,915,710	9,404,390	10,215,340	10,943,700	11,530,480
Public Schools	150,187,650	154,262,760	159,483,820	166,166,690	170,262,840	173,381,470
Montgomery College	23,688,760	25,281,110	26,801,450	27,386,680	27,432,680	28,874,350
Bond Anticipation Notes/Commercial Paper	2,400,000	3,400,000	3,950,000	4,500,000	5,050,000	5,800,000
Bond Anticipation Notes/Liquidity & Remarketing	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Cost of Issuance	1,203,000	1,227,000	1,256,000	1,290,000	1,324,000	1,359,000
Total General Fund	317,687,430	333,358,120	352,123,120	368,385,590	380,078,130	394,515,710
Fire Tax District Fund	7,491,440	8,366,570	8,953,040	10,096,760	12,775,670	14,593,080
Mass Transit Fund	18,863,850	19,702,790	20,199,440	21,920,890	25,298,520	25,720,840
Recreation Fund	8,327,890	9,235,980	9,175,070	8,980,870	8,939,860	8,497,730
Total Tax Supported Other Funds	34,683,180	37,305,340	38,327,550	40,998,520	47,014,050	48,811,650
TOTAL TAX SUPPORTED	352,370,610	370,663,460	390,450,670	409,384,110	427,092,180	443,327,360
TOTAL GO BOND DEBT SERVICE EXPENDITURES	352,370,610	370,663,460	390,450,670	409,384,110	427,092,180	443,327,360
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	988,540	986,640	989,440	991,850	987,710	991,540
Revenue Authority - HHS Piccard Drive	395,800	-	-	-	-	-
Revenue Authority - Recreation Pools	1,524,500	1,526,360	1,525,700	-	-	-
Fire and Rescue Equipment	3,715,800	3,717,900	-	-	-	-
TOTAL LONG-TERM LEASE EXPENDITURES	6,624,640	6,230,900	2,515,140	991,850	987,710	991,540
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	7,294,600	5,479,000	4,464,500	3,450,000	3,100,000	3,100,000
Libraries System Modernization	128,500	128,500	128,500	128,500	128,500	-
Ride On Buses	9,138,890	6,030,490	6,723,290	6,723,290	6,723,290	4,923,290
Public Safety System Modernization	4,907,600	4,219,800	4,433,800	4,433,800	3,480,000	1,713,000
Fire and Rescue Apparatus	1,010,200	1,700,000	2,625,000	3,196,000	3,664,000	4,071,000
Fuel Management System	791,600	951,600	951,600	951,600	635,800	160,000
TOTAL SHORT-TERM LEASE EXPENDITURES	23,271,390	18,509,390	19,326,690	18,883,190	17,731,590	13,967,290
OTHER LONG-TERM DEBT						
Silver Spring Music Venue - Tax supported	290,500	290,800	291,000	291,000	294,100	292,000
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	400,000	400,000
Qualified Energy Conservation Bond - Tax supported	325,500	326,500	327,000	321,500	321,800	322,100
MHI-HUD Loan - Non-Tax supported	61,280	59,020	56,750	54,400	52,050	49,640
Water Quality Protection Charge Bonds - Non-Tax supported	6,367,900	6,342,250	11,581,960	11,578,400	15,581,650	15,581,900
MHI - Property Acquisition Fund - Non-Tax supported	7,950,310	8,708,010	9,451,510	9,455,600	9,450,460	9,446,660
TOTAL OTHER LONG-TERM DEBT	15,395,490	16,126,580	22,108,220	22,100,900	26,100,060	26,092,300
DEBT SERVICE EXPENDITURES						
Tax Supported	383,282,640	396,421,050	413,310,500	430,271,650	446,827,380	459,300,290
Non-Tax Supported - Other Long-term Debt	14,379,490	15,109,280	21,090,220	21,088,400	25,084,160	25,078,200
TOTAL DEBT SERVICE EXPENDITURES	397,662,130	411,530,330	434,400,720	451,360,050	471,911,540	484,378,490
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	305,294,670	321,215,120	343,710,220	363,515,590	375,438,130	389,845,710
Federal Subsidy on General Obligation Bonds	5,450,000	5,350,000	5,070,000	4,870,000	4,640,000	4,670,000
Premium on General Obligation Bonds	6,942,760	6,793,000	3,342,900	-	-	-
Total General Fund Sources	317,687,430	333,358,120	352,123,120	368,385,590	380,078,130	394,515,710
Fire Tax District Fund	7,491,440	8,366,570	8,953,040	10,096,760	12,775,670	14,593,080
Mass Transit Fund	18,863,850	19,702,790	20,199,440	21,920,890	25,298,520	25,720,840
Recreation Fund	8,327,890	9,235,980	9,175,070	8,980,870	8,939,860	8,497,730
Total Other Funding Sources	34,683,180	37,305,340	38,327,550	40,998,520	47,014,050	48,811,650
TOTAL GO BOND FUNDING SOURCES	352,370,610	370,663,460	390,450,670	409,384,110	427,092,180	443,327,360
NON GO BOND FUNDING SOURCES						
General Funds	14,590,040	11,695,240	10,902,640	9,891,150	8,590,110	6,703,640
MHI Fund - HUD Loan	61,280	59,020	56,750	54,400	52,050	49,640
Water Quality Protection Fund	6,367,900	6,342,250	11,581,960	11,578,400	15,581,650	15,581,900
MHI - Property Acquisition Fund	7,950,310	8,708,010	9,451,510	9,455,600	9,450,460	9,446,660
Federal Subsidy - Qualified Energy Conservation Bond	141,000	136,000	131,600	125,500	122,000	115,000
Mass Transit Fund	9,138,890	6,030,490	6,723,290	6,723,290	6,723,290	4,923,290
Recreation Fund	1,524,500	1,526,360	1,525,700	0	-	-
Fire Tax District Fund	5,517,600	6,369,500	3,576,600	4,147,600	4,299,800	4,231,000
TOTAL NON GO BOND FUNDING SOURCES	45,291,520	40,866,870	43,950,050	41,975,940	44,819,360	41,051,130
TOTAL FUNDING SOURCES	397,662,130	411,530,330	434,400,720	451,360,050	471,911,540	484,378,490
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000
Council SAG Approved Bond Funded Expenditures	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000
ESTIMATED INTEREST RATE	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

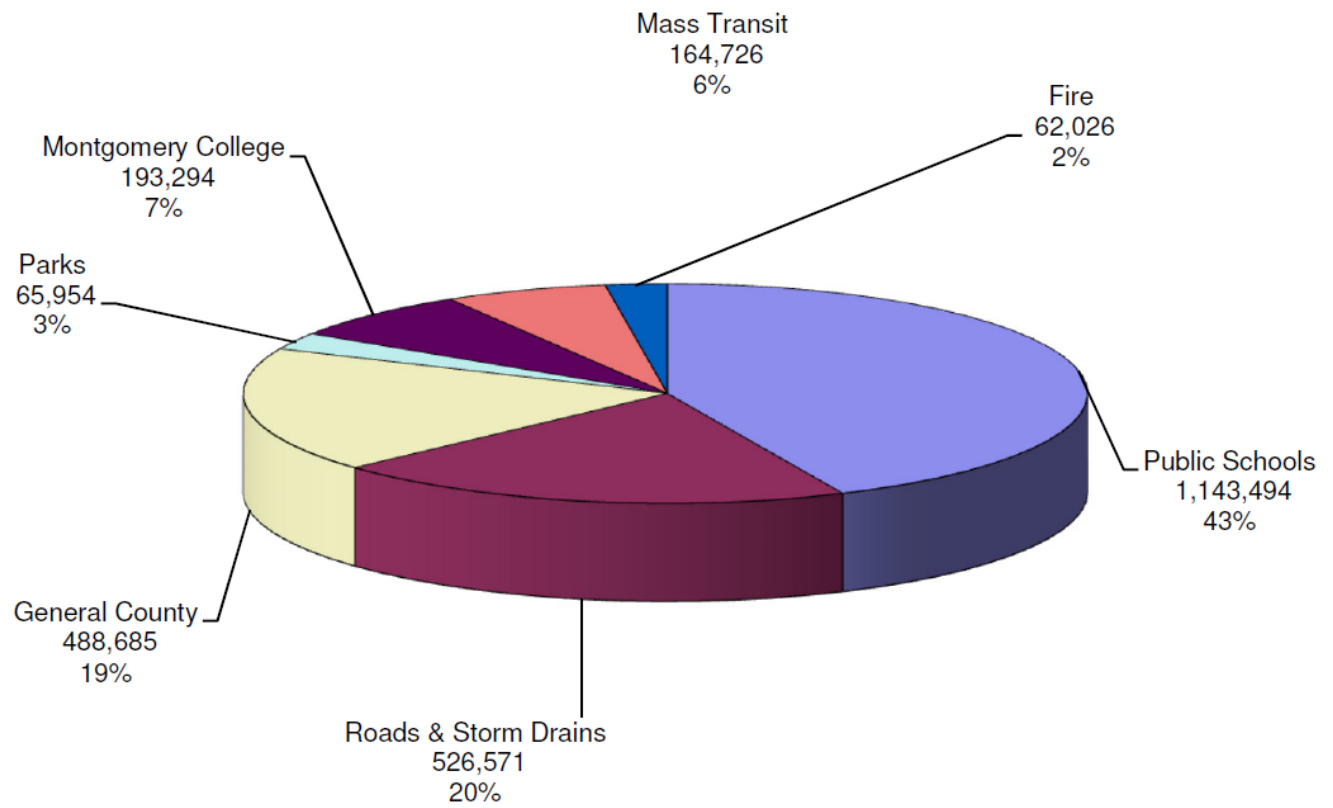
**Projected Debt Obligations
Schedule of Principal & Interest
FY17 Recommended Budget**

<u>FUND</u>	Principal	Interest	Total
Debt Service Fund	252,583,563	145,017,287	397,600,850
Liquor Control (Section 65)	6,058,440	4,874,460	10,932,900
Montgomery Housing Initiative	43,000	18,280	61,280
Bethesda Parking Lot District (Section 46)	3,158,000	1,416,347	4,574,347
Total	261,843,003	151,326,374	413,169,377

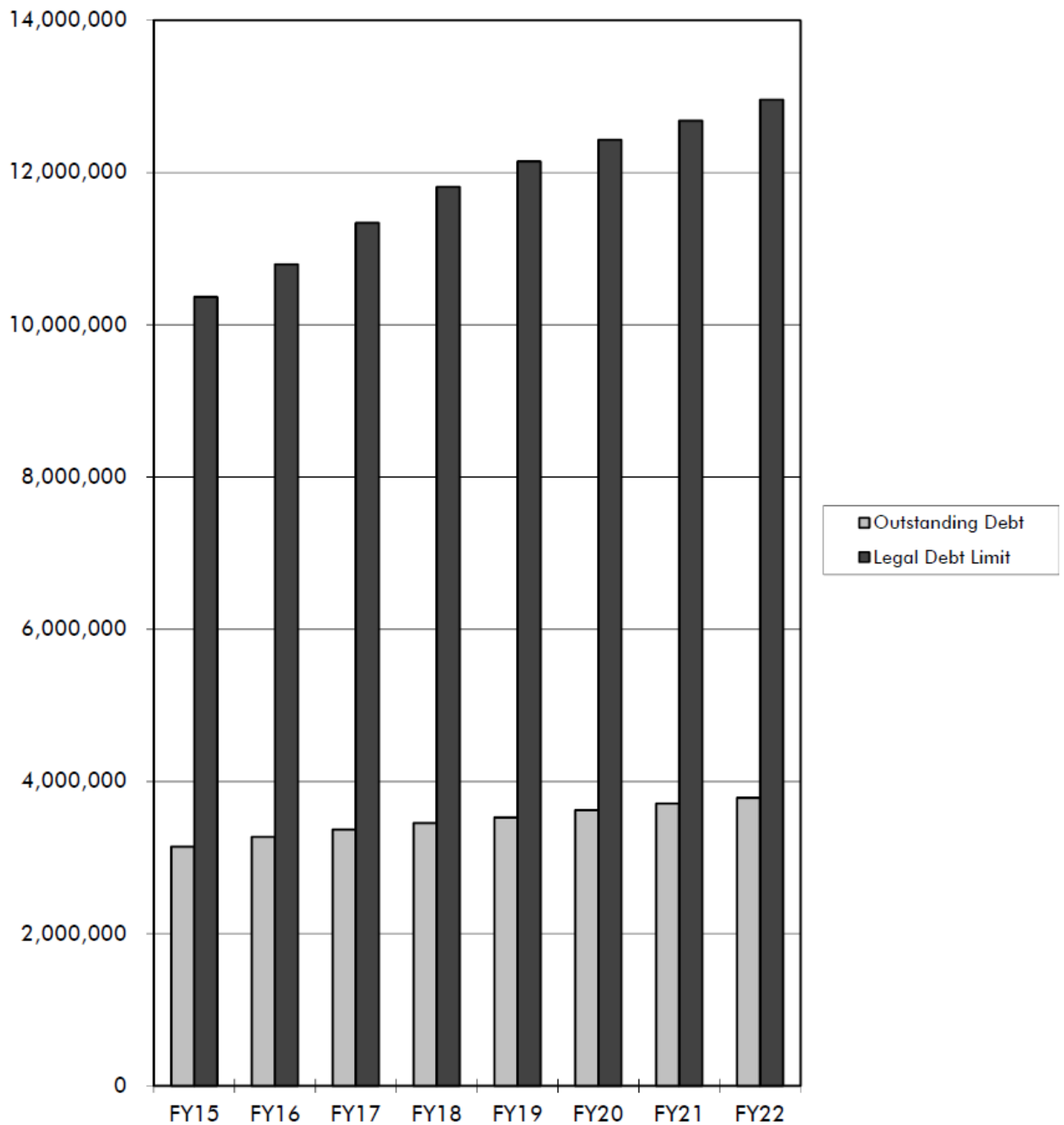
General Obligation Bonds Outstanding by Bond Category

(\$000s)

Total \$2,644,750 as of June 30, 2015



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



DEBT CAPACITY ANALYSIS

FY17-22 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

MARCH 15, 2016

GO BOND 6 YR TOTAL = 2,040.0 MILLION

GO BOND FY17 TOTAL = 340.0 MILLION

GO BOND FY18 TOTAL = 340.0 MILLION

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
1 GO Bond Guidelines (\$000)	340,000	340,000	340,000	340,000	340,000	340,000	340,000
2 GO Debt/Assessed Value	1.87%	1.84%	1.80%	1.79%	1.80%	1.80%	1.80%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	11.06%	11.56%	11.67%	11.65%	11.79%	11.83%	11.76%
4 \$ Debt/Capita	3,180	3,242	3,295	3,335	3,395	3,449	3,492
5 \$ Real Debt/Capita (FY14 = 100%)	3,180	3,185	3,164	3,124	3,097	3,063	3,020
6 Capita Debt/Capita Income	3.93%	3.84%	3.76%	3.67%	3.59%	3.51%	3.42%
7 Payout Ratio	67.71%	68.11%	68.56%	69.41%	70.24%	67.98%	65.85%
8 Total Debt Outstanding (\$000s)	3,272,290	3,367,265	3,452,335	3,526,105	3,622,810	3,709,170	3,785,580
9 Real Debt Outstanding (FY14 = 100%)	3,272,290	3,307,726	3,315,046	3,303,300	3,304,668	3,294,493	3,273,963
10 Note: OP/PSP Growth Assumption (2)		5.2%	2.3%	4.0%	3.3%	3.2%	3.1%

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 FY16 approved budget to FY17 budget for FY17 and budget to budget for FY18-22.

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY17-22 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

March 15, 2016

(\$ millions)	6 YEARS	FY17	FY18	FY19	FY20	FY21	FY22
BONDS PLANNED FOR ISSUE	2,040.000	340.000	340.000	340.000	340.000	340.000	340.000
Plus PAYGO Funded	204.000	34.000	34.000	34.000	34.000	34.000	34.000
Adjust for Implementation **	-	-	-	-	-	-	-
Adjust for Future Inflation **	(93.042)	-	-	(9.122)	(18.715)	(28.055)	(37.150)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	2,150.958	374.000	374.000	364.878	355.285	345.945	336.850
Less Set Aside: Future Projects	215.371 10.01%	9.640	17.902	28.434	46.840	53.179	59.376
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,935.587	364.360	356.098	336.444	308.445	292.766	277.474
MCPS	(690.229)	(143.475)	(130.114)	(139.351)	(107.716)	(96.826)	(72.747)
MONTGOMERY COLLEGE	(130.176)	(23.751)	(33.532)	(15.686)	(10.593)	(16.322)	(30.292)
M-NCPPC PARKS	(61.321)	(9.173)	(9.150)	(11.898)	(10.720)	(11.705)	(8.675)
TRANSPORTATION	(644.768)	(73.840)	(80.969)	(103.254)	(138.009)	(118.271)	(130.425)
MCG - OTHER	(487.690)	(162.560)	(134.148)	(64.598)	(41.407)	(49.642)	(35.335)
Programming Adjustment - Unspent Prior Years*	78.597	48.439	31.815	(1.657)	-	-	-
	-						
SUBTOTAL PROGRAMMED EXPENDITURES	(1,935.587)	(364.360)	(356.098)	(336.444)	(308.445)	(292.766)	(277.474)
AVAILABLE OR (GAP)	-	-	-	-	-	-	-
NOTES:							
* See additional information on the GO Bond Programming Adjustment for Unspent Prior Year Detail Chart							
** Adjustments Include:							
Inflation =		1.80%	2.30%	2.50%	2.70%	2.70%	2.70%
Implementation Rate =		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Workforce/Compensation

SUMMARY OF FY17 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY17, as recommended by the Board of Education (BOE), is 22,248.73 FTEs, or 801.48 FTEs greater than the approved FY16 workforce of 21,447.25 FTEs. In FY15, the BOE completed labor negotiations with the public schools' bargaining units through FY17, 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 \$76.0 million, for a cost of living increase of 2.0 percent effective September 2016, a 3.0 percent step increase, and a second 3.0 percent step increase for eligible employees in March 2017. For more information on compensation and workforce changes, please see the Board of Education FY17 recommended budget document.

Montgomery College (MC): There is an increase of 12.0 FTEs in the size of the Montgomery College complement for FY17, as requested by the College and its Board of Trustees. This is accompanied by an increase in personnel costs of about \$12.0 million. The primary factors for these cost increases are compensation enhancements, including a 3.5 percent service increment and a 2.75 percent general wage adjustment, reclassifications, promotions, and benefit changes. For more information on compensation and workforce changes, please consult the Adopted FY17 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 FY17, as recommended by the Planning Board, is an increase of 37.85 FTEs. The Commission's requested budget includes a decrease in personnel costs of \$1.2 million. The decrease also includes retirement and group insurance adjustments and a compensation placeholder (to address collectively bargained compensation increases and pass through costs). For more information on compensation and workforce changes, please see the M-NCPPC FY17 requested budget document.

Montgomery County Government (MCG): The net impact on the County government workforce for FY17, as recommended by the Executive, is an increase of 69 positions.

The recommended budget contains a decrease in total personnel costs of \$7.0 million, or 0.6 percent. The primary factors in these changes are:

	<u>Millions</u>
• General Wage Adjustment	\$6.9
• Decrease in required retirement contribution	-\$40.0
• Increase in group insurance contribution	\$21.2
• Service increments and longevity	\$7.5
• Other negotiated increases	\$4.3
• Net decrease in positions and other changes in personnel costs, including annualization of positions, turnover, and lapse	-\$6.9

The decrease in required retirement contribution is primarily due to revised actuarial assumptions and changes to the amortization period based on the County's five-year experience study, resulting in a reduced required County contribution into the retirement plans.

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 – MC GEO), 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 FY17: 0.5 percent effective the first full pay period after July 1, 2016 and 0.5 percent effective the first full pay period after January 1, 2017 for all employees in the Office, Professional, and Technical (OPT) and Service, Labor, and Trades (SLT) units, all employees in the Police bargaining unit and Police uniformed managers, and all non-represented employees, including Management Leadership Service (MLS) employees. For all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed managers, 1 percent effective the first full pay period after July 1, 2016 and 1 percent effective the pay period starting February 5, 2017.

LUMP-SUM PAYMENTS: The Executive recommends a bonus payment equal to 1 percent of salary for employees who are not moving into a longevity step but are at the maximum salary for their grade. The 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.

FY17 salary schedules can be found on the County's website at <http://www.montgomerycountymd.gov/HR/compensation/Compensation.html>.

SERVICE INCREMENTS: The Executive recommends service increments of 3.5 percent for all eligible employees.

LONGEVITY INCREMENTS: The Executive recommends longevity increments in FY17 for all eligible employees.

PERFORMANCE-BASED PAY: The Executive recommends \$1,627,283 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 2016 and projected changes for 2017. The employer rates are 6.2 percent for social security and 1.45 percent for Medicare and are not expected to change.

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 an actuarially determined countywide average fixed rate of \$11,651 per position, 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 FY17 and FY22. 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 6,380 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 \$1.8 billion – approximately thirty-one percent of the total FY17 budget for all agencies.

Proposed FY17 Consolidated Retiree Health Benefits Trust Contributions	
Montgomery County Government (MCG)	FY17
<u>General Fund:</u>	
Retiree Health Benefits Trust NDA	\$43,513,550
<u>Proprietary Funds:</u>	
Bethesda Parking District	\$152,610
Wheaton Parking District	15,790
Silver Spring Parking District	105,240
Solid Waste Collection	21,050
Solid Waste Disposal	399,930
Liquor Control	2,157,520
Permitting Services	1,062,970
Community Use of Public Facilities	142,080
Motor Pool	1,057,710
Risk Management	52,620
Central Duplicating	163,130
<u>Participating Agency Contributions</u>	<u>\$1,516,800</u>
Total MCG Trust Contributions	\$50,361,000
Consolidated Trust: Montgomery County Public Schools	\$63,055,000
Consolidated Trust: Montgomery College	\$1,524,000
Park and Planning Commission Trust Fund*	\$1,908,226
Total Contributions/Assets Held in Trust	\$116,848,226
* MNCPPC's contribution from tax supported funds is \$1,827,601.	

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 \$119.2 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 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. In FY 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 FY15, the County and all other agencies implemented 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. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY16, these contributions were \$43.5 million (County General Fund), \$61.7 million (MCPS Consolidated Trust), and \$1.4 million (Montgomery College Consolidated Trust). A detailed breakdown of FY17 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 Executive is recommending that the Retiree Health Benefits Trust provide \$27.2 million to Montgomery County Public Schools for the payment of retiree health insurance claims in FY17.

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, 2015, there were 6,380 retirees and survivors and 5,541 active members, including 1,352 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 124 and the number of public safety employees increased by 41, for a combined total active enrollment of 4,189. GRIP membership increased by 89 employees, to 1,352 in FY16. The RSP had 171 more active employees enrolled in FY16 than in FY15, for a total FY16 enrollment of 3,756.

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 expires on June 30, 2016. The negotiated agreement becomes effective July 1, 2016, and expires on June 30, 2017. The agreement's salient economic terms include:

- ❖ Assignment pay differentials. An increase was added to the ALS provider differential of \$250 for EMT's with 0-4 years of service, \$500 for EMT's with 5-8 years of service, and \$750 for EMT's with more than 8 years of service.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ General Wage Adjustment. A 1 percent GWA will be paid the first full pay period following July 1, 2016, and a 1 percent GWA will be paid effective the pay period beginning February 5, 2017.
- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY17 for eligible unit members.
- ❖ Sick Leave Donor Program. Bargaining unit members using donated leave from the Sick Leave Donor Program are not entitled to accrue annual or sick leave while using donated sick leave.
- ❖ Working Out of Class Pay. Firefighter/Rescuers II, III, and Master Firefighters/Rescuers are not eligible for working out of class pay while assigned to ALS transport Units.

MC GEO Bargaining Unit:

The current agreement expires on June 30, 2016. The negotiated agreement becomes effective July 1, 2016, and expires on June 30, 2017. The agreement's salient economic terms include:

- ❖ General Wage Adjustment. A 0.5 percent GWA will be paid the first full pay period following July 1, 2016, and a 0.5 percent GWA will be paid the first full pay period following January 1, 2017.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ Lump sum payment. A 1 percent lump sum payment will be paid in FY17 to bargaining unit members who are at the top of their pay grade and actively employed by the County on July 1, 2016. Employees who are scheduled to receive a longevity step during FY17 are not eligible. The payment is not added to the employees' base salary.
- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY17 for eligible unit members.
- ❖ Eligible employees due a postponed increment will receive a 3.5 percent salary adjustment effective the first full pay period following May 1, 2017.
- ❖ Seasonal Wage Adjustment. A \$0.25 an hour adjustment effective the first full pay period after July 1, 2016 for seasonal employees not impacted by the County minimum wage increase.

Police Bargaining Unit:

The current agreement expires on June 30, 2016. The negotiated agreement becomes effective July 1, 2016, and expires on June 30, 2017. The agreement's salient economic terms include:

- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY16 for eligible unit members.
- ❖ Eligible employees due a postponed increment will receive a 3.5 percent salary adjustment effective the first full pay period following July 1, 2016.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ General Wage Adjustment. A 0.5 percent GWA will be paid the first full pay period following July 1, 2016, and a 0.5 percent GWA will be paid the first full pay period following January 1, 2017.

Volunteer Fire and Rescue Bargaining Unit:

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

- ❖ Nominal fee. A nominal fee increase will be paid in FY17. The nominal fee for eligible volunteers increases in July 2016 by \$75 to \$425 and by \$25 to \$625, depending on level of service.
- ❖ Association funding. Funding for the Association will increase by 1.5% 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 FY17 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY16, which began on July 1, 2015. 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 FY17 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, 2016; and technical changes.

Summary: The recommended budget includes funding for 9,245 full-time positions, a net increase of 71 from the approved FY16 Personnel Complement of 9,174 full-time positions. Funding for 968 part-time positions is also included, a net decrease of 2 position from the approved FY16 Personnel Complement of 970 positions. FTEs increased by 72.5 to 9,968.0.

Detailed below are the significant net changes in the number of positions in the FY17 Recommended Budget.

<u>Workforce Changes</u>	<u>Position Change</u>
<ul style="list-style-type: none">• Recreation – Change is due to the change in status of temporary positions to permanent positions.	18
<ul style="list-style-type: none">• Police – Change is due to the addition of six new officers for the Mary Sector of Germantown/Damascus, three new positions for the Emergency Communications Center, two new positions for the Animal Services Division, two new part-time crossing guards, and a technical correction of three positions mistakenly excluded in the prior year. This is offset by a reduction of one Patrol Services Assistant position.	15
<ul style="list-style-type: none">• Technology Services - Change due to the conversion of long-term contractor resources to full-time County merit positions for essential functions, including ERP support, cybersecurity, and applications development.	12
<ul style="list-style-type: none">• Correction and Rehabilitation - Change is due to the addition of a post at the Central Processing Unit due address the requirements of changes to State law on the processing of arrestees and the addition of a post at the Montgomery County Correctional Facility to address the increasing needs of the mentally ill.	11

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES															
HEALTH PLAN	2015					2016					CHANGE				
	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% Dif
Carefirst POS	1,428	1,002	2,014	4,444	52.7%	1,371	983	1,934	4,288	50.3%	(57)	(19)	(80)	(156)	-2.4%
Carefirst POS Std	256	144	205	605	7.2%	268	142	243	653	7.7%	12	(2)	38	48	0.5%
Kaiser	675	333	504	1,512	17.9%	730	351	557	1,638	19.2%	55	18	53	126	1.3%
United Healthcare	615	404	857	1,876	22.2%	638	414	894	1,946	22.8%	23	10	37	70	0.6%
Grand Total				8,437					8,525					88	

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY COUNTY EXECUTIVE RECOMMENDED: FY17					
	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY16 APPROVED COMPLEMENT	9,174	970	8,121.0	1,774.5	9,895.5
FY17 RECOMMENDED COMPLEMENT	9,245	968	8,141.2	1,826.8	9,968.0
CHANGE IN WORKFORCE (GROSS)	71	(2)	20.2	52.3	72.5
Percentage Change	0.8%	(0.2%)	0.2%	2.9%	0.7%

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES						
Employee Retirement System Plans	Number	Fiscal 2016 Contribution	Number	Fiscal 2017 Contribution	Number	Contribution
	<u>Employees</u> (7/1/14)	<u>Rate</u> %	<u>Employees</u> (7/1/15)	<u>Rate</u> %	<u>Employees</u> (7/14 v. 7/15)	<u>Rate</u> (7/14 v. 7/15)
Public Safety	2,946	37.73%	2,987	23.51%	41	
Non-Public Safety	1,326	40.02%	1,202	42.71%	(124)	
Guaranteed Retirement Income Plan	1,263	6.61%	1,352	5.35%	89	-1.26%
Total ERS System Plans	5,535		5,541		6	
Retirement Savings Plan	3,585	8.00%	3,756	8.00%	171	0.00%

Source: Montgomery County Employees' Retirement System, 2014 and 2015 Actuarial Valuation Reports for Plan Years Beginning July 1, 2014, and July 1, 2015, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY15 APPR	FY15 ACT	FY16 APPR	FY16 EST	FY17 REC	\$ Change	% Change
EXPENSES							
Salaries and Benefits	102,390	123,929	190,000	140,000	183,344	(6,656)	(3.5%)
Professional Services	3,085	15,109	7,200	5,700	6,000	(1,200)	(16.7%)
Due Diligence/Education	2,000	2,121	3,600	3,600	3,600	0	0.0%
Office Management	6,650	12,292	9,000	8,800	9,000	0	0.0%
Investment Management fees	9,000	5,438	6,000	6,000	6,000	0	0.0%
TOTAL EXPENSES	\$123,125	\$158,889	\$215,800	\$164,100	\$207,944	(7,856)	(3.6%)

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	FY15 APPR	FY15 ACT	FY16 APPR	FY16 EST	FY17 REC	\$ Change	% Change
EXPENSES							
Salaries and Benefits	269,920	169,713	341,690	271,690	343,180	1,490	0.4%
Professional Services	152,500	76,217	80,000	305,000	80,000	0	0.0%
Due Diligence/Education	48,000	22,003	48,000	45,000	50,000	2,000	4.2%
Office Management	15,000	13,394	20,000	17,000	20,000	0	0.0%
Investment Management fees	2,710,000	2,437,097	3,100,000	2,700,000	3,400,000	300,000	9.7%
TOTAL EXPENSES	\$3,195,420	\$2,718,424	\$3,589,690	\$3,338,690	\$3,893,180	\$303,490	8.5%

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
ITEM	FY15 APPR	FY15 ACT	FY16 APPR	FY16 EST	FY17 REC	FY17 vs. FY16 Appr. \$ %	
REVENUE							
Contributions	143,900,000	177,929,360	136,200,000	164,400,000	116,400,000	(19,800,000)	(14.5%)
Investment Income	261,000,000	88,488,213	279,000,000	(23,000,000)	270,000,000	(9,000,000)	(3.2%)
Miscellaneous Income	950,000	1,088,620	1,300,000	1,000,000	950,000	(350,000)	(26.9%)
TOTAL REVENUE	\$ 405,850,000	\$ 267,506,193	\$ 416,500,000	\$ 142,400,000	\$ 387,350,000	(29,150,000)	(7.0%)
EXPENSES							
OPERATING EXPENSES							
Retirement Benefits	254,500,000	233,521,086	265,000,000	244,600,000	256,830,000	(8,170,000)	(3.1%)
Investment Management fees	25,000,000	22,506,400	25,000,000	24,000,000	25,000,000	0	0.0%
SUBTOTAL	279,500,000	256,027,486	290,000,000	268,600,000	281,830,000	(8,170,000)	(2.8%)
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	1,785,000	1,358,914	1,972,000	1,702,000	1,984,000	12,000	0.6%
Professional Services	942,400	771,876	1,208,500	1,002,500	1,019,500	(189,000)	(15.6%)
Benefit Processing	140,000	130,333	140,000	135,000	140,000	0	0.0%
Due Diligence/Education	63,700	28,432	62,500	55,300	65,500	3,000	4.8%
Office Management	103,000	395,005	443,500	426,500	433,000	(10,500)	(2.4%)
SUBTOTAL	3,034,100	2,684,560	3,826,500	3,321,300	3,642,000	(184,500)	(4.8%)
TOTAL EXPENSES	\$282,534,100	\$258,712,046	\$293,826,500	\$271,921,300	\$285,472,000	-8,354,500	(2.8%)
NET REVENUE	\$123,315,900	\$8,794,147	\$122,673,500	(\$129,521,300)	\$101,878,000	(20,795,500)	(17.0%)

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
ITEM	FY15 APPR	FY15 ACT	FY16 APPR	FY16 EST	FY17 REC	FY17 vs. FY16 Appr. \$ Change % Change	
REVENUE							
Investment Income	600	1,322	1,200	1,200	1,000	(200)	(16.7%)
Miscellaneous Income	235,000	447,749	250,000	300,000	250,000	0	0.0%
TOTAL REVENUE	235,600	449,071	251,200	301,200	251,000	(200)	(0.1%)
EXPENSES							
OPERATING EXPENSES							
Investment Management fees	9,000	5,437	6,000	6,000	6,000	0	0.0%
SUBTOTAL	9,000	5,437	6,000	6,000	6,000	0	0.0%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	200,000	156,820	237,000	187,000	227,100	(9,900)	(4.2%)
Professional Services	79,700	67,759	60,700	63,200	61,000	300	0.5%
Due Diligence/Education	2,000	2,185	3,600	3,600	3,600	0	0.0%
Office Management	6,650	8,536	9,000	8,800	9,000	0	0.0%
SUBTOTAL	288,350	235,300	310,300	262,600	300,700	(9,600)	(3.1%)
TOTAL EXPENSES	\$297,350	\$240,737	\$316,300	\$268,600	\$306,700	(9,600)	(3.0%)

Fraternal Order of Police County Lodge 35, Inc. Fiscal Impact Summary*

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY17</u>	<u>Annual Cost Beyond FY17</u>
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$1,409,770	\$2,120,082
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	\$77,164	\$117,515
28	Service Increment	FY12 Increment - 3.5 Percent Paid in July 2016	\$1,313,545	\$1,313,545
36	Wages	0.5 Percent General Wage Adjustment in July 2016 and 0.5 Percent General Wage Adjustment in January 2017	\$934,849	\$1,246,466
Total			\$3,735,328	\$4,797,608

Police Uniformed Management Pass-Through Estimates

	<u>Item</u>	<u>Description</u>	<u>FY17</u>	<u>Annual Cost Beyond FY17</u>
	Wages	0.5 Percent General Wage Adjustment in July 2016 and 0.5 Percent General Wage Adjustment in January 2017	\$78,729	\$104,972
	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$3,116	\$5,218
	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	\$11,844	\$17,066
Total			\$93,689	\$127,256

* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

Montgomery County Career Fire Fighters Association, Inc
International Association of Fire Fighters, Local 1664
Fiscal Impact Summary*

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY17</u>	<u>Annual Cost Beyond FY17</u>
7.14	Sick Leave	Accrual of Leave while on Donated Leave	-\$3,300	-\$3,300
17.2	Special Duty Differentials	Assignment Pay Differentials for ALS Providers**	\$200,463	\$200,463
19.1	Wages	1 Percent General Wage Adjustment in July 2016 and 1 Percent General Wage Adjustment in February 2017	\$1,473,716	\$2,085,128
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	\$80,574	\$80,574
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$795,865	\$1,652,521
Appendix IV	Working Out of Class	Working Out of Class Pay Eligibility	-\$45,300	-\$45,300
Total			\$2,502,018	\$3,970,086

Fire and Rescue Uniformed Management Pass-Through Estimates***

<u>Item</u>	<u>Description</u>	<u>FY17</u>	<u>Annual Cost Beyond FY17</u>
Wages	1 Percent General Wage Adjustment in July 2016 and 1 Percent General Wage Adjustment in February 2017	\$98,430	\$139,266
Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	\$20,225	\$20,225
Total		\$118,655	\$159,491

* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

** For a complete list of special duty differential increases, please refer to the Collective Bargaining - Fire and Rescue Bargaining Unit section of the chapter.

*** No Fire and Rescue Uniformed Management is currently eligible to receive a service increment in FY17.

Municipal and County Government Employees Organization United Food and Commercial Workers, Local 1994 Fiscal Impact Summary*

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY17</u>	<u>Annual Cost Beyond FY17</u>
5	Wages	0.5 Percent General Wage Adjustment in July 2016 and 0.5 Percent General Wage Adjustment in January 2017	\$2,732,914	\$3,643,885
5.1	Longevity	Longevity Step Increase of 3 Percent for Eligible Employees	\$86,226	\$172,618
5.2	Lump Sum	1 Percent Lump Sum Payment for Eligible Employees at top of grade	\$1,241,241	\$0
6	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$3,712,403	\$7,341,114
6.9	Service Increments	Postponed Increment - 3.5 Percent Paid in May 2017	\$718,336	\$4,669,183
9	Classification Studies	25 Individual and 7 Job Classification Studies	\$25,000	\$0
21	Insurance Coverage	Inclusion of Pharmacy Benefit Management Programs	-\$202,564	-\$270,085
21	Insurance Coverage	Domestic Partner Coverage, effective January 2017	\$251,956	\$503,912
53	Seasonal Employees	Additional \$0.25 for Eligible Seasonal Employees	\$116,699	\$116,699
Total			\$8,682,212	\$16,177,326

Non-Represented Pass-Through Estimates

<u>Item</u>	<u>Description</u>	<u>FY17</u>	<u>Annual Cost Beyond FY17</u>
Wages	0.5 Percent General Wage Adjustment in July 2016 and 0.5 Percent General Wage Adjustment in January 2017	\$1,542,247	\$2,056,329
Longevity	Longevity Step Increase of 2 Percent for Eligible Employees	\$20,497	\$42,026
Lump Sum	1 Percent Lump Sum Payment for Eligible Employees at top of grade	\$675,268	\$0
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$1,311,026	\$2,564,864
Service Increments	Postponed Increment - 3.5 Percent Paid in May 2017	\$190,314	\$1,237,043
Insurance Coverage	Inclusion of Pharmacy Benefit Management Programs	-\$186,927	-\$249,236
Insurance Coverage	Domestic Partner Coverage, effective January 2017	\$92,320	\$184,640
Total		\$3,644,745	\$5,835,667

* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.
Note: Transit Accident Review is estimated to have an impact of \$21,600 in FY17, paid through LMRC funds.
Fleet Safety Shoes can be provided within current equipment appropriation.

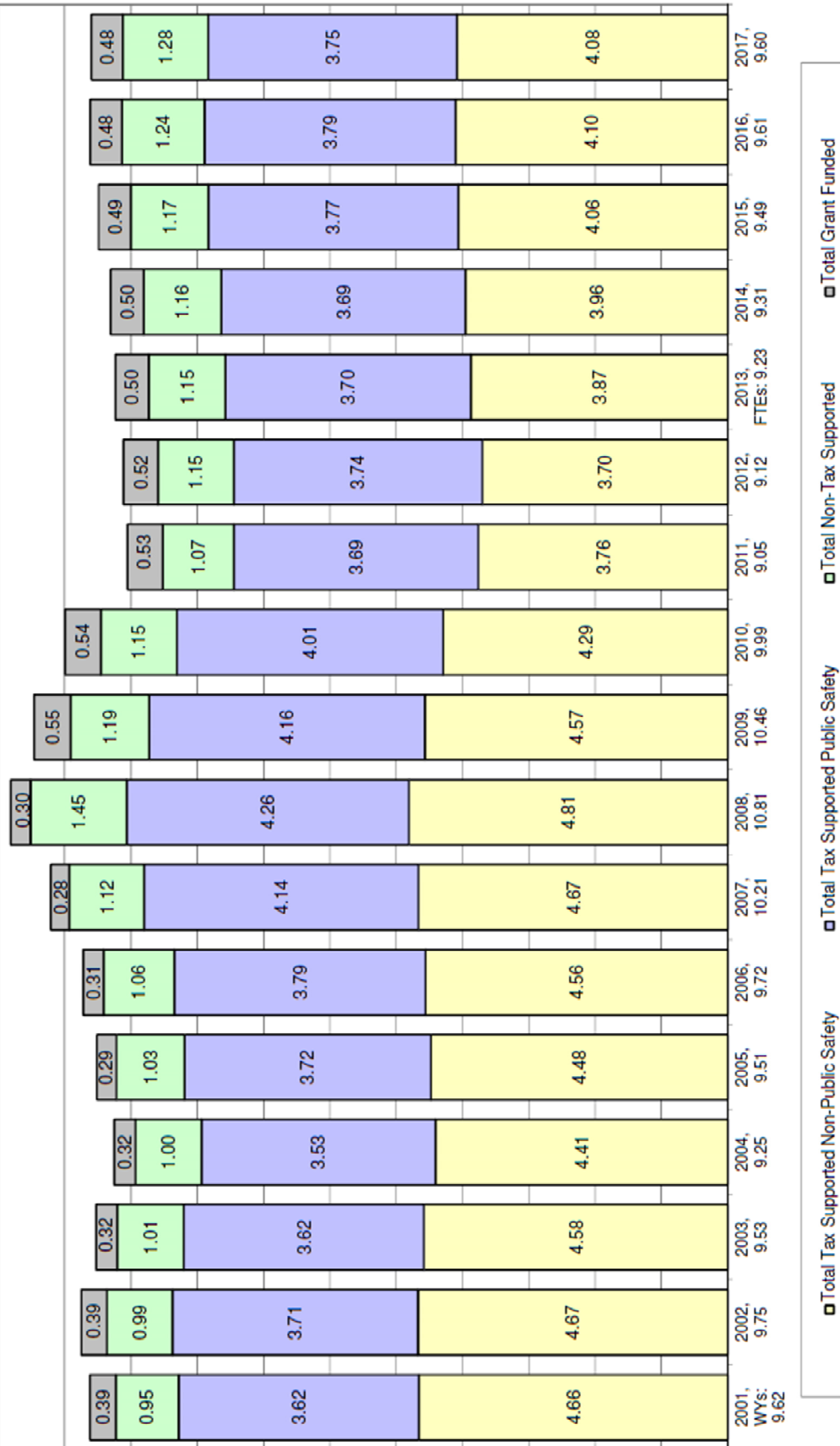
Montgomery County Volunteer Fire and Rescue Association Fiscal Impact Summary*

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

* 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 FY01-FY16 Approved Workyears and FTEs, FY17 Recommended FTEs¹



¹ From FY01 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.



**MONTGOMERY COUNTY PRODUCTION REPORT
FY17 CE Recommended Final
TOTAL COUNTY COST OF EMPLOYEE BENEFITS**

	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
General Fund				
<i>General Government</i>				
Board of Appeals (02D)	30,582	46,604	57,706	134,892
Board of Elections (24D)	226,430	357,768	178,715	762,912
Circuit Court (10D)	487,767	1,036,109	728,505	2,252,381
Community Engagement Cluster (16D)	156,539	240,308	218,490	615,336
County Attorney (30D)	286,540	461,277	615,319	1,363,136
County Council (01D)	559,605	964,858	1,022,979	2,547,442
County Executive (15D)	244,578	375,001	452,783	1,072,361
Ethics Commission (19D)	21,661	34,953	17,687	74,301
Finance (32D)	625,285	1,011,059	907,217	2,543,561
General Services (36D)	684,067	1,452,650	1,406,197	3,542,914
Human Resources (33D)	312,734	496,121	441,145	1,250,001
Human Rights (46D)	58,818	93,208	78,231	230,257
Inspector General (06D)	55,955	69,906	46,162	172,023
Intergovernmental Relations (20D)	43,451	61,750	57,898	163,099
Legislative Oversight (03D)	81,194	128,161	157,981	367,336
Management and Budget (31D)	216,960	324,875	344,384	886,219
Merit System Protection Board (04D)	12,686	23,302	8,525	44,513
Office of Agriculture (77D)	33,322	51,264	75,069	159,655
Office of Procurement (35D)	214,847	390,990	371,449	977,285
Public Information (23D)	221,267	471,788	299,291	992,345
State's Attorney (11D)	852,292	1,610,660	1,244,445	3,707,397
Technology Services (34D)	1,256,607	1,771,320	2,001,133	5,029,061
Zoning and Administrative Hearings (05D)	30,173	46,604	27,306	104,083
Total General Government	6,713,361	11,520,534	10,758,614	28,992,509
<i>Public Safety</i>				
Consumer Protection (39D)	101,930	179,877	306,258	588,065
Correction and Rehabilitation (42D)	3,367,719	6,119,598	5,750,461	15,237,778
Emergency Management and Homeland Security (49D)	60,472	104,859	77,266	242,597
Police (47D)	11,912,829	22,969,844	23,896,768	58,779,442
Sheriff (48D)	1,075,422	2,047,837	2,006,596	5,129,855
Total Public Safety	16,518,371	31,422,015	32,037,349	79,977,736
<i>Transportation</i>				
Transportation (50D)	1,149,635	2,727,138	2,336,570	6,213,343
<i>Health and Human Services</i>				
Health and Human Services (60D)	6,555,383	13,707,602	11,198,691	31,461,677
<i>Libraries, Culture, and Recreation</i>				
Public Libraries (71D)	1,739,669	4,764,636	3,547,115	10,051,419
<i>Community Development and Housing</i>				
Housing and Community Affairs (76D)	265,345	480,751	612,192	1,358,287



**MONTGOMERY COUNTY PRODUCTION REPORT
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	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
Environment				
Environmental Protection (80D)	95,278	159,335	184,255	438,868
Other County Government Functions				
NDA - Compensation and Employee Benefit Adjustments (99V05)	8,878	13,975	7,354	30,208
NDA - Conference Center (99V19)	6,513	11,651	3,405	21,569
NDA - Legislative Branch Communications Outreach (99V44)	11,588	23,302	9,816	44,706
NDA - State Positions Supplement (99V03)	4,318	0	0	4,318
Total Other County Government Functions	31,296	48,928	20,576	100,800
Total General Fund	33,068,338	64,830,940	60,695,362	158,594,639
Special Funds - Tax Supported				
Fire (C01)	9,186,114	14,423,187	26,340,573	49,949,875
Recreation (C02)	1,282,894	1,466,242	1,413,858	4,162,994
Bethesda Urban District (C03)	6,647	11,651	28,811	47,109
Silver Spring Urban District (C04)	127,534	423,180	188,891	739,605
Wheaton Urban District (C05)	79,498	258,998	93,111	431,608
Mass Transit (C06)	3,941,857	9,398,333	5,270,893	18,611,084
Economic Development Fund (C09)	6,867	11,651	4,794	23,312
Total Special Funds - Tax Supported	14,631,412	25,993,243	33,340,932	73,965,587
Total Tax Supported Funds	47,699,750	90,824,182	94,036,294	232,560,226
Special Funds - NonTax Supported				
Montgomery Housing Initiative (C10)	99,900	175,528	194,294	469,722
Cable TV (C11)	216,473	355,356	432,934	1,004,763
Water Quality Protection (C12)	487,315	900,340	775,565	2,163,220
Grant Fund (C90)	2,902,489	6,566,150	3,977,355	13,445,995
Total Special Funds - NonTax Supported	3,706,177	7,997,374	5,380,149	17,083,700
Enterprise Funds				
Liquor (C30)	1,824,911	5,175,100	2,384,525	9,384,536
Solid Waste Disposal (C31)	569,653	1,073,965	1,058,170	2,701,788
Solid Waste Collection (C32)	81,751	145,033	138,443	365,227
Leaf Vacuuming (C33)	183,025	374,628	228,764	786,417
Community Use of Public Facilities (C34)	173,321	341,358	283,808	798,488
Bethesda Parking (C35)	121,108	236,980	235,780	593,867
Silver Spring Parking (C36)	134,134	266,787	257,562	658,483
Montgomery Hills Parking (C37)	2,348	4,876	4,290	11,514
Wheaton Parking (C38)	20,436	40,004	43,078	103,519
Permitting (C39)	1,558,968	2,674,511	3,175,470	7,408,950
Total Enterprise Funds	4,669,655	10,333,243	7,809,890	22,812,789
Total Non-Tax Supported	8,375,832	18,330,617	13,190,039	39,896,488



MONTGOMERY COUNTY PRODUCTION REPORT
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	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
Internal Service Funds				
Motor Pool (C50)	1,189,372	2,322,310	1,535,843	5,047,526
Central Duplicating (C51)	128,471	324,423	230,541	683,435
Risk Management (C52)	229,861	356,172	409,547	995,580
Employee Health Self Insurance (C53)	148,058	274,518	141,819	564,394
Total Internal Service Funds	1,695,761	3,277,424	2,317,750	7,290,935



Montgomery 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 FY17 Operating Budget for the County Government is \$1,974,793,253 an increase of \$17,913,634 or 0.9 percent from the FY16 approved budget of 1,956,879,619 (excludes debt service). The total recommended FY17 tax supported operating budget for the County Government is \$1,548,948,875 an increase of \$28,845,282 or 1.9 percent from the FY16 approved tax supported budget of \$1,520,103,593.

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 2016, the Council approved FY17 Spending Affordability Guidelines (SAG) of \$1,564.2 million for Montgomery County Government tax supported funds, a 2.9 percent increase from the original \$1,520.1 million FY16 budget. For FY17, the Executive recommends \$1,548.9 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

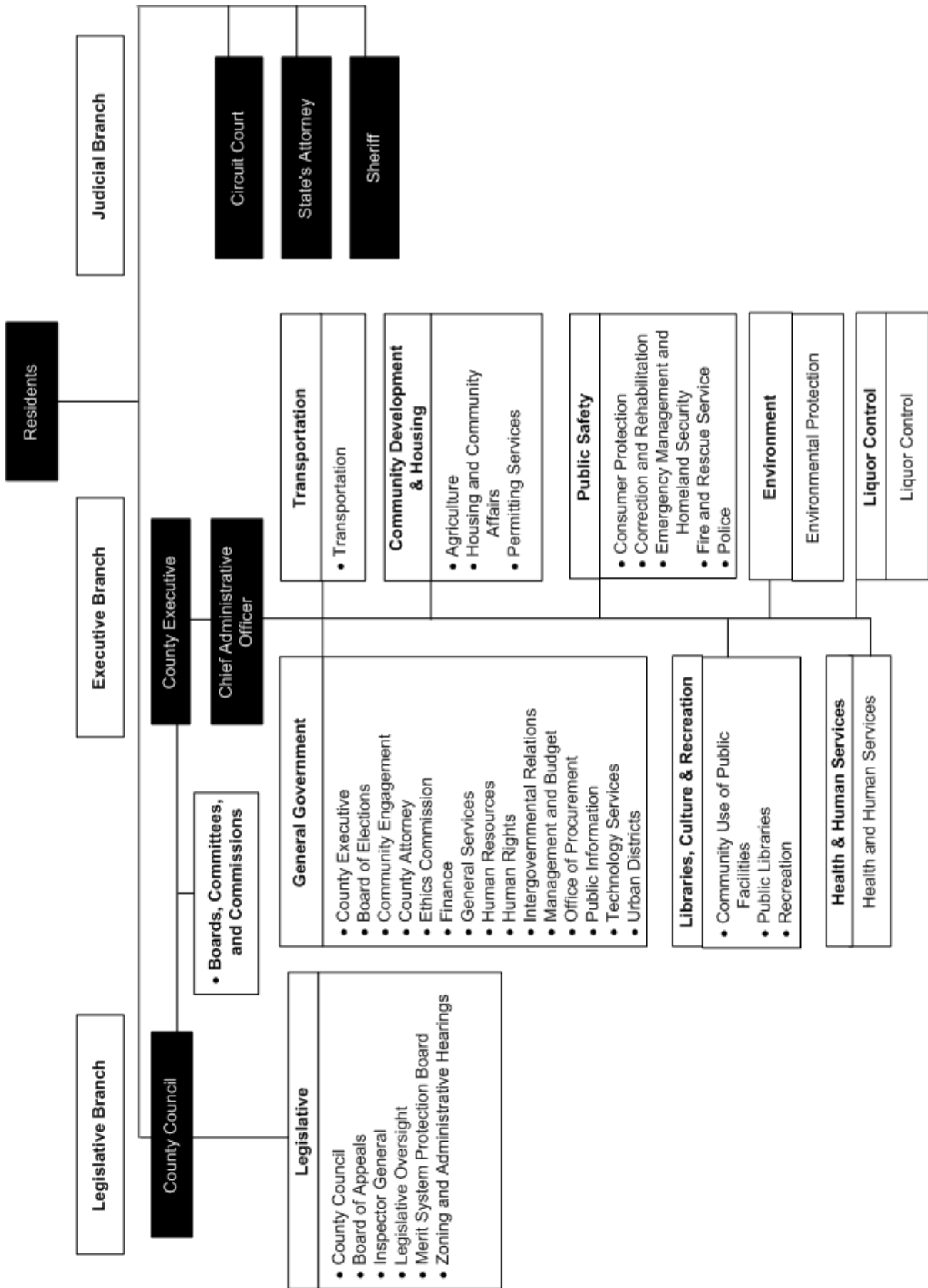
Government Funds

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





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 2015-16 school year (FY16), 156,447 students in pre-kindergarten classes through grade 12 attend 202 separate public educational facilities. For the 2016-17 school year (FY17), enrollment is estimated at 159,016 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 FY17 Operating Budget is \$2,454.3 million, an increase of \$135.9 million or 5.9 percent over the original FY16 approved budget of \$2,318.4 million and this recommended budget exceeds the State's Maintenance of Effort law by \$89.3 million.

The Board of Education's (BOE) Operating Budget request for FY17 totaled \$2,498.6 million. The County Executive's recommendation would fund 98.2 percent of the Board of Education's (BOE) request. In addition, \$27.2 million will be provided by the County from the Consolidated Retiree Health Benefits Trust for the purpose of paying retiree health claims in FY17. This continued support was assumed in the BOE's 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 of MCPS ballfields. In addition to the total recommended Operating Budget for the public schools, this agency's Capital Improvements Program (CIP) requires County funding. Appropriated \$22.7 million in FY17, \$200.4 million in FY18, and \$200.4 million in FY19 are recommended in the FY17-22 CIP. The debt service requirement for the MCPS capital program is estimated at \$150.2 million in FY17.

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

Additional County Support for MCPS FY17	
MCPS Budget (in millions)	\$2,311.6
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	\$150.2
• Pre-funding retiree health benefits	\$63.1
• Support services	\$65.5
• Technology modernization	\$21.4
Total additional County funding	\$300.2
Total expenditures for MCPS	\$2,611.8

Sources: Recommended FY17 Operating and Capital Budgets

The recommended budget includes the County's contribution of \$1,617.6 million (including State teacher pension funds rolled into Maintenance of Effort for FY17) plus \$33.2 million in carryover funds (67.3 percent of all recommended funding), State aid and grants of \$657.4 million (26.8 percent), Federal grants and aid of \$71.7 million (2.9 percent), and tuition, fees, and private grants of \$10.6 million (0.4 percent). The recommended appropriation for the fee supported enterprise funds is \$62.0 million (2.5 percent) and for the special revenue fund is \$1.7 million (0.1 percent).

Tax Supported Funding for the Public Schools

For FY17, the total tax supported portion of the Executive's recommendation (excluding grants and enterprise funds) is \$2,311.6 million, an increase of \$135.1 million or 6.2 percent over the original FY16 approved Operating Budget. The tax supported portion of the recommendation includes a FY17 local contribution of \$1,617.6 million, plus carryover of \$33.2 million for a total local contribution of \$1,650.8 million. For FY17, State teacher pensions are included within the Maintenance of Effort calculation. The Executive's recommendation for local funding exceeds the State Maintenance of Effort (MOE) requirement by \$89.3 million, and is a total increase of \$110 million from the FY16 local contribution.

Fiscal Summary

The Executive's total budget recommendation from all funding sources is \$2,454.3 million and funds 98.2 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 2016, the Montgomery County Council approved FY17 Spending Affordability Guidelines (SAG) of \$2,225.0 million for the tax supported funds of MCPS. The BOE requested \$2,355.9 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 FY17 Operating Budget adopted by the BOE on February 9, 2016. 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 is emphasized:



Children Prepared to Live and Learn

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 FY15	Budget FY16	Estimate FY16	REC FY17	%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	2,140,808,408	2,176,525,543	2,145,795,185	2,311,578,220	6.2 %
Current Fund MCPS Expenditures	2,140,808,408	2,176,525,543	2,145,795,185	2,311,578,220	6.2 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	20,391.94	20,602.50	20,602.50	21,059.52	2.2 %
REVENUES					
Basic State Aid	310,456,913	322,176,176	322,176,176	325,526,802	1.0 %
Federal Revenues	258,780	200,000	100,000	150,000	-25.0 %
Foster Care/Miscellaneous	171,860	400,000	400,000	170,000	-57.5 %
GCEI - Geographic Cost of Education Index	34,394,095	17,744,167	17,744,167	35,976,870	102.8 %
Students With Disabilities	52,899,267	54,303,397	52,873,397	54,890,319	1.1 %
Thornton Legislation	184,215,753	197,015,246	197,015,246	199,296,312	1.2 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Transportation	38,090,967	39,786,572	39,786,572	40,933,087	2.9 %
Tuition-Other Sources	4,110,380	4,105,755	4,105,755	3,840,600	-6.5 %
Current Fund MCPS Revenues	624,598,015	635,731,313	634,201,313	660,783,990	3.9 %

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	78,551,825	79,092,560	79,092,560	78,963,887	-0.2 %
Grant Fund MCPS Expenditures	78,551,825	79,092,560	79,092,560	78,963,887	-0.2 %

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	564.90	624.05	624.05	559.79	-10.3 %

REVENUES

Federal Grants	71,503,473	71,717,356	71,717,356	71,588,683	-0.2 %
Private Grants	6,225,301	6,731,204	6,731,204	6,731,204	---
State Grants	823,051	644,000	644,000	644,000	---
Grant Fund MCPS Revenues	78,551,825	79,092,560	79,092,560	78,963,887	-0.2 %

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	54,353,613	53,166,879	53,166,879	53,967,269	1.5 %
Food Service Fund Expenditures	54,353,613	53,166,879	53,166,879	53,967,269	1.5 %

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	585.45	585.45	585.45	588.32	0.5 %

REVENUES

Federal Food	33,916,280	29,207,955	29,207,955	34,400,008	17.8 %
Sale of Meals	19,006,692	21,699,064	21,699,064	17,262,204	-20.4 %
State Food	2,081,616	2,259,860	2,259,860	2,305,057	2.0 %
Food Service Fund Revenues	55,004,588	53,166,879	53,166,879	53,967,269	1.5 %

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	---
Operating Expenses	3,385,485	3,257,703	3,257,703	3,686,191	13.2 %
Real Estate Fund Expenditures	3,385,485	3,257,703	3,257,703	3,686,191	13.2 %

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	7.00	7.00	7.00	11.50	64.3 %

REVENUES

Real Estate Fund	3,277,410	3,257,703	3,257,703	3,686,191	13.2 %
Real Estate Fund Revenues	3,277,410	3,257,703	3,257,703	3,686,191	13.2 %

FIELD TRIP FUND

EXPENDITURES

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Salaries and Wages	0	0	0	0	---
Employee Benefits	0	0	0	0	---
Field Trip Fund Personnel Costs	0	0	0	0	---
Operating Expenses	1,895,960	1,991,533	1,991,533	2,006,361	0.7 %
Field Trip Fund Expenditures	1,895,960	1,991,533	1,991,533	2,006,361	0.7 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	4.50	4.50	4.50	4.50	---
REVENUES					
Field Trip Fees	2,003,127	1,991,533	1,991,533	2,006,361	0.7 %
Field Trip Fund Revenues	2,003,127	1,991,533	1,991,533	2,006,361	0.7 %
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	2,466,024	2,700,509	2,700,509	2,364,802	-12.4 %
Entrepreneurial Activities Fund Expenditures	2,466,024	2,700,509	2,700,509	2,364,802	-12.4 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	12.60	13.60	13.60	11.60	-14.7 %
REVENUES					
Entrepreneurial Activities Fee	2,205,227	2,700,509	2,700,509	2,364,802	-12.4 %
Entrepreneurial Activities Fund Revenues	2,205,227	2,700,509	2,700,509	2,364,802	-12.4 %
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	1,634,934	1,654,209	1,654,209	1,742,791	5.4 %
Instructional Television Fund Expenditures	1,634,934	1,654,209	1,654,209	1,742,791	5.4 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	13.50	13.50	13.50	13.50	---
REVENUES					
DEPARTMENT TOTALS					
Total Expenditures	2,283,096,249	2,318,388,936	2,287,658,578	2,454,309,521	5.9 %
Total Full-Time Positions	0	0	0	0	---
Total Part-Time Positions	0	0	0	0	---
Total FTEs	21,579.89	21,850.60	21,850.60	22,248.73	1.8 %
Total Revenues	765,640,192	775,940,497	774,410,497	801,772,500	3.3 %

MCPS EXPENDITURES FY80-FY17					
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	\$1,475,223,045 66.3%
	15	\$2,276,763,984	153,852	\$14,798	\$1,515,027,760 66.5%
	16	\$2,318,388,936	156,447	\$14,819	\$1,540,794,230 66.5%
17	CE Rec	\$2,454,309,521	159,016	\$15,434	\$1,650,794,231 67.3%

Sources: Approved Operating Budgets

Notes:

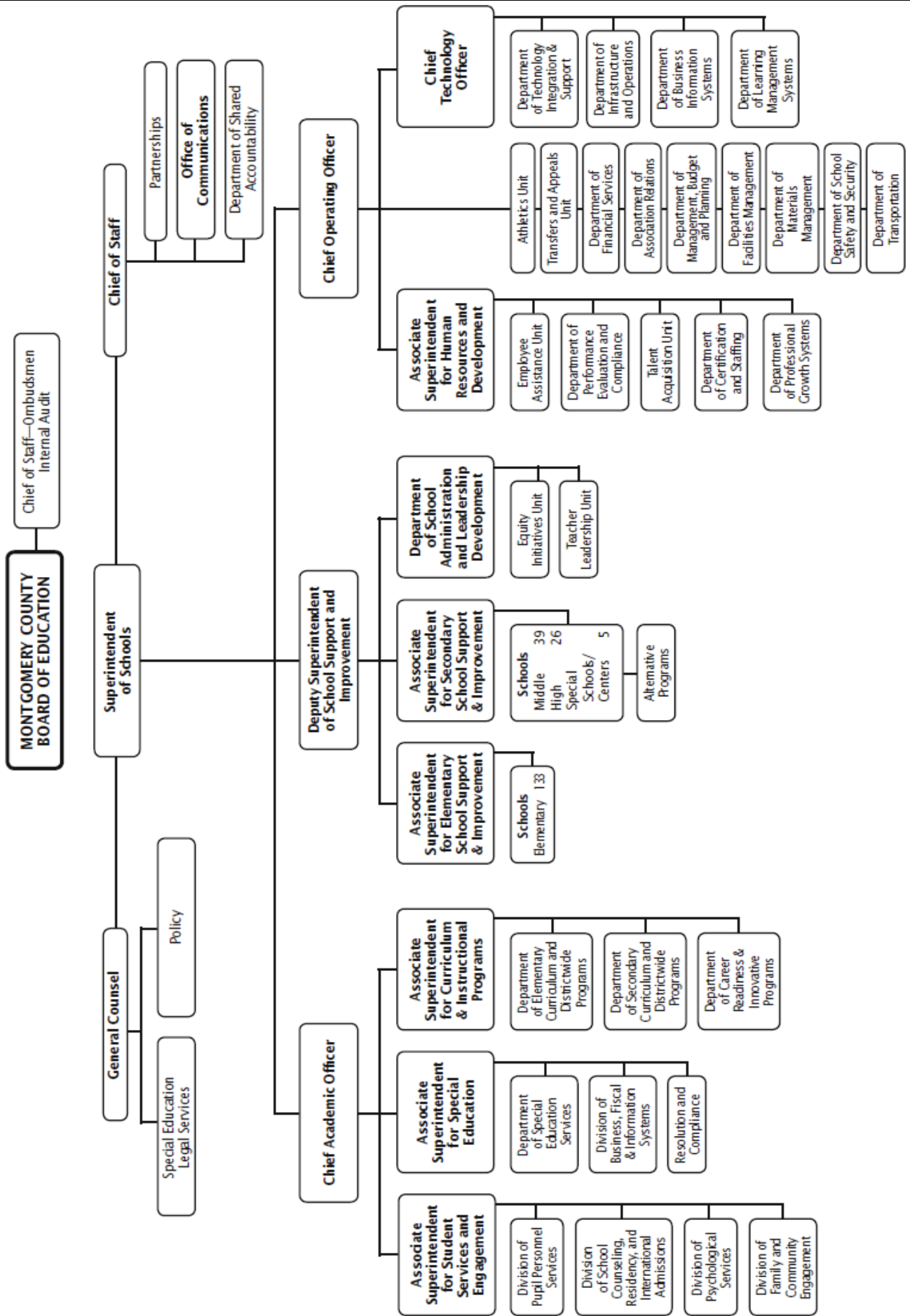
* State legislative action shifted responsibility for teacher Social Security payments to local jurisdictions in FY94.

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 2017





Montgomery College

Mission Statement

Montgomery 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 FY17 Operating Budget for Montgomery College is \$308.0 million, a decrease of \$1.9 million or 0.6 percent from the FY16 approved budget of \$309.9 million. The decline is due to a \$4.0 million reduction in the requested budget of the Major Facilities Reserve Fund. The County Executive recommendation funds 97.5 percent of the College's request and provides an affordable and sustainable level of support.

The County Executive recommends a total County contribution of \$130.3 million, which represents an increase of \$2.0 million, or 1.6 percent, over the FY16 approved budget.

On a per-full-time equivalent student basis, the County Executive's recommended local funding is a 3.3 percent increase for the College compared to the FY16 approved budget, and a 50.0 percent increase compared to FY13. Overall, the College's Current Fund County contribution has grown 36.8 percent since FY13 as enrollment has declined 8.8 percent.

Related Current Fund revenues (excluding the County contribution) are \$122.2 million, which represents an increase of \$5.4 million, or 4.6 percent, compared to the approved FY16 budget.

In addition to the total recommended Operating Budget for the College, the agency's Capital Improvement Program (CIP) requires current revenue funding. Approximately \$6.7 million in FY17 current revenues is assumed in the FY17-22 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 FY17 Operating and Capital Budgets and is prepared by the Office of Management and Budget in July.

The College prepared an FY17 budget requesting additional local funding of \$10.0 million, an increase of 7.8 percent from the approved FY16 budget. The College's request assumes a \$4/\$8/\$12 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 2016, the Council approved FY17 Spending Affordability Guidelines (SAG) of \$171.9 million (net of tuition) for the tax-supported funds of Montgomery College. The Board of Trustees requested \$171.6 million (net of tuition and fees), \$0.3 million below the guideline.

Enrollment

Current fund enrollment is projected by the College to decrease in FY17 and is estimated by the College for FY17 at 16,418 full-time equivalent students (FTES) in credit programs. An FTES enrollment for one year is calculated as the total number of credit hours divided by 30. The College projects a 1.7 percent decrease in FY17 in FTES enrollment compared to its FY16 estimate of 16,701 FTES. The College projects enrollment to level out and then begin to increase slightly through FY21, with projections assuming approval of the proposed renovation and construction schedule in the Capital Improvements Program.

Tuition

For FY17, the College request is based on an increase to tuition fees of \$4 per semester hour, from \$118 to \$122, for County residents; a \$8 per semester hour increase for State residents to \$249; and a \$12 per semester hour increase for out-of-state residents to \$344. The County Executive's recommended budget assumes this increase is adopted.

The consolidated fee for all students would remain at 20 percent of tuition along with per-credit fees for technology (\$5), the Major Facilities Reserve Fund (\$5) and transportation (\$6). The College has proposed a \$1 per-credit increase to the transportation fee, increasing it to \$7 per credit. The Board of Trustees will make tuition and fee decisions in April 2016.

Tuition and other student fees represent approximately 32.9 percent of the revenue proposed by the County Executive to fund the FY17 budget, compared to 32.3 percent of revenues assumed in the FY16 approved budget.

State Funding

The total amount of State funding assumed in the Executive's Recommended FY17 budget is estimated to be \$42.3 million. It is comprised of \$36.1 million allocated to the Current Fund and \$6.1 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 enrolled in each category.

Tax-Supported Funds

The County Executive recommends a total appropriation of \$256.4 million in the three tax-supported funds (Current, Emergency Plant Maintenance and Repair, and Tax-Supported Grants). This amount is an increase of \$4.2 million or 1.7 percent more than the \$252.2 million approved in FY16.

Current Fund

In the Current Fund, the County Executive is recommending an appropriation of \$256.3 million, an increase of \$4.9 million or 1.9 percent over the \$251.5 million approved in FY16. This recommendation is based on the College's estimated tuition and fees, which includes the increases in tuition rates recommended above. The Executive's recommendation increases local funding to the College by \$2.0 million, or 1.6 percent, in the Current Fund. In addition, the County Executive recommends \$4.5 million in spending from the College's Current Fund fund balance.

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 FY16 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 College requests and the County Executive recommends an appropriation of \$1.7 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 most recent actual FTES enrollment, which for developing the FY17 budget is FY15. 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 \$18.6 million for this Fund, a \$0.1 million decrease compared to FY16.

In prior years, the Auxiliary Enterprises Fund included the Bookstore, the Child Care Center, and Food Services. For FY17, the College is privatizing the Bookstore and converting the three location Child Care Center to a one-location academic program, and removing both from the Auxiliary Enterprises Fund. For FY17, the College requests and the County Executive recommends an appropriation of \$2.7 million for this fund, a reduction of \$2.7 million, or 50.2 percent.

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 Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this agency's operating budget.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%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	237,407,591	251,468,195	247,272,724	256,317,779	1.9 %
Current Fund MC Expenditures	237,407,591	251,468,195	247,272,724	256,317,779	1.9 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	1,785.10	1,793.10	1,793.10	1,805.10	0.7 %
REVENUES					
Current Fund: Interest	78,379	55,000	55,000	55,000	---
Current Fund: Other Revenue	1,664,838	1,135,000	1,097,013	1,459,000	28.5 %
Current Fund: Performing Arts Center	66,653	135,000	105,000	135,000	---
Fed. State & Priv. Gifts & Grants	253,422	325,000	325,000	325,000	---
Other Student Fees: Current Fund	1,387,109	1,395,656	1,381,699	1,511,963	8.3 %
State Aid	32,974,238	33,981,176	33,981,176	36,141,583	6.4 %
Tuition and Fees: Current Fund	80,035,570	79,792,029	78,994,109	82,558,951	3.5 %
Current Fund MC Revenues	116,460,209	116,818,861	115,938,997	122,186,497	4.6 %
EMERGENCY REPAIR FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Employee Benefits	0	0	0	0	---
Emergency Repair Fund Personnel Costs	0	0	0	0	---
Operating Expenses	349,989	350,000	154,327	350,000	---
Emergency Repair Fund Expenditures	349,989	350,000	154,327	350,000	---
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
REVENUES					
EPMRF: Investment Income Non-Pooled	1,559	0	0	0	---
Emergency Repair Fund Revenues	1,559	0	0	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	10,796,833	19,773,000	12,000,000	19,773,000	---
Grant Fund MC Expenditures	10,796,833	19,773,000	12,000,000	19,773,000	---
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	10,796,833	19,773,000	12,000,000	19,773,000	---
Grant Fund MC Revenues	10,796,833	19,773,000	12,000,000	19,773,000	---
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	4,650,970	5,414,054	4,312,000	2,695,000	-50.2 %
Auxiliary Fund Expenditures	4,650,970	5,414,054	4,312,000	2,695,000	-50.2 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	50.00	50.00	50.00	10.00	-80.0 %
REVENUES					
Auxiliary Fund: Interest Income	6,770	4,000	0	4,000	---
Other Revenues: Miscellaneous	1,185,143	1,608,000	1,198,320	991,000	-38.4 %
Sales	2,904,802	3,162,200	2,589,000	1,545,000	-51.1 %
Auxiliary Fund Revenues	4,096,715	4,774,200	3,787,320	2,540,000	-46.8 %
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	14,585,747	18,675,686	14,030,610	18,560,870	-0.6 %
Workforce Development & Continuing Ed Expenditures	14,585,747	18,675,686	14,030,610	18,560,870	-0.6 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	93.50	93.50	93.50	93.50	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
REVENUES					
Other Revenues: Interest	8,977	8,000	11,000	10,000	25.0 %
Other Revenues; Miscellaneous	165,528	380,000	100,000	268,982	-29.2 %
State Aid	6,370,003	5,971,322	6,019,610	6,122,792	2.5 %
Tuition and Fees: Continuing Education	7,059,670	9,843,000	7,400,000	10,335,150	5.0 %
Workforce Development & Continuing Ed Revenues	13,604,178	16,202,322	13,530,610	16,736,924	3.3 %
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	1,454,767	1,634,073	1,617,420	1,715,732	5.0 %
Cable Television Fund Expenditures	1,454,767	1,634,073	1,617,420	1,715,732	5.0 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	11.00	11.00	11.00	11.00	---
REVENUES					
Cable: Other Revenue	6,753	0	750	0	---
Cable Television Fund Revenues	6,753	0	750	0	---
ENDOWMENT FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	---
Employee Benefits	0	0	0	0	---
Endowment Fund Personnel Costs	0	0	0	0	---
Operating Expenses	0	263,000	0	263,000	---
Endowment Fund Expenditures	0	263,000	0	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	1,231	1,000	1,200	1,000	---
Endowment Fund Revenues	1,231	1,000	1,200	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	2,102,301	7,500,000	6,110,000	3,500,000	-53.3 %
Major Facilities Reserve Fund Expenditures	2,102,301	7,500,000	6,110,000	3,500,000	-53.3 %
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	14,481	14,000	15,000	14,000	---
Student Fees	2,915,935	2,900,000	2,845,000	2,900,000	---
Major Facilities Reserve Fund Revenues	2,930,416	2,914,000	2,860,000	2,914,000	---
MC GRANTS TAX SUPPORTED FUND					
EXPENDITURES					

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
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	---
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	0.00	0.00	0.00	0.00	---
REVENUES					
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	2,990,349	4,400,000	3,268,000	4,400,000	---
Transportation Fund Expenditures	2,990,349	4,400,000	3,268,000	4,400,000	---
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	1.00	1.00	1.00	1.00	---
REVENUES					
Miscellaneous Other	223,208	270,000	240,000	202,000	-25.2 %
Student Fees	2,811,813	3,875,000	3,350,000	3,654,000	-5.7 %
Transportation Fund Revenues	3,035,021	4,145,000	3,590,000	3,856,000	-7.0 %
DEPARTMENT TOTALS					
Total Expenditures	274,738,547	309,878,008	289,165,081	307,975,381	-0.6 %
Total Full-Time Positions	0	0	0	0	---
Total Part-Time Positions	0	0	0	0	---
Total FTEs	1,940.60	1,948.60	1,948.60	1,920.60	-1.4 %
Total Revenues	150,932,915	164,628,383	151,708,877	168,007,421	2.1 %

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. A selection of some of those Indicators is provided here as Performance Measures for Montgomery College. ** As of February, 2016, two additional Measures have been added as part of "Quality and Effectiveness" to reflect *retention, graduation, and transfer*.

Accessibility and Affordability

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Target FY 2015</u>
Annual unduplicated headcount						
Credit Students	37,510	37,391	38,197	38,014	36,238	41,636
Non-credit Students	24,881	23,624	25,050	24,395	24,697	25,435
	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Target - Fall 2015</u>
MC Share of Montgomery County Residents in MD Colleges	49.2%	45.1%	46.0%	43.1%	43.1%	52.0%
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Target FY 2015</u>
Enrollment in online courses	14,417	15,790	17,315	18,829	16,300	15,234
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Target FY 2015</u>
MC Tuition & Fees as pct. of MD public four-year colleges	56.7%	56.0%	55.1%	53.8%	53.9%	57.0%

Quality and Effectiveness

	<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>	<u>Grads of 2014</u>
Graduate satisfaction with educational goal achievement	97.0%	93.0%	98.0%	97.0%	97.0%	92.0%
Graduate satisfaction with preparation for transfer	88.0%	91.0%	77.4%	78.1%	82.7%	90.0%
	<u>Spring 2002</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	82.0%	82.0%	74.0%	81.0%	79.0%	82.0%

Diversity

	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Fall 2015</u>
Minority student enrollment						
MC minority percent	64.2%	68.0%	70.1%	71.3%	72.3%	68.0%
Minority pct. of county adults	48.3%	48.6%	49.3%	50.3%	51.3%	
Minority percent of FT faculty	29.5%	29.4%	31.9%	32.8%	32.4%	32.0%
Minority percent of admin/prof.staff	38.4%	40.1%	42.5%	42.8%	38.0%	42.0%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Economic Growth and Workforce Development

	Grads of 2002	Grads of 2005	Grads of 2008	Grads of 2011	Grads of 2014	Grads of 2014
Graduate satisfaction with job preparation	79.0%	89.0%	83.0%	69.0%	92.0%	85.0%
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Licensure exam pass rates						
Radiologic Technology	94.0%	94.0%	100.0%	100.0%	94.0%	90.0%
Nursing	95.2%	84.8%	93.0%	89.7%	84.0%	90.0%
Physical Therapy Asst.	83.0%	93.0%	94.0%	93.0%	100.0%	80.0%
Contract Training Courses						
Annual unduplicated headcount	1,864	2,681	3,133	2,889	4,378	3,500
Annual enrollment in courses	4,202	3,861	6,544	6,563	8,392	6,000

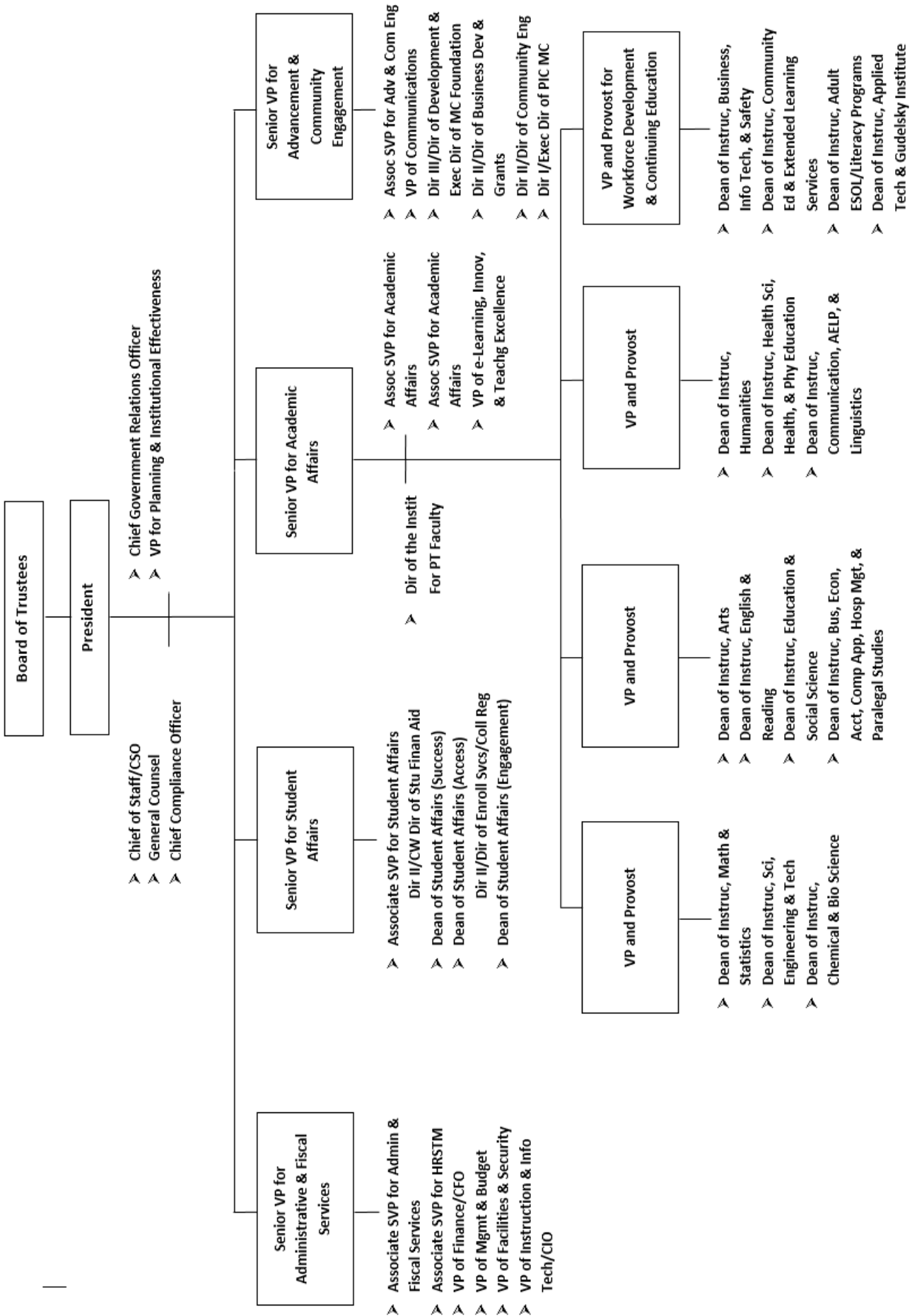
Community Outreach and Impact

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Noncredit community service and lifelong learning						
Annual unduplicated headcount	9,508	11,903	9,409	8,572	8,673	12,000
Annual enrollment in courses	18,889	17,756	13,800	12,443	13,885	19,000
Noncredit basic skills and literacy						
Annual unduplicated headcount	6,252	6,619	6,634	7,655	6,752	6,400
Annual enrollment in courses	11,022	11,910	12,521	13,933	11,879	11,000

Effective Use of Public Funding

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Expenditures on Instruction as a percent of total expenditures	40.9%	41.4%	41.4%	34.7%	34.0%	41.0%
Expenditures on Instruction + Academic Support as percent of total	53.3%	53.7%	52.3%	51.1%	50.5%	54.0%

Montgomery College Organizational Chart



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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 2016, the Council approved FY17 Spending Affordability Guidelines (SAG) of \$119,100,000 for the tax-supported funds of the M-NCPPC, which is a 2.3 percent increase from the \$116,400,000 approved FY16 budget. For FY17, the Commission has requested

\$118,672,126 excluding debt service and retiree health insurance prefunding, \$427,874 below the total SAG amount of \$119,100,000.

The total requested budgets for the Enterprise Fund, Property Management Fund, Special Revenue Funds, ALA Debt Service Fund, and Grant Fund, are \$16,332,769, a 2.3 percent increase from the \$15,964,889 total FY16 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 general 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 (CAS) is to provide quality corporate services in the areas of corporate governance, human resources, finance and budget, legal counsel, information technology, and internal audit. CAS strives 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 37,000 acres in 417 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 sports pavilion. 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 a FY17 tax supported appropriation for M-NCPPC of \$119,974,727, 2.2 percent above the FY16 approved budget for tax supported funds, exclusive of debt service.

Park Fund

The County Executive recommends funding of \$90,277,525, excluding debt service. This proposed funding represents a \$2,777,723 or 3.2 percent increase from the FY16 approved budget and a reduction of \$393,000 from the Commission's request. Park Fund debt service increased by \$312,884 from \$5,059,085 in FY16 to \$5,371,969 in FY17.

Administration Fund

The County Executive recommends funding of \$29,697,202. This represents a \$326,395 or 0.6 percent decrease from the FY16 approved budget and a reduction of \$132,000 from the Commission's request.

ALA Debt Service Fund

The County Executive concurs with the M-NCPPC request for funding of \$161,885. This represents a \$4,275 or 2.6 percent decrease from the FY16 approved budget.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of \$8,712,147. This represents an \$80,885 or 0.9 percent increase from the FY16 approved budget of \$8,631,262.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of \$1,319,000. This represents a \$192,200 or 17.1 percent increase from the FY16 approved budget of \$1,126,800.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of \$5,751,622. This represents a \$94,795 or 1.7 percent increase from the FY16 approved budget. The Executive recommends a transfer of \$843,200 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools Ballfields. Additionally there will be a transfer of \$500,000 from the Administration Fund to the Special Revenue Fund.

In addition, this agency's Capital Improvement 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:

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

Program Contacts

Contact John Kroll of the Maryland-National Capital Park and Planning Commission at 301.454.1731 or Dennis Hetman of the Office of Management and Budget at 240.777.2769 for more information regarding this agency's operating budget.

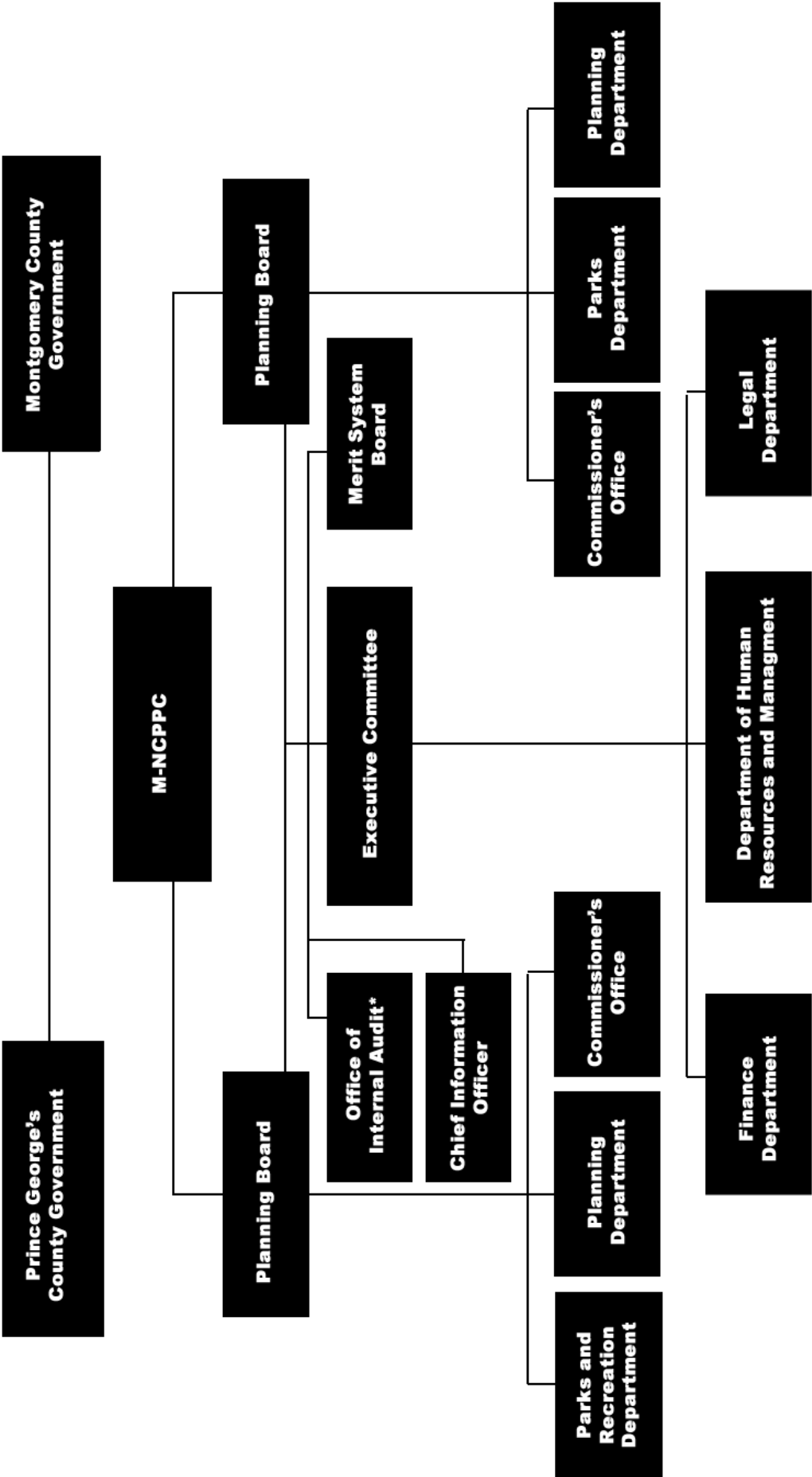
Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%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	26,872,803	29,873,597	29,683,597	29,697,202	-0.6 %
Administration Fund Expenditures	26,872,803	29,873,597	29,683,597	29,697,202	-0.6 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	179.35	181.74	182.24	182.74	0.6 %
REVENUES					
Intergovernmental	416,660	400,400	400,400	409,900	2.4 %
Investment Income	66,195	35,000	35,000	60,000	71.4 %
Miscellaneous	6,644	0	0	0	---
Property Tax	25,414,947	27,795,118	27,791,137	27,505,550	-1.0 %
User Fees	318,873	144,000	144,000	145,000	0.7 %
Administration Fund Revenues	26,223,319	28,374,518	28,370,537	28,120,450	-0.9 %
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	84,228,834	87,499,802	87,426,204	90,277,525	3.2 %
Debt Service Other	4,789,723	5,059,085	4,259,085	5,371,969	6.2 %
Park Fund Expenditures	89,018,557	92,558,887	91,685,289	95,649,494	3.3 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	657.10	684.00	684.00	706.60	3.3 %
REVENUES					
Facility User Fees	2,453,157	2,424,443	2,424,443	2,594,043	7.0 %
Intergovernmental	2,453,147	2,739,782	2,739,782	2,817,413	2.8 %
Investment Income	(4,639)	5,000	5,000	5,000	---
Investment Income: CIP	27,383	0	10,000	25,000	---
Miscellaneous	236,625	126,300	126,300	107,700	-14.7 %
Property Tax	83,626,126	85,238,361	85,226,154	88,664,950	4.0 %
Park Fund Revenues	88,791,799	90,533,886	90,531,679	94,214,106	4.1 %
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	---
Debt Service Other	281,460	166,160	166,160	161,885	-2.6 %
ALA Debt Service Fund Expenditures	281,460	166,160	166,160	161,885	-2.6 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
REVENUES					
Property Tax	1,738,887	1,783,340	1,780,571	1,865,573	4.6 %
ALA Debt Service Fund Revenues	1,738,887	1,783,340	1,780,571	1,865,573	4.6 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
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	23,170	550,000	550,000	550,000	---
Grant Fund MNCPPC Expenditures	23,170	550,000	550,000	550,000	---
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
REVENUES					
Administration Fund Grants	0	150,000	150,000	150,000	---
Park Fund Grants	23,170	400,000	400,000	400,000	---
Grant Fund MNCPPC Revenues	23,170	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	8,159,154	8,631,262	8,842,678	8,712,147	0.9 %
Enterprise Fund Expenditures	8,159,154	8,631,262	8,842,678	8,712,147	0.9 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	110.30	110.00	110.00	119.30	8.5 %
REVENUES					
Fees and Charges	6,039,974	6,257,493	6,413,853	6,639,258	6.1 %
Merchandise Sales	567,467	584,300	586,300	621,300	6.3 %
Non-Operating Revenues/Interest	59,900	20,000	0	50,000	150.0 %
Rentals	3,260,550	3,454,248	3,398,983	3,370,624	-2.4 %
Enterprise Fund Revenues	9,927,891	10,316,041	10,399,136	10,681,182	3.5 %
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	1,063,217	1,126,800	1,126,800	1,319,000	17.1 %
Prop Mgmt MNCPPC Expenditures	1,063,217	1,126,800	1,126,800	1,319,000	17.1 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	7.00	7.00	7.00	7.00	---
REVENUES					
Investment Income	4,720	3,000	3,000	4,000	33.3 %
Miscellaneous	3,000	0	0	0	---
Rental Income	1,045,042	1,123,800	1,123,800	1,315,000	17.0 %
Prop Mgmt MNCPPC Revenues	1,052,762	1,126,800	1,126,800	1,319,000	17.1 %
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Employee Benefits	0	0	0	0	---
Special Revenue Funds Personnel Costs	0	0	0	0	---
Operating Expenses	4,613,869	5,656,827	5,215,068	5,751,622	1.7 %
Special Revenue Funds Expenditures	4,613,869	5,656,827	5,215,068	5,751,622	1.7 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	24.85	24.85	24.85	29.55	18.9 %
REVENUES					
Intergovernmental	71,857	55,000	136,500	145,000	163.6 %
Investment Income	18,682	6,300	4,900	15,000	138.1 %
Miscellaneous	422,647	0	0	0	---
Service Charges	3,396,443	2,705,498	2,596,087	2,597,945	-4.0 %
Special Revenue Funds Revenues	3,909,629	2,766,798	2,737,487	2,757,945	-0.3 %
DEPARTMENT TOTALS					
Total Expenditures	130,032,230	138,563,533	137,269,592	141,841,350	2.4 %
Total Full-Time Positions	0	0	0	0	---
Total Part-Time Positions	0	0	0	0	---
Total FTEs	978.60	1,007.59	1,008.09	1,045.19	3.7 %
Total Revenues	131,667,457	135,451,383	135,496,210	139,508,256	3.0 %

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.

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Housing Opportunities Commission

Mission Statement

The mission of the Housing Opportunities Commission is to provide affordable housing and supportive housing services that enhance the lives of low-and moderate income families and individuals throughout Montgomery County, Maryland, so that:

- No one in Montgomery County is living in substandard housing;
- We strengthen families and communities as good neighbors;
- We establish an efficient and productive environment that fosters trust, open communication and mutual respect.
- We work with advocates, providers and community members to maintain support for all the work of the Commission.

Budget Overview

Complete information regarding the budget of the HOC is available by contacting the Public Affairs Office of the Commission at 240.627.9400. Copies of the budget are available online at www.hocmc.org.

The FY17 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is \$6,513,040. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of \$111,632 from the FY16 approved budget of \$6,401,408.

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

Program Contacts

Contact Terri Fowler of the Housing Opportunities Commission at 240.627.9507 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this agency's operating budget.

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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 Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information regarding this agency's operating budget.

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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

- Operating and maintaining a system of three reservoirs impounding 14 billion gallons of water, two water filtration plants, six wastewater treatment plants, 5,600 miles of water main, and 5,550 miles of sewer main 24 hours a day, seven days a week.
- In FY17, WSSC will be continuing to enhance customer service by expanding investment in contract center operations.
- Continuing to maintain the customer service goal of arriving on a customer emergency maintenance situation within two hours and restoring service within 24 hours of the service interruption.
- Continuing to renew WSSC's underground infrastructure through the Water and Sewer Reconstruction Programs - in FY17, the Commission will reconstruct 57 miles of small water main.
- Continuing to inspect and repair large diameter pre-stressed concrete cylinder pipe (PCCP) water mains for 18 miles of pipe in FY17.
- To maintain the current ratings of WSSC-issued debt, the commission will continue to increase the operating reserve to maintain a reserve equal to 10 percent of water and sewer rate revenues.

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 FY17 spending control limits adopted by the Montgomery and Prince George's County councils, compared to

the spending control results projected under WSSC's Proposed FY17 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.

FY17 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	3.5%	3.5%	3.0%	3.0%
New Debt (\$millions)	\$476.8	\$476.8	\$479.4	\$479.4
Water and Sewer Debt Service (\$millions)	\$250.8	\$250.8	\$243.8	\$243.8
Total Water and Sewer Operating Expenses (\$millions)	\$729.2	\$729.2	\$716.2	\$716.2

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC's proposed FY17 budget be approved with the following conditions:

- The County Executive recommends a water and sewer rate increase of 3.0% in FY17 consistent with the Commission's resource needs outlined in their proposed budget.
- As part of a Countywide recalculation of property tax billing administration costs, include an additional adjustment to the payment made to the Montgomery County Department of Finance for property tax billing collections in the amount of \$7,940. The County Executive further recommends that this increase be provided for within existing resources.
- Do not include the following proposed additions to the Commission's personnel complement:
 1. Additional Permitting Inspector for Montgomery County Department of Permitting Services; and
 2. Dental Mercury inspectors for implementation of the Environmental Protection Agency's (EPA) Dental Mercury remediation rule. Delay the implementation of this function at least and until the rule becomes final in order to gauge the true needs in this additional program area.

Capital Budget

The County Executive recommended the WSSC FY17-22 Capital Improvements Program (CIP) budget be approved as submitted by the Commission.

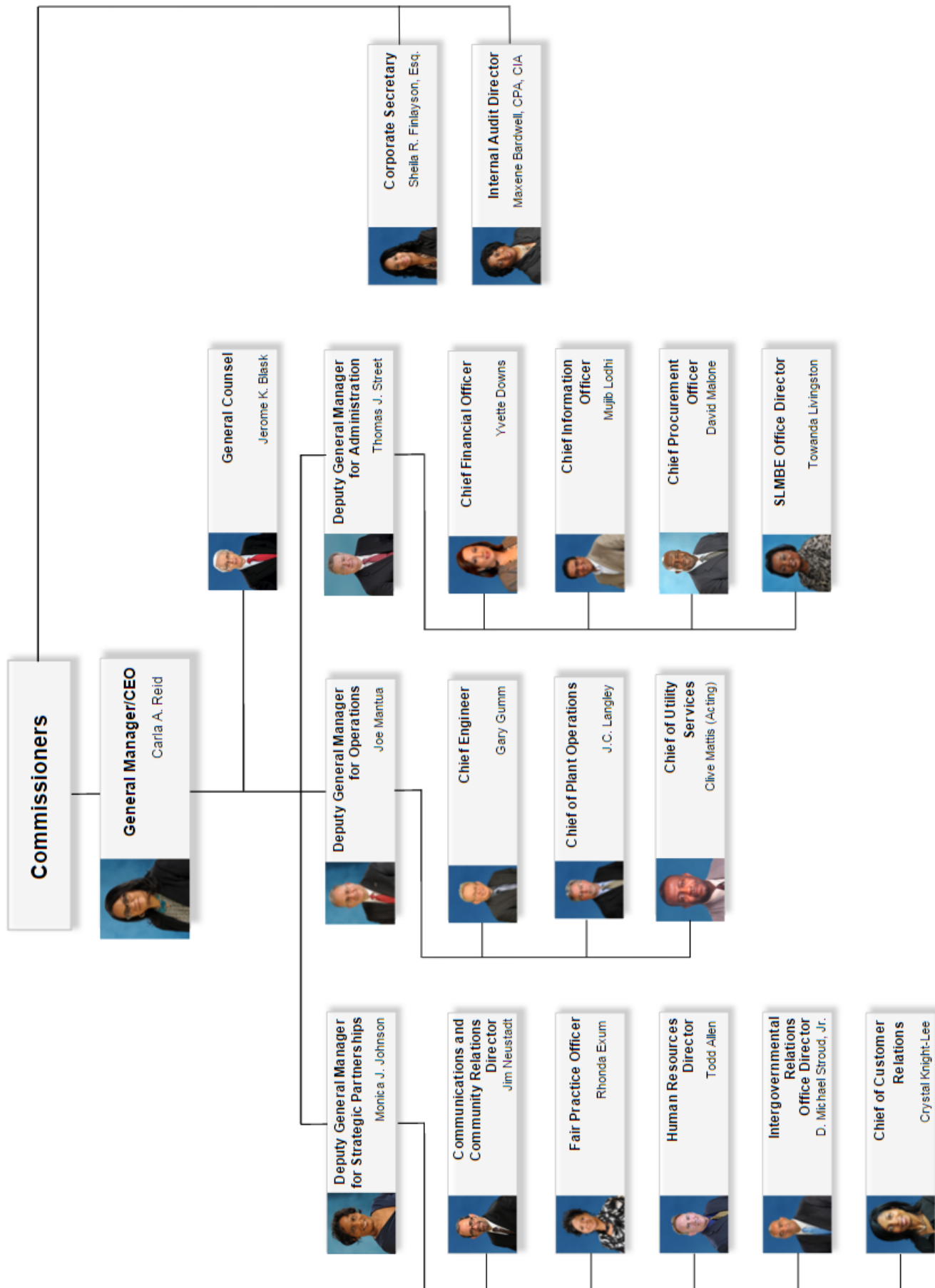
The County Executive further recommends the cost changes submitted by DC Water for the Blue Plains projects. FY17 fiscal projections for all funds and budgets are shown below.

Expenditures by Category - FY17 WSSC Proposed and Executive Recommended						
(\$000s)						
Expenditure Categories	WSSC Total	WSSC Total	CE Capital	CE Operating	CE Total	% Change
	Approved FY16	Proposed FY17	Recommended FY17	Recommended FY17	Recommended FY17	(CE Rec. vs. WSSC Proposed)
Salaries and Wages	138,467	146,113	29,191	116,922	146,113	0.0%
Heat, Light, & Power	23,353	23,581	--	23,581	23,581	0.0%
Regional Sewage Disposal	54,895	51,601	--	51,601	51,601	0.0%
Contract Work	421,992	442,324	442,324	--	442,324	0.0%
Consulting Engineers	57,912	52,851	52,851	--	52,851	0.0%
All Other	421,909	413,525	161,159	252,366	413,525	0.0%
PAYGO	19,667	23,095	--	23,095	23,095	0.0%
Reserve Contribution	6,300	6,524	--	6,524	6,524	0.0%
Debt Service	<u>255,310</u>	<u>261,437</u>	<u>0</u>	<u>261,437</u>	<u>261,437</u>	<u>0.0%</u>
Total Budget	1,399,805	1,421,051	685,525	735,526	1,421,051	0.0%

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 240.777.2766 for more information regarding this agency's operating budget.



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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 FY17 Operating Budget for the County Council is \$11,098,372, an increase of \$271,506 or 2.51 percent from the FY16 Approved Budget of \$10,826,866. Personnel Costs comprise 94.93 percent of the budget for 86 full-time position(s) and five part-time position(s), and a total of 82.10 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 5.07 percent of the FY17 budget.

Program Contacts

Contact Mary Jane Berry of the County Council at 240.777.7930 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 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 services coordinators, legislative senior aides, and other administrative personnel.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,132,221	47.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	271,502	(0.10)
FY17 Recommended	5,403,723	47.50

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; 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,694,645	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.	4	0.00
FY17 Recommended	5,694,649	34.60

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,345,159	7,602,725	7,815,659	7,987,875	5.1 %
Employee Benefits	2,554,935	2,629,985	2,598,071	2,547,442	-3.1 %
County General Fund Personnel Costs	9,900,094	10,232,710	10,413,730	10,535,317	3.0 %
Operating Expenses	799,479	594,156	377,616	563,055	-5.2 %
County General Fund Expenditures	10,699,573	10,826,866	10,791,346	11,098,372	2.5 %
PERSONNEL					
Full-Time	81	87	87	86	-1.1 %
Part-Time	6	5	5	5	---
FTEs	79.05	82.20	82.20	82.10	-0.1 %
County General Fund Revenues	0	0	0	0	—

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	10,826,866	82.20
Other Adjustments (with no service impacts)		
Increase Cost: FY16 Mid-Year Action - Personnel	192,101	(0.10)
Increase Cost: FY17 Compensation Adjustment	121,312	0.00
Increase Cost: Annualization of FY16 Personnel Costs	77,782	0.00
Increase Cost: Group Insurance Adjustment	52,938	0.00
Increase Cost: Printing and Mail	1,399	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(32,500)	0.00
Decrease Cost: Retirement Adjustment	(141,526)	0.00

	Expenditures	FTEs
FY17 RECOMMENDED	11,098,372	82.10

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Councilmember Offices	5,132,221	47.60	5,403,723	47.50
Council Staff Operations	5,694,645	34.60	5,694,649	34.60
Total	10,826,866	82.20	11,098,372	82.10

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	188,892	2.00	196,177	2.00
Cable Television Communications Plan	Cable TV	485,476	4.30	498,341	4.30
Total		674,368	6.30	694,518	6.30

Future Fiscal Impacts

Title	FY17	FY18	CE RECOMMENDED (\$000s)			
			FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	11,098	11,098	11,098	11,098	11,098	11,098
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	94	94	94	94	94
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	11,098	11,192	11,192	11,192	11,192	11,192

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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 FY17 Operating Budget for the Board of Appeals is \$594,272, an increase of \$4,847 or 0.82 percent from the FY16 Approved Budget of \$589,425. Personnel Costs comprise 91.91 percent of the budget for three full-time position(s) and no part-time position(s), 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 8.09 percent of the FY17 budget.

Linkage to County Result Areas

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



A Responsive, Accountable County Government

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Program Measures					
Number of Administrative Appeals (AAs) filed	5	7	7	7	7
Number of Administrative Appeals heard	8	2	7	7	7
Number of Administrative Appeals decided	10	10	10	10	10
Average days to Administrative Appeals hearing notice ¹	9	4	3	3	5
Average days to issue written Administrative Appeals decisions ²	26	21	21	21	45
Average days to Administrative Appeals hearing ³	69	46	46	45	45
Number of Variances filed	16	26	26	26	26
Number of Variances heard	19	23	23	23	23
Number of Variances decided	19	13	15	15	15
Average days to Variance hearing notice	14	7	3	3	5
Average days to issue Variance decisions ⁴	25	28	30	30	30
Average days to Variances hearing ⁵	52	22	38	38	38
Number of Special Exceptions filed ⁶	4	7	0	0	0
Number of Special Exceptions heard ⁷	6	7	0	0	0
Number of Special Exceptions decided ⁸	3	5	3	0	0
Average days to Special Exceptions hearing notice ⁹	10	21	0	0	0
Average days to Special Exceptions written decision ¹⁰	19	13	22	0	0
Average days to Special Exception hearing ¹¹	112	221	0	0	0
Number of Worksessions held	22	22	22	22	22
Number of Administrative Actions taken	154	166	150	150	150
Average days to Worksession Resolutions	27	26	30	30	30
Number of Walk-in Clients assisted	288	330	330	330	330
Number of Telephone Inquiries Answered	679	1042	1000	1000	1000

- ¹ County Code requires mailing of written notice a minimum of 30 days before the scheduled hearing date.
- ² Board of Appeals Rule 9.1 requires issuance of administrative appeal opinions within 45 days of close of record.
- ³ County Code requires that the hearing on an administrative appeal be held not fewer than 30 days after issuance of written notice of the hearing.
- ⁴ Board of Appeals Rule 9.1 requires issuance of variance opinions within 30 days of close of record.
- ⁵ Section 59-7.3.2.C of the Zoning Ordinance requires the Board to schedule a hearing within 60 days after receiving an application.
- ⁶ October 30, 2014 changes to Zoning Ordinance remove new special exception (conditional use) applications from BOA jurisdiction. The Board continues to have jurisdiction over modifications to those special exceptions that were filed or approved before October 30, 2014.
- ⁷ October 30, 2014 changes to Zoning Ordinance remove new special exception (conditional use) applications from BOA jurisdiction. The Board continues to have jurisdiction over modifications to those special exceptions that were filed or approved before October 30, 2014.
- ⁸ October 30, 2014 changes to Zoning Ordinance remove new special exception (conditional use) applications from BOA jurisdiction. The Board continues to have jurisdiction over modifications to those special exceptions that were filed or approved before October 30, 2014.
- ⁹ County Code requires that the hearings for special exceptions be held not fewer than 60 days following issuance of written notice of the hearing, and that the hearing on any matter within the Board's jurisdiction be held in not fewer than 30 days. October 30, 2014 changes to Zoning Ordinance remove new special exception (conditional use) applications from BOA jurisdiction. The Board continues to have jurisdiction over modifications to those special exceptions that were filed or approved before October 30, 2014.
- ¹⁰ Board of Appeals Rule 9.1 requires issuance of special exception opinions within 30 days of close of record. October 30, 2014 changes to Zoning Ordinance remove new special exception (conditional use) applications from BOA jurisdiction. The Board continues to have jurisdiction over modifications to those special exceptions that were filed or approved before October 30, 2014.
- ¹¹ October 30, 2014 changes to Zoning Ordinance remove new special exception (conditional use) applications from BOA jurisdiction. The Board continues to have jurisdiction over modifications to those special exceptions that were filed or approved before October 30, 2014.

Program Contacts

Contact Barbara Jay of the Board of Appeals at 240.777.6604 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

Program Descriptions

Zoning Related Hearings and Administrative Appeals

The Board of Appeals hears requests for variances and oral argument on conditional uses decided by the Hearing Examiner as provided in the Zoning Ordinance. The Zoning Ordinance requires that certain uses be considered for approval by the Hearing Examiner. 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. Finally, the Board considers modifications to those special exceptions that were filed or approved before the October 30, 2014 changes to the Zoning Ordinance.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	403,966	399,425	408,894	411,303	3.0 %
Employee Benefits	137,981	138,191	112,772	134,892	-2.4 %
County General Fund Personnel Costs	541,947	537,616	521,666	546,195	1.6 %
Operating Expenses	39,026	51,809	42,441	48,077	-7.2 %
County General Fund Expenditures	580,973	589,425	564,107	594,272	0.8 %
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	216,451	306,334	306,334	306,334	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Other Charges/Fees	7,590	0	0	0	---
County General Fund Revenues	224,041	306,334	306,334	306,334	---

FY17 Recommended Changes

	Expenditures	FTEs
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COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **589,425** **3.50**

Other Adjustments (with no service impacts)

Increase Cost: Annualization of FY16 Personnel Costs [Zoning Related Hearings and Administrative Appeals]	8,899	0.00
Increase Cost: FY17 Compensation Adjustment	4,957	0.00
Increase Cost: Group Insurance Adjustment	2,500	0.00
Increase Cost: FY17 Stipend for Board Members	706	0.00
Increase Cost: Printing and Mail	48	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(3,780)	0.00
Decrease Cost: Retirement Adjustment	(8,483)	0.00

FY17 RECOMMENDED **594,272** **3.50**

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

COUNTY GENERAL FUND

EXPENDITURES

FY17 Recommended **594** **594** **594** **594** **594** **594**

No inflation or compensation change is included in outyear projections.

Labor Contracts **0** **4** **4** **4** **4** **4**

These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures **594** **599** **599** **599** **599** **599**

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Inspector General

Mission Statement




The mission of the Office of Inspector General (OIG) 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 FY17 Operating Budget for the Office of Inspector General is \$1,041,859, a decrease of \$1,303 or 0.12 percent from the FY16 Approved Budget of \$1,043,162. Personnel Costs comprise 93.72 percent of the budget for six full-time position(s) and no part-time position(s), and a total of 7.00 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 6.28 percent of the FY17 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 (where applicable). The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Program Measures					
Percent of recommendations accepted	86%	100%	90%	90%	90%
Percent of complaints reviewed and action initiated within 5 business days	100%	94%	90%	90%	90%
Percent of initial inquiries (with no reports or memo) completed within 60 days	85%	86%	70%	70%	70%
Percent of incident reports resolved or referred to management within 90 days	96%	95%	70%	70%	70%
Percent of audit/inspection/investigation reports completed within 180 days	43%	55%	50%	50%	50%

Accomplishments

-  The October 2014 report on Sick Leave Usage identified sick leave abuse by retiring members of the Montgomery County Fire and Rescue Service (MCFRS). In response to these findings, the County is improving accountability and enforcement of sick leave policies at MCFRS.
-  In collaboration with the Montgomery County Ethics Commission, the December 2014 report on Allegations of Misconduct by Certain Commissioners of the Montgomery Housing Opportunities Commission (HOC) identified conflict of interest issues.
-  The February 2015 report on the Water Quality Protection Charge identified ambiguities in the regulations governing the program.

Program Contacts

Contact Ed Blansitt of the Office of Inspector General at 240.777.8241 or Jennifer A. Nordin of the Office of Management and Budget at 240.777.2779 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 FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	574,639	818,464	751,884	804,437	-1.7 %
Employee Benefits	120,597	156,396	135,818	172,023	10.0 %
County General Fund Personnel Costs	695,236	974,860	887,702	976,460	0.2 %
Operating Expenses	18,451	68,302	89,334	65,399	-4.3 %
County General Fund Expenditures	713,687	1,043,162	977,036	1,041,859	-0.1 %
PERSONNEL					
Full-Time	4	6	6	6	---
Part-Time	0	0	0	0	---
FTEs	5.00	7.00	7.00	7.00	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	1,043,162	7.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	13,129	0.00
Increase Cost: Group Insurance Adjustment	3,750	0.00
Increase Cost: Printing and Mail	97	0.00
Decrease Cost: Retirement Adjustment	(1,340)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(3,000)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(13,939)	0.00
FY17 RECOMMENDED	1,041,859	7.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
FY17 Recommended	1,042	1,042	1,042	1,042	1,042	1,042
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 other negotiated items.						
Subtotal Expenditures	1,042	1,055	1,055	1,055	1,055	1,055

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Legislative Oversight

Mission Statement

The mission of the Office of Legislative Oversight (OLO) 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 FY17 Operating Budget for the Office of Legislative Oversight is \$1,567,907, an increase of \$88,633 or 5.99 percent from the FY16 Approved Budget of \$1,479,274. Personnel Costs comprise 98.64 percent of the budget for 11 full-time position(s) and no part-time position(s), 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 1.36 percent of the FY17 budget.

The increase of \$88,633 primarily consists of personnel costs and a reduction in lapse.

Linkage to County Result Areas

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



A Responsive, Accountable County Government

Accomplishments

- Report on the Department of Liquor Control in Montgomery County examined the County's system of alcohol distribution, the underpinning state law governing the County's system, and detailed financial and employment data for the County's Department of Liquor Control. The report set out a continuum of five options for potential changes to the County's alcohol control system and included options for new ways to raise revenue from the sale of alcohol in the County.
- Assessed the Montgomery County Public School (MCPS) "Revitalization/Expansion" program, the \$120 million per year capital program to reconstruct or renovate existing school buildings. The report identified significant shortcomings in the methodology used to evaluate school building conditions.
- Developed and launched the "Interactive Fiscal Plan," an online model that allows users to input alternative assumptions into the Fiscal Plan in order to better understand the relationship among budget elements and to explore alternative approaches to balancing the budget.
- As a result of an OLO study of processing times for preliminary plans, site plans and record plats, the Council adopted an initial set of timeline goals that it intends to use to monitor agencies' progress in streamlining the development review process.

Program Contacts

Contact Chris Cihlar of the Office of Legislative Oversight at 240.777.7987 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 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 FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,085,319	1,088,001	1,146,357	1,179,284	8.4 %
Employee Benefits	371,250	366,163	369,182	367,336	0.3 %
County General Fund Personnel Costs	1,456,569	1,454,164	1,515,539	1,546,620	6.4 %
Operating Expenses	18,535	25,110	25,110	21,287	-15.2 %
County General Fund Expenditures	1,475,104	1,479,274	1,540,649	1,567,907	6.0 %
PERSONNEL					
Full-Time	11	11	11	11	---
Part-Time	0	0	0	0	---
FTEs	11.00	11.00	11.00	11.00	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	1,479,274	11.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Revised lapse assumption [Legislative Oversight]	51,623	0.00
Increase Cost: Annualization of FY16 Personnel Costs	21,562	0.00
Increase Cost: FY17 Compensation Adjustment	19,820	0.00
Increase Cost: Position reclassification and salary adjustments [Legislative Oversight]	17,577	0.00
Increase Cost: Group Insurance Adjustment	6,875	0.00
Increase Cost: Printing and Mail	177	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(4,000)	0.00
Decrease Cost: Retirement Adjustment	(25,001)	0.00
FY17 RECOMMENDED	1,567,907	11.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	1,568	1,568	1,568	1,568	1,568	1,568
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 other negotiated items.						
Subtotal Expenditures	1,568	1,582	1,582	1,582	1,582	1,582



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 FY17 Operating Budget for the Merit System Protection Board is \$481,713, an increase of \$285,108 or 145.02 percent from the FY16 Approved Budget of \$196,605. Personnel Costs comprise 44.36 percent of the budget for no full-time position(s) and two part-time position(s), and a total of 1.50 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 55.64 percent of the FY17 budget.

The increase of \$285,108 primarily consists of partial funding for a Compensation and Classification Audit as authorized by the Charter of Montgomery County, Section 404.

Linkage to County Result Areas

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

 **A Responsive, Accountable County Government**

Program Contacts

Contact Bruce Martin of the Merit System Protection Board at 240-777-6622 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 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.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	100,824	141,272	150,538	169,192	19.8 %
Employee Benefits	23,929	34,825	33,000	44,513	27.8 %
County General Fund Personnel Costs	124,753	176,097	183,538	213,705	21.4 %
Operating Expenses	89,354	20,508	16,578	268,008	1206.8 %
County General Fund Expenditures	214,107	196,605	200,116	481,713	145.0 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	2	2	2	2	---
FTEs	1.00	1.50	1.50	1.50	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	196,605	1.50
<u>Changes (with service impacts)</u>		
Add: Partial funding for a Classification and Compensation Audit [Merit System Oversight]	250,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY16 Personnel Costs [Merit System Oversight]	34,254	0.00
Increase Cost: FY17 Compensation Adjustment	1,904	0.00
Increase Cost: Group Insurance Adjustment	1,250	0.00
Increase Cost: FY17 Stipend Increase for Board Members	200	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(2,500)	0.00
FY17 RECOMMENDED	481,713	1.50

Future Fiscal Impacts

Title	FY17	FY18	CE RECOMMENDED (\$000s)				FY22
			FY19	FY20	FY21		
COUNTY GENERAL FUND							
EXPENDITURES							
FY17 Recommended	482	482	482	482	482	482	
No inflation or compensation change is included in outyear projections.							
Compensation and Classification Audit	0	0	0	0	(250)	(250)	
These figures represent the estimated cost of special studies and audits of the administration of the merit and retirement pay systems as authorized by the Charter of Montgomery County, Section 404.							
Labor Contracts	0	1	1	1	1	1	1
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.							
Subtotal Expenditures	482	483	483	483	233	233	



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 FY17 Operating Budget for the Office of Zoning and Administrative Hearings is \$620,013, a decrease of \$3,987 or 0.64 percent from the FY16 Approved Budget of \$624,000. Personnel Costs comprise 87.91 percent of the budget for three full-time position(s) and one part-time position(s), 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 12.09 percent of the FY17 budget.

Linkage to County Result Areas

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



A Responsive, Accountable County Government

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Program Measures					
Average time from filing a case until the first hearing date is scheduled (months) ¹	4.5	4.0	4.0	4.0	4.0
Number of Hearing Examiner decisions overturned on appeal ²	0	0	0	0	0
Percentage of all legal deadlines and requirements met	100	100	100	100	100
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	100	100	100	100	100
Total cases completed ³	28	29	29	40	40

¹ The timing of hearings in rezoning and conditional use cases will continue to be dictated by applicant's continuance requests and by the time needed by M-NCPPC Technical Staff and the Planning Board to complete their reviews.

² The District Council and the Board of Appeals accepted all the hearing examiner's recommendations in the cases submitted in FY15. One decision in an accessory apartment objection case was partially affirmed and partially remanded for further proceedings by the Circuit Court in FY15. In FY16, the Circuit Court affirmed the hearing examiner's FY15 decision in the Costco case.

³ The total number of cases is expected to rise in FY17 and FY18 because a large number of telecommunication cell tower conditional use cases will be referred to OZAH for hearing and resolution.

Program Contacts

Contact Martin Grossman of the Office of Zoning and Administrative Hearings at 240.777.6667 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 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; receives applications, 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; adjudicates objections from findings of the Department of Housing and Community Affairs regarding accessory apartment applications; maintains administrative records for public inspection; collects zoning application fees; responds to public inquiries on zoning, special exception, and conditional use cases; and works with other County agencies in the preparation, revision, and review of procedural rules, fee schedules, and zoning text amendments.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	415,586	444,146	459,186	440,966	-0.7 %
Employee Benefits	100,487	103,738	101,876	104,083	0.3 %
County General Fund Personnel Costs	516,073	547,884	561,062	545,049	-0.5 %
Operating Expenses	57,010	76,116	63,635	74,964	-1.5 %
County General Fund Expenditures	573,083	624,000	624,697	620,013	-0.6 %
PERSONNEL					
Full-Time	3	3	3	3	---
Part-Time	1	1	1	1	---
FTEs	3.75	3.75	3.75	3.75	---
REVENUES					
Other Charges/Fees	1,800	0	0	0	---
Zoning Fees	29,263	65,000	65,000	65,000	---
County General Fund Revenues	31,063	65,000	65,000	65,000	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	624,000	3.75
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	10,387	0.00
Increase Cost: Group Insurance Adjustment	2,500	0.00
Increase Cost: Printing and Mail	48	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(1,200)	0.00
Decrease Cost: Retirement Adjustment	(3,647)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(12,075)	0.00
FY17 RECOMMENDED	620,013	3.75

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
EXPENDITURES						
FY17 Recommended	620	620	620	620	620	620
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	5	5	5	5	5
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	620	625	625	625	625	625

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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 FY17 Operating Budget for the Circuit Court is \$14,361,847, an increase of \$313,981 or 2.24 percent from the FY16 Approved Budget of \$14,047,866. Personnel Costs comprise 80.74 percent of the budget for 112 full-time position(s) and four part-time position(s), and a total of 114.00 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 19.26 percent of the FY17 budget.

Linkage to County Result Areas

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

- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **A Responsive, Accountable County Government**
- ◆ **Vital Living for All of Our Residents**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Continue to expand the Adult Guardianship Grant program to meet anticipated needs of the County's aging populations. The program enhances the resources and supports afforded to guardians to ensure successful fulfillment of their responsibilities.
- ★ Enhance the Adult Drug Court GED program by providing support services and partnering with Montgomery College. The Circuit Court expects to hire a career resource specialist to provide career-based employment opportunities for qualified participants.
- ★ A task force has been established to create a Mental Health Court that will assist defendants with mental health issues to access services necessary to support their individual needs. It is also anticipated that this problem-solving court will ensure that appropriate resources are provided to impacted defendants while administering justice in an efficient and effective manner.
- ★ The Maryland Electronic Courts (MDEC) case management and electronic filing system began statewide deployment in Fall 2014. The Court will analyze the technical challenges associated with integrating this statewide case management system with the functionality of its own case management system and differentiated case management policies. In FY17, the Court plans to prepare for MDEC by documenting business processes and meeting with key stakeholders about their processes that intersect with court operations; establishing requirements for critical interfaces with Justice Partners; implementing a "Plan to Scan" initiative to make the task of future scanning easier to manage; and standardizing court forms.

Accomplishments

- ☑ Processed 35,374 filings and 35,566 terminations in FY15, resulting in a clearance rate of 101 percent.

- ☑ Met or exceeded case processing performance standards set by the Maryland Judiciary in FY15 for Family-Limited Divorce cases, Child In Need of Assistance (CINA) Non-Shelter, and Termination of Parental Rights (TPR) cases.
- ☑ Improved case processing performance in Juvenile Delinquency cases (92% to 95%), Family Law (Non-Limited Divorce) (94% to 95%), and CINA Non-Shelter cases (89% to 100%) in FY15. The Circuit Court's case processing performance in Criminal (94%), Family Law (Limited Divorce) (99%), and TPR (100%) remained unchanged from FY14.
- ☑ Transitioned the jury management system from an in-house system to a statewide jury management system; implemented four kiosks to support juror self-serve check-in; and instituted a cash payment process for juror stipend disbursement.
- ☑ Implemented and expanded a variety of Family Division services such as a low- or no-cost attorney referral service, limited scope representation in family cases, and an Adult Guardianship Assistant Program.
- ☑ Completed Phase II renovations to the Circuit Court building including renovations to the Clerk of the Court's office and the office space for retired judges. Final Phase III renovation projects are expected to be complete in 2017.
- ☑ Opened a waiting area for children called "Kids Spot." Between July 1, 2015 and February 29, 2016, a total of 763 children have enjoyed the Kids Spot facilities.
- ☑ Updated the web-based performance dashboard that displays 10 nationally-recognized trial court performance measures (CourTools) developed by the National Center for State Courts.

Productivity Improvements

- ★ A review of juvenile case processing performance in FY15 prompted the Court to review and modify policies related to postponement practices. Updates to the Juvenile Differentiated Case Management (DCM) plan are expected to be finalized in FY16 and the Circuit Court will perform more detailed analyses of performance with a focus on the frequency, type, and length of postponements.
- ★ Implementation of the One Family, One Judge policy enables the Court to provide expedited and coordinated resolutions for cases involving children, youth, and families by assigning complex family cases to an individual Circuit Court Judge and Family Division Support Team for the totality of the litigation process.
- ★ Improvements to front and back-office processes in the Family Division Services and information collection efforts in the Self-Help Center have resulted in streamlined services for self-represented litigants (SRLs).

Program Contacts

Contact Judy Rupp of the Circuit Court at 240.777.9103 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

Program Descriptions

Family Magistrates

Family Magistrates 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 Magistrates and any exceptions filed.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	642,450	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.	(92,691)	(1.00)
FY17 Recommended	549,759	6.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Case Filings (includes re-opened cases)					
Criminal (including District Court appeals)	6,160	6,421	6,767	6,826	6,885
Civil (including Registrar of Wills, District Court appeals)	12,515	11,906	13,555	13,648	13,743
Domestic Relations	14,607	15,583	15,411	15,580	15,750
Juvenile (including Delinquency, CINA, and TPR)	2,759	2,464	2,586	2,365	2,145
TOTAL Case Filings	36,041	35,374	38,319	38,419	38,523
Case Terminations (includes re-opened cases)					
Criminal	6,176	6,497	6,792	6,853	6,913
Civil	12,765	12,109	13,683	13,790	13,897
Domestic Relations	14,477	14,668	15,477	15,663	15,850
Juvenile	2,883	2,292	2,686	2,485	2,283
TOTAL Case Terminations	36,301	35,566	38,638	38,791	38,943
Case Clearance Rate (includes re-opened cases)					
Criminal	100%	101%	100%	100%	100%
Civil	102%	102%	101%	101%	101%
Domestic Relations	99%	101%	100%	101%	101%
Juvenile	104%	93%	104%	105%	106%
OVERALL Case Clearance Rate	101%	101%	101%	101%	101%
Total Trials	1,558	1,415	1,603	1,645	1,686

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,249,640	10.20
Increase Cost: Maintenance and Support for the Case File Tracking System (FileTrail and RFID readers)	3,200	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(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.	354,471	0.00
FY17 Recommended	3,517,311	10.20

Adjudication

Adjudication encompasses support staff for the Judiciary and Differentiated Case Management (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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,362,677	30.00

FY17 Recommended Changes	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.	(237,874)	1.00
FY17 Recommended	3,124,803	31.00

Case Assignment

The Assignment Office schedules and maintains all hearings, trials, and motion dates as well as special event dates for Judges and Family Magistrates 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,339,599	15.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(151,554)	(1.00)
FY17 Recommended	1,188,045	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	762,347	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.	(14,022)	0.00
FY17 Recommended	748,325	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 Magistrates, 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 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	738,417	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.	80,145	0.00
FY17 Recommended	818,562	9.00

Technical Services

Technical Services manages the central recording location that electronically records all courtroom and hearing room proceedings for the Circuit Court. 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 are purchased through this division. The Court's website and internal servers for the Court and Clerk's Office are administered by Technical Services.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	933,326	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.	207,922	1.00
FY17 Recommended	1,141,248	11.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	436,987	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.	3,319	0.00
FY17 Recommended	440,306	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	167,302	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.	43,174	0.00
FY17 Recommended	210,476	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 one Trial Court Researcher assigned to the Administration Program. This individual provides research, analysis, statistical support, and related reports on County and judiciary-wide research projects.

The Montgomery County Adult Drug Court is funded by the State through a grant from the Office of Problem Solving Courts. 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 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,415,121	23.30
Increase Cost: Grant Fund Adjustments	207,891	0.00
FY17 Recommended	2,623,012	23.30

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,281,954	6,644,553	6,470,351	6,965,800	4.8 %
Employee Benefits	2,367,094	2,382,017	2,242,844	2,252,381	-5.4 %
County General Fund Personnel Costs	8,649,048	9,026,570	8,713,195	9,218,181	2.1 %
Operating Expenses	2,713,494	2,606,175	2,554,771	2,520,654	-3.3 %
County General Fund Expenditures	11,362,542	11,632,745	11,267,966	11,738,835	0.9 %
PERSONNEL					
Full-Time	89	89	89	89	---
Part-Time	3	3	3	3	---
FTEs	90.78	90.70	90.70	90.70	---
REVENUES					
Magistrates	161,835	170,660	20,000	170,660	---
State Interpreter Fee Reimbursement	267,427	314,709	314,709	314,709	---
State Jury Fee Reimbursement	400,860	404,245	404,245	404,245	---
County General Fund Revenues	830,122	889,614	738,954	889,614	---
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,507,411	1,618,794	1,618,794	1,807,270	11.6 %
Employee Benefits	473,794	579,757	579,757	570,346	-1.6 %
Grant Fund - MCG Personnel Costs	1,981,205	2,198,551	2,198,551	2,377,616	8.1 %
Operating Expenses	199,445	216,570	216,570	245,396	13.3 %
Grant Fund - MCG Expenditures	2,180,650	2,415,121	2,415,121	2,623,012	8.6 %
PERSONNEL					
Full-Time	23	23	23	23	---
Part-Time	1	1	1	1	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
FTEs	23.23	23.30	23.30	23.30	—
REVENUES					
State Grants	2,857,814	2,415,121	2,415,121	2,623,012	8.6 %
Grant Fund - MCG Revenues	2,857,814	2,415,121	2,415,121	2,623,012	8.6 %
DEPARTMENT TOTALS					
Total Expenditures	13,543,192	14,047,866	13,683,087	14,361,847	2.2 %
Total Full-Time Positions	112	112	112	112	—
Total Part-Time Positions	4	4	4	4	—
Total FTEs	114.01	114.00	114.00	114.00	—
Total Revenues	3,687,936	3,304,735	3,154,075	3,512,626	6.3 %

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **11,632,745 90.70**

Other Adjustments (with no service impacts)

Increase Cost: FY17 Compensation Adjustment	181,070	0.00
Increase Cost: Group Insurance Adjustment	57,625	0.00
Increase Cost: Reclassifications and Salary Adjustments	31,367	0.00
Increase Cost: Maintenance and Support for the Case File Tracking System (FileTrail and RFID readers) [Administration]	3,200	0.00
Increase Cost: Printing and Mail	1,431	0.00
Decrease Cost: Motor Pool Adjustment	(152)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(8,358)	0.00
Decrease Cost: Retirement Adjustment	(70,093)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Administration]	(90,000)	0.00

FY17 RECOMMENDED **11,738,835 90.70**

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION **2,415,121 23.30**

Other Adjustments (with no service impacts)

Increase Cost: Grant Fund Adjustments [Grants]	207,891	0.00
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FY17 RECOMMENDED **2,623,012 23.30**

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Family Magistrates	642,450	7.00	549,759	6.00
Administration	3,249,640	10.20	3,517,311	10.20
Adjudication	3,362,677	30.00	3,124,803	31.00
Case Assignment	1,339,599	15.00	1,188,045	14.00
Jury	762,347	4.00	748,325	4.00
Family Division Services	738,417	9.00	818,562	9.00
Technical Services	933,326	10.00	1,141,248	11.00
Law Library	436,987	3.00	440,306	3.00
Trust and Guardianships	167,302	2.50	210,476	2.50
Grants	2,415,121	23.30	2,623,012	23.30

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Total	14,047,866	114.00	14,361,847	114.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

COUNTY GENERAL FUND

EXPENDITURES

FY17 Recommended	11,739	11,739	11,739	11,739	11,739	11,739
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No inflation or compensation change is included in outyear projections.

Labor Contracts	0	80	80	80	80	80
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures	11,739	11,819	11,819	11,819	11,819	11,819
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State's Attorney

Mission Statement

The Office of 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 FY17 Operating Budget for the Office of the State's Attorney is \$16,297,355, an increase of \$531,034 or 3.37 percent from the FY16 Approved Budget of \$15,766,321. Personnel Costs comprise 95.02 percent of the budget for 134 full-time position(s) and 11 part-time position(s), and a total of 141.36 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 4.98 percent of the FY17 budget.

The increase of \$531,034 includes an expansion of the Truancy Prevention Program, additional Operating Expenses to better align with expenditures and Personnel Cost adjustments.

Linkage to County Result Areas


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

Safe Streets and Secure Neighborhoods



Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

-  Expand the Truancy Prevention Program (TPP) from 15 to 20 middle schools. TPP will serve 370 students and their families in addressing the root causes of truancy and combating absenteeism. This will be an increase of 118 students (47%) from FY16 and 178 students (93%) from FY15.

Accomplishments

-  Recruitment of undergraduate and law school students as volunteer interns has resulted in the equivalent of almost 16 additional full-time employees in the past year. The interns screen cases, assist in case preparation, contact witnesses, and gather evidence. During the Spring 2014 semester, interns donated 9,360 hours of service. In the Summer and Fall semesters of 2015, interns donated 23,400 hours of service.
-  Reached over 16,300 students in FY15 through school presentations on topics such as healthy teen dating, internet safety, and cyberbullying.

Productivity Improvements

- ☀ Collaborated with the Sheriff's Office to use the Sheriff's Office computer training room for in-house computer training sessions. This creates efficiencies as County equipment and space is better utilized and employees save time and resources otherwise spent traveling to trainings.

Program Contacts

Contact Lisa Russo of the Office of the State's Attorney at 240.777.7407 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

Program Descriptions

Administration

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

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	882,968	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.	125,190	1.00
FY17 Recommended	1,008,158	7.00

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of community outreach presentations on teen dating ¹	N/A	77	77	77	77
Number of community outreach presentations on internet safety / cyberbullying	N/A	77	77	77	77
Number of students reached through community outreach presentations in schools	N/A	16,385	16,385	16,385	16,385
Number of community outreach presentations for Seniors	N/A	15	15	15	15

¹ FY15 is the first year of data collection for SAO's performance measures. Historical data is not available (i.e. FY14 and prior).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,511,214	57.99
Increase Cost: Part-time Program Specialist to Full-time in the Family Justice Center	30,758	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.	(218,648)	(3.47)
FY17 Recommended	7,323,324	55.02

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of students participating in the Truancy Prevention Program ¹	N/A	192	252	370	370
Percent of Truancy Prevention Program participants showing at least 60% improvement in unexcused absences ²	N/A	54.2	54.2	54.2	54.2
Percent of Truancy Prevention Program participants showing improvement in unexcused absences	N/A	66.1	66.1	66.1	66.1
Number of teens referred to the Teen Court program	N/A	542	542	542	542
Percent of teens who declined to participate in the Teen Court program	N/A	19	19	19	19
Percent of Teen Court participants who successfully complete the program requirements	N/A	75.68	75.68	75.68	75.68
Number of juvenile cases screened for mediation	N/A	44	44	44	44
Percent of juvenile cases screened resulting in mediations	N/A	25	25	25	25
Percent of juvenile mediations in which an agreement reached	N/A	24	24	24	24
Juvenile mediation: Total actual restitution vs. Total restitution requested	N/A	\$845 of \$845	\$845 of \$845	\$845 of \$845	\$845 of \$845

¹ FY17 and FY18 projections reflect the CE's recommended expansion to 20 middle schools. The program was expanded from 10 to 15 middle schools in FY16.

² FY15 is the first year of data collection for SAO's performance measures. Historical data is not available (i.e. FY14 and prior)

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,594,649	15.60
Enhance: Add one Program Specialist and Operating Expenses to Expand the Truancy Prevention Program from 15 to 20 Middle Schools	84,264	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.	(147,157)	(2.50)
FY17 Recommended	1,531,756	14.10

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of adult cases screened for mediation ¹	N/A	210	210	210	210
Percent of adult cases screened resulting in mediations	N/A	57	57	57	57
Percent of adult mediations in which an agreement reached	N/A	54.5	54.5	54.5	54.5
Adult mediations: Total actual restitution vs. Total restitution requested	N/A	\$81,616 of \$145,419	\$81,616 of \$145,419	\$81,616 of \$145,419	\$81,616 of \$145,419

¹ FY15 is the first year of data collection for SAO's performance measures. Historical data is not available (i.e. FY14 and prior).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,159,749	35.02
Shift: Reallocation of Gun Violence Reduction Grant Personnel Costs / FTEs from the Grant Fund	12,885	0.13
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	303,617	2.59
FY17 Recommended	3,476,251	37.74

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	616,738	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.	2,689	(0.50)
FY17 Recommended	619,427	6.50

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	379,361	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.	15,975	0.00
FY17 Recommended	395,336	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 provides guidance to police officers and investigators from other agencies in situations where financial crimes may be suspected.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	430,508	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.	(115)	0.00
FY17 Recommended	430,393	5.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,191,134	9.25
Increase Cost: Operating Expenses for IT, Office Supplies, Training and Memberships	93,411	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.	228,165	2.75
FY17 Recommended	1,512,710	12.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,551,388	11,257,874	11,378,411	11,659,672	3.6 %
Employee Benefits	3,360,869	3,634,305	3,506,274	3,707,396	2.0 %
County General Fund Personnel Costs	13,912,257	14,892,179	14,884,685	15,367,068	3.2 %
Operating Expenses	1,112,724	752,842	858,094	811,061	7.7 %
County General Fund Expenditures	15,024,981	15,645,021	15,742,779	16,178,129	3.4 %
PERSONNEL					
Full-Time	116	130	130	132	1.5 %
Part-Time	12	11	11	10	-9.1 %
FTEs	134.38	138.68	138.68	140.31	1.2 %
REVENUES					
Discovery Materials	25,897	30,000	26,000	26,000	-13.3 %
Other Charges/Fees	4,125	7,000	4,200	4,200	-40.0 %
County General Fund Revenues	30,022	37,000	30,200	30,200	-18.4 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	98,630	100,574	100,574	90,416	-10.1 %
Employee Benefits	22,673	20,726	20,726	28,810	39.0 %
Grant Fund - MCG Personnel Costs	121,303	121,300	121,300	119,226	-1.7 %
Operating Expenses	1,764	0	0	0	---
Grant Fund - MCG Expenditures	123,067	121,300	121,300	119,226	-1.7 %
PERSONNEL					
Full-Time	2	2	2	2	---
Part-Time	1	1	1	1	---
FTEs	1.22	1.18	1.18	1.05	-11.0 %
REVENUES					
Federal Grants	86,122	60,000	60,000	0	-100.0 %
State Grants	66,498	61,300	61,300	119,226	94.5 %
Grant Fund - MCG Revenues	152,620	121,300	121,300	119,226	-1.7 %
DEPARTMENT TOTALS					
Total Expenditures	15,148,048	15,766,321	15,864,079	16,297,355	3.4 %
Total Full-Time Positions	118	132	132	134	1.5 %
Total Part-Time Positions	13	12	12	11	-8.3 %
Total FTEs	135.60	139.86	139.86	141.36	1.1 %
Total Revenues	182,642	158,300	151,500	149,426	-5.6 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	15,645,021	138.68
Changes (with service impacts)		
Enhance: Add one Program Specialist and Operating Expenses to Expand the Truancy Prevention Program from 15 to 20 Middle Schools [Juvenile Court Prosecution]	84,264	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY17 Compensation Adjustment	334,492	0.00
Increase Cost: Operating Expenses for IT, Office Supplies, Training and Memberships [Prosecution Management]	93,411	0.00
Increase Cost: Group Insurance Adjustment	87,569	0.00

	Expenditures	FTEs
Increase Cost: Part-time Program Specialist to Full-time in the Family Justice Center [Circuit Court Prosecution]	30,758	0.50
Increase Cost: Annualization of Salary Plan	27,210	0.00
Increase Cost: Annualization of FY16 Personnel Costs	17,804	0.00
Shift: Reallocation of Gun Violence Reduction Grant Personnel Costs / FTEs from the Grant Fund [District Court Prosecution]	12,885	0.13
Increase Cost: Printing and Mail	2,091	0.00
Increase Cost: Annual Justware License Maintenance Fee	975	0.00
Decrease Cost: Motor Pool Adjustment	(1,838)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(48,420)	0.00
Decrease Cost: Retirement Adjustment	(108,093)	0.00
FY17 RECOMMENDED	16,178,129	140.31

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION	121,300	1.18
<u>Other Adjustments (with no service impacts)</u>		
Decrease Cost: Grant Award Adjustments	(2,074)	(0.13)
FY17 RECOMMENDED	119,226	1.05

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Administration	882,968	6.00	1,008,158	7.00
Circuit Court Prosecution	7,511,214	57.99	7,323,324	55.02
Juvenile Court Prosecution	1,594,649	15.60	1,531,756	14.10
District Court Prosecution	3,159,749	35.02	3,476,251	37.74
District Court Screening	616,738	7.00	619,427	6.50
Victim/Witness Court Assistance	379,361	4.00	395,336	4.00
Special Prosecutions Division	430,508	5.00	430,393	5.00
Prosecution Management	1,191,134	9.25	1,512,710	12.00
Total	15,766,321	139.86	16,297,355	141.36

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
Police	General Fund	108,816	0.50	112,168	0.50

Future Fiscal Impacts

Title	FY17	FY18	CE RECOMMENDED (\$000s)			
	FY19	FY20	FY21	FY22		
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	16,178	16,178	16,178	16,178	16,178	16,178
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	316	316	316	316	316
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	16,178	16,495	16,495	16,495	16,495	16,495



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 FY17 Operating Budget for the Office of the County Executive is \$5,607,127, an increase of \$403,010 or 7.74 percent from the FY16 Approved Budget of \$5,204,117. Personnel Costs comprise 89.86 percent of the budget for 35 full-time position(s) and five part-time position(s), and a total of 33.60 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 10.14 percent of the FY17 budget.

Linkage to County Result 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.

Initiatives

- ★ Launched a Talent Acquisition and Development (TAD) initiative to leverage work completed to date as well as new insights regarding the current state of the County's hiring practices and to propose specific actions to harmonize those practices toward improved time-to-fill rates for job openings and improved internal job candidate mobility.
- ★ Collaborated with County procurement-related initiatives to develop innovative methods for increasing the efficiency of the procurement process and increasing the number of local small and minority, female, and disabled-owned (MFD) businesses that have contracts with the County.

Accomplishments

- ✓ Completed and published 13 audit reports in FY15 and FY16 (to date), including three Wage Requirements Law audits.
- ✓ Launched a revamped website to house and report all Montgomery County performance data using Socrata's "Open Performance" platform.
- ✓ Earned a third consecutive "Certificate of Excellence" from ICMA's Center for Performance Analytics.

Productivity Improvements

- Conducted an analysis of snow removal operations and identified opportunities for cost efficiency in snow removal operations at County-maintained facilities. Also conducted a comparative analysis of several counties' snow removal operations for county-maintained roads, and provided the analysis for consideration of potential cost efficiency opportunities.
- Engaged with the State's Attorney Office, Maryland-National Capital Park and Planning Commission, and Montgomery County Public Schools to move towards increased collaboration and data sharing.
- Collaborated with OMB to leverage their existing BASIS software to streamline the collection of departmental performance data and accompanying narratives.
- Collaborated with the Office of the County Attorney and the Office of Procurement to develop standard enforcement program procedures for the County's oversight of the Wage Requirements Law.
- Placed several graduate students within departments to perform their "capstone" project to benefit the County.

Program Contacts

Contact Sonetta Neufville of the Office of the County Executive at 240.777.2516 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

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,220,537	8.00
Increase Cost: Grant Award for Base Realignment and Closure (BRAC)	1,511	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.	131,213	1.03
FY17 Recommended	1,353,261	9.03

CAO - Supervision & Management of Executive Branch Departments

The Chief Administrative Officer (CAO) oversees the operations and services of all departments and offices of the Executive Branch. The CAO also advises the County Executive on all administrative and government operations/service related matters and coordinates final review and decision-making on policies, programs, service delivery, budgets, legislation, regulations and related matters. The CAO uses the following tools to carry out his responsibilities: 1) CountyStat provides a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County government services in order to improve performance, reinforce accountability, and focus on results; 2) The Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents concerns that require special attention/response; 3) The Criminal Justice Coordinating Commission (CJCC) function seeks to enhance cooperation among the agencies involved in the criminal justice system in Montgomery County and to ensure that they address the issues facing the system; 4) The Innovation program provides an organized enterprise approach to innovation in Montgomery County. The core function of this program is to engage County employees and residents in order to facilitate innovation and assist with the design, development and implementation of innovative ideas; 5) Smart Growth Initiative development projects are coordinated and facilitated by this office. Multiple development projects involving various County agencies, the Maryland-National Capital Park and Planning Commission, and Montgomery County Public Schools are involved in this initiative; 6) The Development Ombudsman acts as a facilitator for commercial and residential development projects and resolves conflicts that arise during the entitlement and permitting process. The Ombudsman works with public and private sector entities, including State and County agencies as well as utility companies and community groups. The Development Ombudsman facilitates the resolution of obstacles to the successful implementation of County Master Plans and will also identify systemic changes needed to create a more efficient, predictable and transparent development review and

approval system; 7) The White Flint Implementation Coordinator manages the implementation of the White Flint Sector Plan to ensure that the various public and private elements of the Plan are met. The Sector Plan allows the area to transform from a suburban largely surface parking lot and strip mall area, to an urban mixed use walkable community. The White Flint area has a State designation as a Transit Oriented Development area. That TOD designation entitles White Flint to certain development benefits such as increased density, while the Sector Plan requires that specific performance measures be met by development projects in order to realize the increased density; 8) The White Oak Implementation Coordinator manages the implementation of the White Oak Master Plan to ensure that the area becomes established as the Science Gateway envisioned by the County Executive and County Council. This area is located along the Rt. 29 corridor with established older residential communities and few commercial developments. The Federal Food and Drug Administration is the largest existing commercial space with Adventist Hospital commencing development of a large hospital and research facility shortly. The County owns 115 acres in close proximity to the FDA campus and through a joint development agreement being negotiated, that property will become part of a 300 acre mixed use development that will have a Life Science Village focus.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,286,844	21.60
Shift: From Department of Economic Development (Program Manager II) - Small Business Navigator	121,227	1.00
Increase Cost: Professional Services Contracts	34,500	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.	119,175	(1.00)
FY17 Recommended	3,561,746	21.60

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	422,907	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.	(5,589)	0.00
FY17 Recommended	417,318	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	273,829	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.	973	(0.03)
FY17 Recommended	274,802	1.97

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,493,253	3,477,535	3,609,046	3,835,783	10.3 %
Employee Benefits	1,043,734	1,058,698	994,363	1,072,361	1.3 %
County General Fund Personnel Costs	4,536,987	4,536,233	4,603,409	4,908,144	8.2 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Operating Expenses	314,845	534,234	395,685	563,822	5.5 %
County General Fund Expenditures	4,851,832	5,070,467	4,999,094	5,471,966	7.9 %
PERSONNEL					
Full-Time	30	31	31	34	9.7 %
Part-Time	5	5	5	5	---
FTEs	30.60	31.60	31.60	32.60	3.2 %
REVENUES					
Miscellaneous Revenues	1	0	0	0	---
County General Fund Revenues	1	0	0	0	---

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	100,268	102,153	102,153	102,919	0.8 %
Employee Benefits	21,810	27,013	27,013	27,758	2.8 %
Grant Fund - MCG Personnel Costs	122,078	129,166	129,166	130,677	1.2 %
Operating Expenses	15,053	4,484	4,484	4,484	---
Grant Fund - MCG Expenditures	137,131	133,650	133,650	135,161	1.1 %

PERSONNEL

Full-Time	1	1	1	1	---
Part-Time	0	0	0	0	---
FTEs	1.00	1.00	1.00	1.00	---

REVENUES

Federal Grants	174,840	133,650	133,650	135,161	1.1 %
Grant Fund - MCG Revenues	174,840	133,650	133,650	135,161	1.1 %

DEPARTMENT TOTALS

Total Expenditures	4,988,963	5,204,117	5,132,744	5,607,127	7.7 %
Total Full-Time Positions	31	32	32	35	9.4 %
Total Part-Time Positions	5	5	5	5	---
Total FTEs	31.60	32.60	32.60	33.60	3.1 %
Total Revenues	174,841	133,650	133,650	135,161	1.1 %

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION

5,070,467 31.60

Other Adjustments (with no service impacts)

Increase Cost: Annualization of FY16 Personnel Costs	235,055	0.00
Shift: From Department of Economic Development (Program Manager II) - Small Business Navigator [CAO - Supervision & Management of Executive Branch Departments]	121,227	1.00
Increase Cost: FY17 Compensation Adjustment	49,816	0.00
Increase Cost: Professional Services Contracts [CAO - Supervision & Management of Executive Branch Departments]	34,500	0.00
Increase Cost: Group Insurance Adjustment	21,250	0.00
Increase Cost: Motor Pool Adjustment	10,919	0.00
Increase Cost: Printing and Mail	499	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(16,330)	0.00
Decrease Cost: Retirement Adjustment	(55,437)	0.00

FY17 RECOMMENDED

5,471,966 32.60

GRANT FUND - MCG

	Expenditures	FTEs
FY16 ORIGINAL APPROPRIATION	133,650	1.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Grant Award for Base Realignment and Closure (BRAC) [County Executive - Policy Planning and Development]	1,511	0.00
FY17 RECOMMENDED	135,161	1.00

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
County Executive - Policy Planning and Development	1,220,537	8.00	1,353,261	9.03
CAO - Supervision & Management of Executive Branch Departments	3,286,844	21.60	3,561,746	21.60
Internal Audit	422,907	1.00	417,318	1.00
Administration	273,829	2.00	274,802	1.97
Total	5,204,117	32.60	5,607,127	33.60

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	0	0.00	189,391	1.00
CIP	Capital Fund	147,907	2.00	361,828	3.00
Total		147,907	2.00	551,219	4.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	5,472	5,472	5,472	5,472	5,472	5,472
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 other negotiated items.						
Subtotal Expenditures	5,472	5,492	5,492	5,492	5,492	5,492

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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 FY17 Operating Budget for the Montgomery County Board of Elections is \$7,856,590, an increase of \$1,300,239 or 19.83 percent from the FY16 Approved Budget of \$6,556,351. Personnel Costs comprise 49.53 percent of the budget for 28 full-time position(s) and three part-time position(s), and a total of 54.88 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 50.47 percent of the FY17 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Accomplishments

- ☑ **SAME DAY VOTER REGISTRATION:** The Maryland Legislature expanded Early Voting for the 2016 Presidential General Election and added same day voter registration for both 2016 elections.
- ☑ **EARLY VOTING:** A State Legislative measure is pending to add an additional Early Voting Center for 2016 at the Potomac Community Center. All ten Early Voting Centers will be open for eight days, 12 hours each day, including Saturday and Sunday.
- ☑ **RECYCLING EFFORTS:** The Board of Elections partnered with the Division of Solid Waste Services to minimize the amount of recycling materials that are left at the Early Voting Centers and Election Day polling places. Additional recycling containers were provided at Early Voting Centers and Polling Places on Election Day to encourage paper recycling.

Program Contacts

Contact Margaret A. Jurgensen of the Montgomery County Board of Elections at 240.777.8523 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

Voter Registration Services

The Voter Registration Services program provides clerical and administrative support to register new voters, maintains the currency of information in the official registry and provides clerical and administrative support to process requests for absentee ballots. The Federal Help

America Vote Act mandated the establishment of a statewide voter registration database (MDVOTERS) that occurred in 2006 moving the County voter registration database to a statewide platform under the aegis of the State Board of Elections. In addition, this program processes all changes of name, address, and party affiliation and maintains a delete file, removing voters for reasons of death, felony conviction, ineligibility for jury duty, moving out of the jurisdiction, and other valid legal reasons. The program provides legally-required training for volunteer registrars; responds to various voter and candidate requests for voter registration applications, listings, and CDs of registered voters; verifies nominating or referenda petitions submitted; and issues and canvasses absentee and provisional ballots. Implementation of the National Voter Registration Act of 1993, on January 1, 1995, requires all motor vehicle and State social service agencies to solicit voter registration applications and information changes from every client or customer resulting in an increase in the number of applications and changes received for processing, many of which require research to clarify inaccurate or incomplete information. The program also tracks returned mail and sends a second mailing in order to accurately maintain the database.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of active registered voters (000s)	630	635	640	645	650
Number of voter registration transactions (000s)	620	650	680	700	720
Number of provisional ballots issued on election day(s)	2,460	6,554	9,000	18,000	3,000
Number of absentee ballots requested (000s)	8	17	30	60	12
Number of absentee ballots voted/returned (000s)	6	14	20	40	10

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,838,717	18.10
Increase Cost: Convert 3 Temporary Positions to Permanent Merit Positions	73,610	0.10
Increase Cost: Postage	52,500	0.00
Decrease Cost: Imaging	(25,380)	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.	(475,415)	0.00
FY17 Recommended	1,464,032	18.20

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; 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 2016, a tenth Early Voting Center is added. Early Voting Centers will be open for eight days, 12 hours each day, including Saturday and Sunday.

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

Year One: Federal Primary Elections (FY16)

Year Two: Federal General Elections (FY17)

Year Three: Federal, State and County Primary Elections (FY18)

Year Four: Federal, State and County General Elections (FY19)

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of designated polling place equivalents per election	291	291	303	303	303
Percent of polling places opening on time	100	100	100	100	100
Percent of provisional ballots that were issued because of a clerical error	0.1	0.0	0.0	0.0	0.0
Percent of election judge compliance with chain of custody procedure	100	100	100	100	100
Number of election judges recruited, trained, and placed per election	2,253	2,416	2,900	3,200	2,500

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,634,656	20.23

FY17 Recommended Changes	Expenditures	FTEs
Increase Cost: Increase the number of Election Judges per precinct and Early Voting Center	154,461	0.00
Enhance: Tenth Early Voting Site	25,600	0.00
Increase Cost: Rental and custodial fees at Wheaton Rescue Squad Early Voting Site	9,985	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)	0.00
FY17 Recommended	2,824,699	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 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of required voting units per precinct that were operable on election day	100	100	100	100	100
Number of electronic poll books prepared and used on election days	943	995	1,042	1,042	995
Number of voting booths prepared and used on election days	2,948	2,762	3,683	3,683	3,683
Total ballots cast (000s)	111	247	300	500	130

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,082,978	16.45
Increase Cost: Voting System	1,000,000	0.00
Increase Cost: Operating Expenses associated with printing, mailing, and delivery of ballots	93,481	0.00
Decrease Cost: Charges for Facility Maintenance	(6,148)	0.00
Decrease Cost: Equipment Rentals - MDVoters	(99,600)	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.	497,148	0.00
FY17 Recommended	3,567,859	16.45

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,803,061	3,031,835	3,070,418	3,128,146	3.2 %
Employee Benefits	674,813	698,737	671,537	762,912	9.2 %
County General Fund Personnel Costs	3,477,874	3,730,572	3,741,955	3,891,058	4.3 %
Operating Expenses	3,168,576	2,825,779	3,442,442	3,965,532	40.3 %
County General Fund Expenditures	6,646,450	6,556,351	7,184,397	7,856,590	19.8 %
PERSONNEL					
Full-Time	28	28	28	28	---
Part-Time	0	0	0	3	---
FTEs	50.98	54.78	54.78	54.88	0.2 %
REVENUES					
Other Charges/Fees	6,523	10,000	10,000	10,000	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
County General Fund Revenues	6,523	10,000	10,000	10,000	—

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **6,556,351 54.78**

Changes (with service impacts)

Enhance: Tenth Early Voting Site [Election Operations] 25,600 0.00

Other Adjustments (with no service impacts)

Increase Cost: Voting System [Administration] 1,000,000 0.00

Increase Cost: Increase the number of Election Judges per precinct and Early Voting Center [Election Operations] 154,461 0.00

Increase Cost: Operating Expenses associated with printing, mailing, and delivery of ballots [Administration] 93,481 0.00

Increase Cost: Convert 3 Temporary Positions to Permanent Merit Positions [Voter Registration Services] 73,610 0.10

Increase Cost: FY17 Compensation Adjustment 55,753 0.00

Increase Cost: Postage [Voter Registration Services] 52,500 0.00

Increase Cost: Annualization of FY16 Personnel Costs 21,711 0.00

Increase Cost: Group Insurance Adjustment 17,500 0.00

Increase Cost: Rental and custodial fees at Wheaton Rescue Squad Early Voting Site [Election Operations] 9,985 0.00

Increase Cost: Printing and Mail 450 0.00

Increase Cost: Motor Pool Adjustment 133 0.00

Decrease Cost: Charges for Facility Maintenance [Administration] (6,148) 0.00

Decrease Cost: Retirement Adjustment (8,088) 0.00

Decrease Cost: Imaging [Voter Registration Services] (25,380) 0.00

Shift: Telecommunications to the Telecommunications Non-Departmental Account (65,729) 0.00

Decrease Cost: Equipment Rentals - MDVoters [Administration] (99,600) 0.00

FY17 RECOMMENDED **7,856,590 54.88**

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Voter Registration Services	1,838,717	18.10	1,464,032	18.20
Election Operations	2,634,656	20.23	2,824,699	20.23
Administration	2,082,978	16.45	3,567,859	16.45
Total	6,556,351	54.78	7,856,590	54.88

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

COUNTY GENERAL FUND

EXPENDITURES

FY17 Recommended **7,857 7,857 7,857 7,857 7,857 7,857**

No inflation or compensation change is included in outyear projections.

Labor Contracts **0 59 59 59 59 59**

These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures **7,857 7,916 7,916 7,916 7,916 7,916**



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 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 FY17 Operating Budget for the Community Engagement Cluster is \$3,674,986, an increase of \$123,539 or 3.48 percent from the FY16 Approved Budget of \$3,551,447. Personnel Costs comprise 78.68 percent of the budget for 18 full-time position(s) and four part-time position(s), and a total of 23.00 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 21.32 percent of the FY17 budget.

Linkage to County Result Areas




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

-  **Healthy and Sustainable Neighborhoods**
-  **A Responsive, Accountable County Government**
-  **Vital Living for All of Our Residents**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Accomplishments

-  In partnership with Federal Realty Investment Trust, the White Flint Downtown Advisory Committee, Bethesda Urban Partnership, and Maryland State Highway Administration, the Bethesda Chevy Chase (BCC) Regional Services Center installed landscaping in the Rockville Pike medians between Montrose Parkway and Hillery Way.
-  The Upcounty Regional Services Center convened and successfully led a targeted and collaborative strategy involving 12 County government offices, one private company, and 12 nonprofit organizations to address a significant number of dangerous safety and quality of life issues in a community of 175 homes, the majority of which are low-income. Residents are now aware of permitting requirements and various support services available to them.
-  The CEC sponsored or played a major role in organizing dozens of community and ethnic heritage events that drew thousands of residents and visitors in 2015. Taxpayer funding for these events is limited because of private funds raised by the Fund for

Montgomery, a fund of The Community Foundation in Montgomery County that was established to support important community-building events.

- ☑ In 2015, Montgomery Sister Cities organized a return visit to Morazán, El Salvador. Morazán was Montgomery County's first Sister City (2011).
- ☑ The Interfaith Community Liaison include broadened the network of faith communities to 576; strengthened unity through bi-weekly messages and engagement in three working groups and five committees; and celebrated ethnic observances, religious services and the Friendship Picnic. The Montgomery County Model for creating social cohesion and public safety was presented at the Community Oriented Policing Services (COPS) Annual Summit and to leaders from 37 countries.
- ☑ The Montgomery County Volunteer Center (MCVC) continues to strengthen the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs. In FY15, 849 agencies received 41,242 referrals from 10,267 volunteers through the Volunteer Center website. MCVC's Retired & Senior Volunteer Program (RSVP) engages those 55 and older in volunteer opportunities including the professional consultant services with Pro Bono Consulting and as Tax Aide Volunteers. In FY 15, Tax Aide volunteers completed 4,541 tax returns for low to moderate income residents resulting in total tax refunds of over \$4 million.
- ☑ The Charles W. Gilchrist Center for Cultural Diversity continues to be the County's resource center for immigrants and helps build a network of community service providers in the County. In FY15, the Center offered 118 volunteer-taught classes, through which 9,115 residents gained English for Speakers of Other Languages (ESOL), Spanish or computer skills; 8,490 residents were referred to services by phone or in person; and 4,237 residents were served through the Center's partner organizations.
- ☑ The Commission for Women (CFW) chaired the Human Trafficking Task Force. Commissioner Mintz was featured in an article highlighting Human Trafficking in Bethesda Magazine.
- ☑ The 35th Anniversary of the Women's Legislative Briefing occurred in January 2015. This event was attended by over 700 individuals.
- ☑ The Commission for Women established the STEM Endowed Scholarship Fund through the Montgomery College Foundation. The scholarship funds will be awarded to students in need who are majoring in STEM disciplines-science, technology, engineering, and math.
- ☑ The East County Regional Services Center (ECRSC) and Montgomery College entered into a memorandum of understanding (MOU) to establish a strong community engagement presence for the College in the Eastern region of the County through academic and student services. Approximately \$30,000 scholarship awards for fees and books were provided to about 400 students from East County. Montgomery College outfitted a new computer lab with new computers and laptops (worth over \$70,000).
- ☑ The ECRSC established an East County Service Providers Network (of 18 agencies) to promote better communication, planning and networking among East County-based service providers and county agencies, community stakeholders and civic groups.
- ☑ The Mid-County Regional Services Center (MCRSC) implemented a number of major community events, including the Taste of Wheaton (20th anniversary), Salvadorian-American Celebration and Food Truckfest to promote the Wheaton Business District and community, small business development and to showcase Wheaton as a destination for arts and entertainment.
- ☑ In coordination with the Department of Recreation and the MCRSC hosted the 2015 Community July 4th Fireworks Display, attended by 12,000 people.

Program Contacts

Contact Fariba Kassiri of the Community Engagement Cluster 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 with hundreds of nonprofits across Montgomery County.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Overall satisfaction with The Office of Community Partnerships' provision of information, access and support to ethnic, multilingual and multicultural communities (scale 1-5)	4.2	4.3	4.3	4.3	4.3
Overall participant satisfaction with their experience at the Gilchrist Center (scale 1-5)	4.7	4.6	4.7	4.7	4.7
Overall satisfaction of participants in Gilchrist Center classes (scale 1-5)	4.8	4.7	4.7	4.7	4.7

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,004,992	9.95
Enhance: Program Specialist II in Gilchrist Center	45,000	0.50
Enhance: Community Outreach Manager increase from part time to full time	30,000	0.50
Increase Cost: Operating Costs for Annual Employee Giving Campaign	17,000	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.	41,615	(3.45)
FY17 Recommended	1,138,607	7.50

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	275,697	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.	51,729	3.50
FY17 Recommended	327,426	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 local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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)	4.6	4.6	4.6	4.6	4.6

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	147,720	1.00
Enhance: Commission for Women Contractual Services	70,000	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.	(52,478)	0.00
FY17 Recommended	165,242	1.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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	4.2	4.3	4.3	4.3
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness of the Centers' assessment of community needs, problems and issues (scale 1-5)	4.5	4.3	4.4	4.4	4.4

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,152,719	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.	5,950	0.00
FY17 Recommended	1,158,669	5.00

Administration

Administrative Management for the Community Engagement Cluster (CEC) handles all aspects of budget, procurement, financial, contracts/grants, personnel and administrative matters of the CEC units (Regional Centers, Commission for Women, Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center). In addition, the responsibilities of this unit include implementing the CEC's shared resource model related to various duties pertaining to the Advisory Boards, Committees and Commissions, community outreach, community events, database and webpage development and maintenance, newsletters, and many other vital community related functions.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	970,319	4.30
Enhance: Community Access Program	80,000	0.00
Decrease Cost: Lapse Program Manager I	(69,702)	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.	(95,575)	(0.30)
FY17 Recommended	885,042	4.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,122,656	2,190,509	2,127,631	2,208,871	0.8 %
Employee Benefits	599,412	629,349	629,348	615,337	-2.2 %
County General Fund Personnel Costs	2,722,068	2,819,858	2,756,979	2,824,208	0.2 %
Operating Expenses	775,105	665,223	630,223	783,480	17.8 %
County General Fund Expenditures	3,497,173	3,485,081	3,387,202	3,607,688	3.5 %
PERSONNEL					
Full-Time	17	16	16	17	6.3 %
Part-Time	2	4	4	4	---
FTEs	21.55	21.55	21.55	22.35	3.7 %
REVENUES					
Facility Rental Fees	3,776	10,500	10,500	10,500	---
Other Charges/Fees	(600)	0	0	0	---
Parking Fees	(3,980)	0	0	0	---
Recreation Fees	7,740	0	0	0	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
County General Fund Revenues	6,936	10,500	10,500	10,500	—
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	49,783	50,962	50,962	52,859	3.7 %
Employee Benefits	16,503	15,503	15,503	14,439	-6.9 %
Grant Fund - MCG Personnel Costs	66,286	66,465	66,465	67,298	1.3 %
Operating Expenses	36,364	(99)	(99)	0	100.0 %
Grant Fund - MCG Expenditures	102,650	66,366	66,366	67,298	1.4 %
PERSONNEL					
Full-Time	1	1	1	1	---
Part-Time	0	0	0	0	---
FTEs	0.75	0.70	0.70	0.65	-7.1 %
REVENUES					
Federal Grants	107,947	66,366	66,366	67,298	1.4 %
Grant Fund - MCG Revenues	107,947	66,366	66,366	67,298	1.4 %
DEPARTMENT TOTALS					
Total Expenditures	3,599,823	3,551,447	3,453,568	3,674,986	3.5 %
Total Full-Time Positions	18	17	17	18	5.9 %
Total Part-Time Positions	2	4	4	4	—
Total FTEs	22.30	22.25	22.25	23.00	3.4 %
Total Revenues	114,883	76,866	76,866	77,798	1.2 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	3,485,081	21.55
<u>Changes (with service impacts)</u>		
Enhance: Community Access Program [Administration]	80,000	0.00
Enhance: Commission for Women Contractual Services [Commission for Women]	70,000	0.00
Enhance: Program Specialist II in Gilchrist Center [Community Partnerships]	45,000	0.50
Enhance: Community Outreach Manager increase from part time to full time [Community Partnerships]	30,000	0.50
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	33,054	0.00
Increase Cost: Operating Costs for Annual Employee Giving Campaign [Community Partnerships]	17,000	0.00
Increase Cost: Group Insurance Adjustment	12,093	0.00
Increase Cost: Printing and Mail	257	0.00
Decrease Cost: Retirement Adjustment	(19,448)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(26,647)	(0.20)
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(49,000)	0.00
Decrease Cost: Lapse Program Manager I [Administration]	(69,702)	0.00
FY17 RECOMMENDED	3,607,688	22.35
GRANT FUND - MCG		
FY16 ORIGINAL APPROPRIATION	66,366	0.70
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY16 Personnel Costs	932	(0.05)
FY17 RECOMMENDED	67,298	0.65

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Community Partnerships	1,004,992	9.95	1,138,607	7.50
The Gilchrist Center for Cultural Diversity	275,697	2.00	327,426	5.50
Commission for Women	147,720	1.00	165,242	1.00
Regional Centers	1,152,719	5.00	1,158,669	5.00
Administration	970,319	4.30	885,042	4.00
Total	3,551,447	22.25	3,674,986	23.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

COUNTY GENERAL FUND

EXPENDITURES

FY17 Recommended **3,608** **3,608** **3,608** **3,608** **3,608** **3,608**

No inflation or compensation change is included in outyear projections.

Annualization of Positions Recommended in FY17 **0** **16** **16** **16** **16** **16**

New positions in the FY17 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.

Labor Contracts **0** **28** **28** **28** **28** **28**

These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures **3,608** **3,653** **3,653** **3,653** **3,653** **3,653**

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Specialist II in Gilchrist Center	45,000	0.50	60,868	0.50
Total	45,000	0.50	60,868	0.50



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 FY17 Operating Budget for the County Attorney is \$5,960,796, an increase of \$300,537 or 5.31 percent from the FY16 Approved Budget of \$5,660,259. Personnel Costs comprise 90.80 percent of the budget for 73 full-time position(s) and four part-time position(s), and a total of 43.50 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 9.20 percent of the FY17 budget.

Linkage to County Result Areas


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

A Responsive, Accountable County Government







Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Accomplishments

-  From July 1, 2014 through June 20, 2015, the Debt Collection Unit has registered \$12.7 million in collections from debts owed to the County. The Debt Collection Unit continues to achieve efficiencies by streamlining the collection workflow process and reducing printing costs associated with the enhanced interface of the Enterprise Imaging system.

Productivity Improvements

-  Implemented mobile version of Prolaw case management system for attorneys to access case matters using smartphones and mobile devices.
-  Switched on-line legal search service from Lexis to Westlaw and reduced legal publications subscription cost by 50% or \$10,000.
-  Continued to reduce operating cost of editing of County Code, Zoning and COMAR by out-sourcing the task of editing and sale of CDs/print copies to American Legal Publishing, saving \$20,000 annually.
-  Replaced CountyLaw Case Management System with Prolaw Enterprise Version 14. Migrated all case data from CountyLaw to Prolaw database. Prolaw integrates with Office 2010 (Outlook, Word and Excel) and Adobe Reader. Users can save documents into Prolaw from the Office applications and access matters from their desktop-client or web-client. The new system allows attorneys and managers to query status of cases, create and context-query documents, and compile reports using the built-in reporting function.
-  Migrated debt collection database from Access to Prolaw using the Debt Collection module. The Debt Collection Unit can now link debtors with debts, query and merge letters in the new system and import debts from Finance's Munis system.
-  Completed eDiscovery service contract with Guidance Software. Upgraded the Encase forensic module. Equipped to start eDiscovery process with any large lawsuits.

Program Contacts

Contact Dennis Via 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

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of children in need of assistance (CINA) or guardianship hearings	2,177	2,137	2,197	2,197	2,197
Number of adoptions granted	14	22	22	22	22
Number of CINA cases closed	226	162	204	204	204
Number of new adoption petitions filed	16	18	21	21	21
Number of new CINA petitions filed	188	183	190	190	190
Number of new termination of parental rights (TPR) petitions filed	25	24	25	25	25
Number of termination of parents rights (TPR's) granted	20	24	24	24	24
Child welfare litigation - ratio of termination of parental rights (TPR) and child in need of assistance (CINA) adjudicated granted or denied	97.7	100	97.94	97.94	97.94

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,135,524	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.	20,746	0.00
FY17 Recommended	1,156,270	7.40

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Code enforcement - Win/loss ratio	98.7	98.92	97.85	97.85	97.85
Code enforcement collected (\$000)	\$570	\$583	\$516	\$516	\$516
Debt collection - collected/total referred ratio	184.0	144.5	139	139	139
Debt collection - cost/revenue ratio	2.5	3.7	3.2	3.2	3.2
Debt collection (\$000)	\$19,545	\$13,501	\$15,760	\$15,760	\$15,760
Forfeitures collected (\$000)	\$235.41	\$121.01	\$122.28	\$122.28	\$122.28

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,189,278	12.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(116,411)	(1.00)
FY17 Recommended	1,072,867	11.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	297,552	5.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	125,085	0.00
FY17 Recommended	422,637	5.90

Human Resources

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of appeals in the Appellate Court won	54.5	84.21	72.88	72.88	72.88
Appeals lost	7	3	5	5	5
Appeals won	17	16	14	14	14

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	604,104	4.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	422,013	2.00
FY17 Recommended	1,026,117	6.50

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	150,091	2.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,139	0.00
FY17 Recommended	213,230	2.70

Administration

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

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Overall average rating from Internal Customer Satisfaction Survey	3.27	3.33	3.33	3.33	3.33

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,535,492	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.	(8,965)	0.00
FY17 Recommended	1,526,527	6.00

Government Operations

Drafts and reviews County and State legislation; Represents the County in legal challenges to its legislative acts; Drafts and coordinates formal legal advice given by the Office of the County Attorney; Provides legal assistance to the Office of Management and Budget, Ethics Commission, Office of the Inspector General, and the Charter Review Commission; Provides legal guidance on the Open Meetings Act and the Public Information Act; Oversees the publication of the County Code; and provides legal guidance to the Special Assistant to the Executive for Boards, Committees, and Commissions.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	748,218	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.	(205,070)	(1.00)
FY17 Recommended	543,148	4.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,836,536	3,689,896	3,869,900	4,049,409	9.7 %
Employee Benefits	1,467,348	1,403,364	1,374,881	1,363,136	-2.9 %
County General Fund Personnel Costs	5,303,884	5,093,260	5,244,781	5,412,545	6.3 %
Operating Expenses	747,060	566,999	444,178	548,251	-3.3 %
County General Fund Expenditures	6,050,944	5,660,259	5,688,959	5,960,796	5.3 %
PERSONNEL					
Full-Time	72	72	72	73	1.4 %
Part-Time	5	5	5	4	-20.0 %
FTEs	43.25	43.50	43.50	43.50	---
REVENUES					
Federal Financial Participation Reimbursements	218,801	231,165	231,165	231,165	---
Other Charges/Fees	830	75,000	75,000	75,000	---
Other Intergovernmental	91,274	45,630	45,630	45,630	---
County General Fund Revenues	310,905	351,795	351,795	351,795	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	5,660,259	43.50
<u>Other Adjustments (with no service impacts)</u>		

	Expenditures	FTEs
Increase Cost: Decrease Lapse	250,000	0.00
Increase Cost: FY17 Compensation Adjustment	113,044	0.00
Increase Cost: Group Insurance Adjustment	29,000	0.00
Increase Cost: Annualization of FY16 Personnel Costs	19,456	0.00
Increase Cost: Printing and Mail	1,158	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(19,906)	0.00
Decrease Cost: Retirement Adjustment	(92,215)	0.00
FY17 RECOMMENDED	5,960,796	43.50

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Health and Human Services	1,135,524	7.40	1,156,270	7.40
Finance and Procurement	1,189,278	12.00	1,072,867	11.00
Support Services	297,552	5.90	422,637	5.90
Human Resources	604,104	4.50	1,026,117	6.50
Zoning, Land Use and Economic Development	150,091	2.70	213,230	2.70
Administration	1,535,492	6.00	1,526,527	6.00
Government Operations	748,218	5.00	543,148	4.00
Total	5,660,259	43.50	5,960,796	43.50

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FY16 FTES	FY17 Total\$	FY17 FTES
COUNTY GENERAL FUND					
Board of Appeals	General Fund	95,579	0.50	96,839	0.50
Intergovernmental Relations	General Fund	26,574	0.30	26,333	0.30
Finance	General Fund	178,262	1.05	178,426	1.05
Finance	Risk Management (Self Insurance - ISF)	2,728,803	19.75	2,762,682	19.75
Human Resources	Employee Health Self Insurance	16,958	0.10	17,350	0.10
Parking District Services	Bethesda Parking	21,931	0.10	14,900	0.10
Parking District Services	Silver Spring Parking	43,862	0.20	29,800	0.20
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	219,309	1.00	212,816	1.00
Housing and Community Affairs	General Fund	84,892	0.50	84,876	0.50
Housing and Community Affairs	Montgomery Housing Initiative	169,783	1.00	169,751	1.00
Solid Waste Services	Solid Waste Disposal	123,777	0.75	128,495	0.75
Solid Waste Services	Solid Waste Collection	41,259	0.25	42,832	0.25
CIP	Capital Fund	384,095	3.00	417,838	3.00
NDA - Montgomery County Employee Retirement Plans	General Fund	16,958	0.10	17,350	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	16,958	0.10	17,350	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	71,224	0.42	72,872	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	28,829	0.17	29,496	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	10,175	0.06	10,410	0.06
Cable Television Communications Plan	Cable TV	118,688	0.50	115,121	0.50
Total		4,592,210	32.25	4,639,831	32.25

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)
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COUNTY GENERAL FUND**EXPENDITURES**

	FY17	FY18	FY19	FY20	FY21	FY22
FY17 Recommended	5,961	5,961	5,961	5,961	5,961	5,961
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	88	88	88	88	88
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	5,961	6,049	6,049	6,049	6,049	6,049



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 FY17 Operating Budget for the Ethics Commission is \$574,294, an increase of \$192,287 or 50.34 percent from the FY16 Approved Budget of \$382,007. Personnel Costs comprise 64.25 percent of the budget for three full-time position(s) and no part-time position(s), and a total of 3.00 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 35.75 percent of the FY17 budget.

Linkage to County Result Areas

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



A Responsive, Accountable County Government

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Program Measures					
Number of financial disclosure statements required (calendar year)	2,037	1,651	1,651	1,651	1,651
Number of formal opinions, waivers and guidance (calendar year)	6	17	17	17	17
Number of lobbyists registered (calendar year)	197	230	230	230	230
Number of lobbyist activity reports (calendar year)	249	350	350	350	350
Number of outside employment requests processed (calendar year)	977	1,089	1,089	1,089	1,089

Initiatives

- ★ Coordinating the development of the ethics training program with other key officials in the Office of Human Resources and the Office of the County Attorney.
- ★ Develop and implement a new Financial Disclosure System with the Department of Technology Services.
- ★ Refine the Outside Employment Online System and seek the implementation of an online payment system for lobbyist registration.

Accomplishments

- ☑ Successfully launched a robust online system for processing employee requests for outside employment. The system eliminated cumbersome paper processes and records, increased data reliability, and facilitated agency and Ethics Commission review of requests. It applies to all employee requests other than those made by sworn officers of the Department of Police.
- ☑ Aligned County financial disclosure and gift legislation in accordance with State requirements.
- ☑ Implemented changes in financial disclosure requirements resulting in adjustments made to the financial disclosure system and processes. The Commission coordinated a Countywide review of designations of filing positions, adjustments to financial disclosure

requirements, and adjustments to the electronic system for submission, review, and retention of disclosure statements.

Program Contacts

Contact Robert Cobb, Director 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 administers the electronic filing system for reporting and coordinates with the Office of Human Resources and all County agencies regarding the status of filers. It resolves all anomalous circumstances and questions from filers that routinely arise associated with the filing of financial disclosure reports and 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 administers an online process pursuant to which requests are made and reviewed by the employee's agency. The Ethics Commission staff prepares all requests for consideration by the Ethics Commission, including 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, and or hearings, makes findings, and imposes sanctions and penalties if warranted.

Advisory Opinions, Waivers, and 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 Office of the County Attorney 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 ensuring 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 FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
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	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	269,467	281,988	287,877	294,686	4.5 %
Employee Benefits	68,354	73,760	74,045	74,301	0.7 %
County General Fund Personnel Costs	337,821	355,748	361,922	368,987	3.7 %
Operating Expenses	23,375	26,259	18,618	205,307	681.9 %
County General Fund Expenditures	361,196	382,007	380,540	574,294	50.3 %
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	30,500	25,000	25,000	30,000	20.0 %
County General Fund Revenues	30,500	25,000	25,000	30,000	20.0 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	382,007	3.00
<u>Changes (with service impacts)</u>		
Add: Replacement Financial Disclosure System [Ethics Program Compliance]	180,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY16 Personnel Costs	10,389	0.00
Increase Cost: FY17 Compensation Adjustment	3,752	0.00
Increase Cost: Group Insurance Adjustment	1,875	0.00
Increase Cost: Printing and Mail	48	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(1,000)	0.00
Decrease Cost: Retirement Adjustment	(2,777)	0.00
FY17 RECOMMENDED	574,294	3.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	574	574	574	574	574	574
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY17	0	(162)	(162)	(162)	(162)	(162)
Items recommended for one-time funding in FY17, including the Financial Disclosure System will be eliminated from the base in the outyears.						
Labor Contracts	0	2	2	2	2	2
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	574	414	414	414	414	414

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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 FY17 Operating Budget for the Department of Finance is \$77,765,515, an increase of \$3,562,149 or 4.80 percent from the FY16 Approved Budget of \$74,203,366. Personnel Costs comprise 20.43 percent of the budget for 121 full-time position(s) and no part-time position(s), and a total of 121.77 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 79.57 percent of the FY17 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 FY17 Operating Budget for the General Fund component is \$14,072,320 an increase of \$359,378 or 2.62 percent over the FY16 approved budget of \$13,712,942. Personnel Costs comprise approximately 81.69 percent of the General Fund budget for 111 full-time positions. A total of 91.65 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 18.31 percent of the budget.

The total FY17 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is \$63,693,195, an increase of \$3,202,771 or 5.29 percent over the FY16 approved budget of \$60,490,424. Personnel Costs comprise approximately 6.90 percent of the Self-Insurance Fund budget for 10 full-time positions. A total of 30.12 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 93.10 percent of the budget. Included in the total FTEs are 19.75 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Implement a Risk Management Information System (RMIS) to provide real time reports and analysis on claims, workplace injuries, out of work time, and other risk management data to support County staff to effectively manage their risk and safety programs.
- ★ Conduct an enterprise wide assessment to ensure adherence to Payment Card Industry and National Automated Clearing House Association guidelines to protect the integrity of County and resident financial data.

Accomplishments

-
- ✓ Successfully retained the County's AAA bond rating from the three major credit rating agencies in the fall of 2015.
 - ✓ In past two years have sold \$800 million in new money GO Bonds and \$387.6 million in Refunding Bonds resulting in over \$36 million in savings for the General Fund, Bethesda Parking District and the West Germantown and Kingsview Development Districts.
 - ✓ Expanded the Small Business Plus Program to \$50 million with local community banks which leveraged \$100 million in loans to local businesses creating hundreds of new jobs in the County.
 - ✓ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY14 Comprehensive Annual Financial Report (CAFR), the 45th year for this achievement.
 - ✓ Expanded the County's Clean Energy Financing programs to include Commercial Property Assessed Clean Energy (PACE) program to provide financing for commercial property clean energy improvements; and use of Qualified Energy Conservation Bonds for County facilities as well as support the implementation of the Green Bank to support public and private energy and environmental efficiency programs.
 - ✓ Conducted a claims management audit that returned an overall rating of 95% - the highest rating the program has achieved since the 1978 inception of the Self Insurance Program.
 - ✓ Supported County safety and risk management programs by developing and deploying six new enterprise-wide Information Technology (IT) applications to conduct safety reviews and receive training on various safety topics.

Productivity Improvements

- ✦ Implemented the Electronic Cigarette Excise Tax web application to expedite collection of this tax revenue from wholesalers.
- ✦ Enhanced the Bag Tax Web Application to include data validation when entering data.
- ✦ Issued Conduit Debt on behalf of several private schools as part of the Economic Development Revenue Bond program creating significant savings from the refundings. The standard Conduit Debt fees that are paid by eligible third-party entities was increased to the maximum allowable under the Resolution adopted by Council, which now more appropriately compensates the County for the services provided, and enhanced the revenue stream.
- ✦ Coordinated the on-line credit card payment system for the Division of Animal Services for pet licensing; for the Office of Emergency Management and Homeland Security for hazard material certifications; and for HHS for private donations for certain safety net programs.
- ✦ Partnered with all departments and offices to conduct Accounts Payable audit of invoices under \$10,000. Met with each department to present audit findings and work through any issues to prevent errors in the future.

Program Contacts

Contact Nancy Moseley of the Department of Finance at 240.777.8886 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

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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	AAA	AAA
Interest Rate - True Interest Cost for Montgomery County General Obligation Bonds (the most common debt instrument used by the County)	3.1	2.7	3.0	3.5	4.0
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread)	-6	-3	-5	-7	-10
Investment Return - Rate of return on Montgomery County's investments	0.15	0.18	0.35	0.50	1.00
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	10	10	10	10	10
Revenue forecasting - Percent variance between actual revenue and projected revenue	3.26	-1.48	0.00	0.00	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,381,697	9.00
Shift: Administration of Economic Development Fund and Small Business Financing Support to Department of Finance	643,355	2.00
Increase Cost: National Philharmonic Operating Support	150,000	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.	(90,144)	(1.00)
FY17 Recommended	2,084,908	10.00

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 troubleshooting 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,268,937	4.00
Increase Cost: Property Tax Billing IT Application	60,010	0.00
Increase Cost: Audit Implementation: Automated Clearing House & Payment Card Industry transaction processes	60,000	0.00
Decrease Cost: Billing and Collection Services - Fee Increase: Water Quality Protection Fund	(473,603)	(2.80)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	42,202	0.80
FY17 Recommended	957,546	2.00

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 audits by Accounts Payable.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Procurement Card rebate revenue generated	467,129	487,901	475,000	475,000	475,000
FY17 Recommended Changes				Expenditures	FTEs
FY16 Approved				1,004,553	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.				24,099	0.00
FY17 Recommended				1,028,652	10.00

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.

FY17 Recommended Changes				Expenditures	FTEs
FY16 Approved				754,491	7.00
Decrease Cost: Department of Liquor Control - Accounts Receivable Services				(95,642)	(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.				(3,609)	0.00
FY17 Recommended				655,240	6.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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 (FY14 = 45 times)

FY17 Recommended Changes				Expenditures	FTEs
FY16 Approved				1,719,178	15.31
Decrease Cost: Active Montgomery Accounting Services - Community Use of Public Facilities				(42,010)	(0.33)
Decrease Cost: Active Montgomery Accounting Services - Recreation				(42,010)	(0.33)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.				131,215	0.00
FY17 Recommended				1,766,373	14.65

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	583,796	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.	15,920	0.00
FY17 Recommended	599,716	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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Pension and long-term disability (LTD2) payroll payments processed	65,000	74,621	76,000	76,000	76,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	917,477	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.	223,544	1.00
FY17 Recommended	1,141,021	9.00

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, carryout bags, electronic cigarettes). 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Property tax accounts billed	366,847	367,708	369,000	371,000	371,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,201,228	21.35
Decrease Cost: Billing, Collection and Processing Services for Non-Tax Supported Departments	(6,380)	0.00

FY17 Recommended Changes	Expenditures	FTEs
Decrease Cost: Billing and Collection Services - Fee Increase: Parking Lot Districts	(12,636)	0.10
Decrease Cost: Billing and Collection Services - Fee Increase: Vacuum Leaf Collection:	(132,571)	(0.20)
Decrease Cost: Billing and Collection Services - Fee Increase: Solid Waste Collection	(146,078)	(0.30)
Decrease Cost: Billing and Collection Services - Fee Increase: Solid Waste Disposal:	(292,109)	(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.	121,730	(0.85)
FY17 Recommended	1,733,184	18.10

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Cashier transactions processed	35,730	40,792	40,000	40,000	40,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	332,080	4.15
Increase Cost: Parking Lots Districts - Collection of Parking Violations	67,910	0.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	35,880	0.05
FY17 Recommended	435,870	4.90

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 their exposures and their 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of contract review actions to ensure adequate insurance coverage and compliance ¹	7,460	11,613	9,000	10,000	10,000
Workers Compensation - Cost per \$100 of payroll	3.50	3.36	3.34	3.30	3.29
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	499	543	596	614	632

¹ Measurement of contract review actions consists of: Mandatory Insurance Requirements issued; Certificates of Insurance approved; and email responses requesting clarification, corrections or additional information. Contracts include Amendments, RFPs, IFBs, Leases, Right-of-Entry Agreements, MOUs, License Agreements, Bridge Contracts, DPOs, Business Associate.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	56,348,233	4.00
Increase Cost: Claims Expense	3,852,262	0.00
Increase Cost: Professional Services - Actuarial Study	30,000	0.00
Increase Cost: Workers Compensation State Payroll Assessment	20,000	0.00
Decrease Cost: Paralegal Contractual Services	(33,334)	0.00

FY17 Recommended Changes	Expenditures	FTEs
Decrease Cost: Professional Services - Claims Audit Contract	(40,000)	0.00
Decrease Cost: Commercially Purchased Property and Casualty Insurance	(250,251)	0.00
Decrease Cost: Claims Service Contract Administrative Costs	(482,317)	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.	(74,484)	(1.00)
FY17 Recommended	59,370,109	3.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Training classes conducted by Safety and Health Specialists	93	155	350	520	1,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	611,827	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.	(1,298)	0.00
FY17 Recommended	610,529	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,854,190	19.75
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	56,282	0.00
FY17 Recommended	2,910,472	19.75

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,225,679	15.37
Increase Cost: MCtime Upgrade - Kronos Timekeeper	237,500	0.00
Increase Cost: Contractual Resources for Indirect Cost Analysis and Services	40,000	0.00
Increase Cost: Kronos Annual Maintenance and Support	10,450	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(10)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(27,820)	0.00

FY17 Recommended Changes	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.	(13,904)	1.00
FY17 Recommended	4,471,895	16.37

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,681,382	8,919,005	8,441,514	8,952,065	0.4 %
Employee Benefits	2,751,780	2,728,497	2,867,548	2,543,561	-6.8 %
County General Fund Personnel Costs	10,433,162	11,647,502	11,309,062	11,495,626	-1.3 %
Operating Expenses	2,788,463	2,065,440	2,237,645	2,576,694	24.8 %
County General Fund Expenditures	13,221,625	13,712,942	13,546,707	14,072,320	2.6 %
PERSONNEL					
Full-Time	116	106	106	111	4.7 %
Part-Time	0	0	0	0	---
FTEs	95.31	95.81	95.81	91.65	-4.3 %
REVENUES					
Miscellaneous Revenues	490,812	475,000	475,000	475,000	---
Other Charges/Fees	268,041	244,360	330,360	317,490	29.9 %
Other Fines/Forfeitures	22,955	15,000	10,000	10,000	-33.3 %
Other Intergovernmental	150,216	141,220	171,040	238,420	68.8 %
County General Fund Revenues	932,024	875,580	986,400	1,040,910	18.9 %
SELF INSURANCE INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,992,567	3,265,501	3,244,104	3,397,425	4.0 %
Employee Benefits	961,218	1,021,245	1,042,642	995,580	-2.5 %
Self Insurance Internal Service Fund Personnel Costs	3,953,785	4,286,746	4,286,746	4,393,005	2.5 %
Operating Expenses	48,438,870	56,203,678	56,203,678	59,300,190	5.5 %
Self Insurance Internal Service Fund Expenditures	52,392,655	60,490,424	60,490,424	63,693,195	5.3 %
PERSONNEL					
Full-Time	10	10	10	10	---
Part-Time	0	0	0	0	---
FTEs	30.37	30.12	30.12	30.12	---
REVENUES					
Investment Income	193,008	632,940	436,250	623,210	-1.5 %
Miscellaneous Revenues	503,547	0	0	0	---
Self Insurance Revenues	69,171,015	65,803,243	65,803,243	63,301,393	-3.8 %
Self Insurance Internal Service Fund Revenues	69,867,570	66,436,183	66,239,493	63,924,603	-3.8 %
DEPARTMENT TOTALS					
Total Expenditures	65,614,280	74,203,366	74,037,131	77,765,515	4.8 %
Total Full-Time Positions	126	116	116	121	4.3 %
Total Part-Time Positions	0	0	0	0	---
Total FTEs	125.68	125.93	125.93	121.77	-3.3 %
Total Revenues	70,799,594	67,311,763	67,225,893	64,965,513	-3.5 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY16 ORIGINAL APPROPRIATION**13,712,942 95.81****Other Adjustments (with no service impacts)**

Shift: Administration of Economic Development Fund and Small Business Financing Support to Department of Finance [Fiscal Management]	643,355	2.00
Increase Cost: MCtime Upgrade - Kronos Timekeeper [Operations and Administration]	237,500	0.00
Increase Cost: Annualization of FY16 Personnel Costs	222,249	0.00
Increase Cost: FY17 Compensation Adjustment	179,485	0.00
Increase Cost: National Philharmonic Operating Support [Fiscal Management]	150,000	0.00
Increase Cost: Parking Lots Districts - Collection of Parking Violations [Treasury Operations]	67,910	0.70
Increase Cost: Group Insurance Adjustment	66,907	0.00
Increase Cost: Property Tax Billing IT Application [Information Technology]	60,010	0.00
Increase Cost: Audit Implementation: Automated Clearing House & Payment Card Industry transaction processes [Information Technology]	60,000	0.00
Increase Cost: Contractual Resources for Indirect Cost Analysis and Services [Operations and Administration]	40,000	0.00
Increase Cost: Kronos Annual Maintenance and Support [Operations and Administration]	10,450	0.00
Increase Cost: Annualization of FY16 Operating Expenses	6,380	0.00
Increase Cost: Printing and Mail	1,705	0.00
Decrease Cost: Billing, Collection and Processing Services for Non-Tax Supported Departments [Tax Operations]	(6,380)	0.00
Decrease Cost: Billing and Collection Services - Fee Increase: Parking Lot Districts [Tax Operations]	(12,636)	0.10
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Operations and Administration]	(27,820)	0.00
Decrease Cost: Active Montgomery Accounting Services - Recreation [General Accounting]	(42,010)	(0.33)
Decrease Cost: Active Montgomery Accounting Services - Community Use of Public Facilities [General Accounting]	(42,010)	(0.33)
Decrease Cost: Department of Liquor Control - Accounts Receivable Services [Accounts Receivable]	(95,642)	(1.00)
Decrease Cost: Retirement Adjustment	(115,714)	0.00
Decrease Cost: Billing and Collection Services - Fee Increase: Vacuum Leaf Collection: [Tax Operations]	(132,571)	(0.20)
Decrease Cost: Billing and Collection Services - Fee Increase: Solid Waste Collection [Tax Operations]	(146,078)	(0.30)
Decrease Cost: Billing and Collection Services - Fee Increase: Solid Waste Disposal: [Tax Operations]	(292,109)	(2.00)
Decrease Cost: Billing and Collection Services - Fee Increase: Water Quality Protection Fund [Information Technology]	(473,603)	(2.80)

FY17 RECOMMENDED**14,072,320 91.65****SELF INSURANCE INTERNAL SERVICE FUND****FY16 ORIGINAL APPROPRIATION****60,490,424 30.12****Other Adjustments (with no service impacts)**

Increase Cost: Claims Expense [Insurance]	3,852,262	0.00
Increase Cost: Annualization of FY16 Personnel Costs	76,584	0.00
Increase Cost: FY17 Compensation Adjustment	59,128	0.00
Increase Cost: Professional Services - Actuarial Study [Insurance]	30,000	0.00
Increase Cost: Workers Compensation State Payroll Assessment [Insurance]	20,000	0.00
Increase Cost: Group Insurance Adjustment	18,750	0.00
Increase Cost: Printing and Mail	161	0.00
Increase Cost: Motor Pool Adjustment	1	0.00
Decrease Cost: Retiree Health Insurance Pre-funding [Operations and Administration]	(10)	0.00
Decrease Cost: Paralegal Contractual Services [Insurance]	(33,334)	0.00
Decrease Cost: Professional Services - Claims Audit Contract [Insurance]	(40,000)	0.00
Decrease Cost: Retirement Adjustment	(48,203)	0.00
Decrease Cost: Commercially Purchased Property and Casualty Insurance [Insurance]	(250,251)	0.00
Decrease Cost: Claims Service Contract Administrative Costs [Insurance]	(482,317)	0.00

FY17 RECOMMENDED**63,693,195 30.12****Program Summary**

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
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Program Name	FY16 APPR	FTEs	FY17 REC	FTEs
	Expenditures		Expenditures	
Fiscal Management	1,381,697	9.00	2,084,908	10.00
Information Technology	1,268,937	4.00	957,546	2.00
Accounts Payable	1,004,553	10.00	1,028,652	10.00
Accounts Receivable	754,491	7.00	655,240	6.00
General Accounting	1,719,178	15.31	1,766,373	14.65
Grants Accounting	583,796	5.00	599,716	5.00
Payroll	917,477	8.00	1,141,021	9.00
Tax Operations	2,201,228	21.35	1,733,184	18.10
Treasury Operations	332,080	4.15	435,870	4.90
Insurance	56,348,233	4.00	59,370,109	3.00
Occupational Safety and Health	611,827	3.00	610,529	3.00
Legal Services	2,854,190	19.75	2,910,472	19.75
Operations and Administration	4,225,679	15.37	4,471,895	16.37
Total	74,203,366	125.93	77,765,515	121.77

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	108,490	0.75	122,320	0.75
Human Resources	Retiree Health Benefits Trust Fund	41,690	0.25	43,180	0.25
General Services	Central Duplicating (Printing & Mail)	6,210	0.05	6,320	0.05
Transportation	Leaf Vacuuming	82,110	0.23	214,571	0.43
Parking District Services	Bethesda Parking	68,551	0.71	40,043	0.24
Parking District Services	Silver Spring Parking	59,033	0.52	43,522	0.27
Parking District Services	Montgomery Hills Parking	7,177	0.05	267	0.00
Parking District Services	Wheaton Parking	15,571	0.12	13,744	0.09
Community Use of Public Facilities	Community Use of Public Facilities	6,670	0.04	48,920	0.37
Recreation	Recreation	0	0.00	42,010	0.33
Permitting Services	Permitting Services	11,340	0.10	11,470	0.10
Economic Development	General Fund	0	0.00	114,178	1.00
Environmental Protection	Water Quality Protection	385,313	3.20	865,388	6.00
Solid Waste Services	Solid Waste Disposal	221,600	2.38	515,059	4.38
Solid Waste Services	Solid Waste Collection	91,070	0.34	237,178	0.64
Liquor Control	Liquor	41,730	0.50	315,990	2.50
CIP	Capital Fund	140,943	1.00	153,400	1.00
Non-Departmental Accounts	Employees Retirement Savings Plan (RSP)	11,680	0.07	12,090	0.07
Non-Departmental Accounts	Retirement Fund (ERS)	61,710	0.37	63,900	0.37
Non-Departmental Accounts	BIT 457 Deferred Comp. Plan	5,000	0.03	5,180	0.03
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	26,690	0.16	27,630	0.16
NDA - Conference Center	General Fund	0	0.00	129,079	1.00
Total		1,392,578	10.87	3,025,439	20.03

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	14,072	14,072	14,072	14,072	14,072	14,072

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
No inflation or compensation change is included in outyear projections.						
Contractual Resources for Indirect Cost Analysis and Services	0	(40)	0	(40)	0	(40)
Indirect Cost Analysis through contract.						
Kronos Annual Maintenance and Support	0	16	33	50	68	68
Kronos annual maintenance and support is a contractual obligation with a 3% cap increase per year based on the current contract, expiring December 31, 2018.						
Labor Contracts	0	94	94	94	94	94
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	14,072	14,142	14,199	14,176	14,234	14,194

SELF INSURANCE INTERNAL SERVICE FUND

EXPENDITURES

FY17 Recommended	63,693	63,693	63,693	63,693	63,693	63,693
No inflation or compensation change is included in outyear projections.						
Professional Services - Claims Audit Contract	0	40	0	40	0	40
The Claims Audit is conducted every other year and is not needed in odd years.						
Retiree Health Insurance Pre-funding	0	(2)	(4)	(5)	(6)	(6)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	20	20	20	20	20
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	63,693	63,751	63,709	63,748	63,707	63,747

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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 FY17 Operating Budget for the Department of General Services is \$36,899,444, an increase of \$2,050,826 or 5.88 percent from the FY16 Approved Budget of \$34,848,618. Personnel Costs comprise 40.85 percent of the budget for 223 full-time position(s) and two part-time position(s), and a total of 163.00 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 59.15 percent of the FY17 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:

- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **A Responsive, Accountable County Government**
- ◆ **Strong and Vibrant Economy**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Building Design and Construction: Percent of projects meeting initial design timeline	83	100	88	88	88
Building Design and Construction: Percent of projects meeting initial construction timeline	86	92	88	88	88
Building Design and Construction: Percent of projects meeting initial design costs	83	100	88	88	88
Building Design and Construction: Percent of projects meeting initial construction costs	93	92	88	88	88

Accomplishments

- ☑ In support of the ADA Compliance Program, began a pilot project using a new technology, video remote interpreting, to expand the County government's capacity to provide effective communication in emergency or other situations where traditional in-person Sign Language interpreters are unavailable.
- ☑ Improved customer satisfaction by replacing coin-operated copiers with smart technology library card readers at multiple Library locations.
- ☑ During 2016, will complete the construction of solar photovoltaic arrays at 14 locations.

- ☑ Led a cooperative clean energy purchase of 430,000 kilowatt hours of electricity, offsetting 290,000 metric tons of greenhouse gas emissions annually with ten other County agencies and municipalities.
- ☑ Completed installation of a state of the art humidification system and temperature control improvements at the Strathmore Arts Center. This project has received a National Association of Counties (NACo) award.
- ☑ Upgraded and replaced mechanical and electrical systems at 401 Hungerford Health and Human Services office building to increase comfort and reliability and reduce energy costs.
- ☑ Provide "green" facility and maintenance services on LEED facilities including 3rd District Police Station, Animal Services and Adoption Center, and Scotland Neighborhood Recreation Center.
- ☑ Responded to 27 snow and ice events with total accumulation of approximately 46.6 inches during the winter of 2014-2015.
- ☑ Completed construction of a new modular structure on Crabbs Branch Way to serve as a new men's overflow shelter. The Department of Health and Human Services assumed operation in November 2015.
- ☑ Commenced construction of public infrastructure improvements at County Service Park.
- ☑ Updated and redesigned the Smart Growth Initiative website.

Productivity Improvements

- ✦ Implemented advanced utility bill management software package, improving the accuracy and usability of data.
- ✦ Implemented Phase 2 of the Oracle Property Manager module to streamline lease payments.

Program Contacts

Contact Angela Dizelos of the Department of General Services at 240.777.6028 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

Central Duplicating, Imaging, Archiving, & Mail Services

This program provides timely and efficient document management to County Government through: high-speed digital printing services; desktop and electronic publishing; high-speed color digital printing; full service bindery; large format and banner printing, digital imaging; and electronic and physical archiving of County records. The program administers and manages the countywide paper and copier contracts. A full service mail operation processes all classes of incoming, interoffice, and outgoing mail to the U.S. Postal Service and County departments and agencies.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,909,603	29.75
Increase Cost: Copier contract for multi-functional printers	106,717	0.00
Increase Cost: Equipment and Supplies	11,383	0.00
Decrease Cost: Printing Technician III Position	(106,717)	(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.	45,838	0.00
FY17 Recommended	7,966,824	28.75

Energy and Sustainability

The Office of 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) ¹	164,894	128,714	34,318	34,318	34,318

¹ Beginning in FY15, the County significantly expanded its investment in the reduction of its greenhouse gas emissions.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	575,118	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.	30,279	0.00
FY17 Recommended	605,397	4.00

Real Estate Program

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	22.74	22.27	23.04	23.85	24.69

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	949,700	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.	(2,139)	0.00
FY17 Recommended	947,561	7.00

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 oversees 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Facilities Maintenance: Number of hours offline for power systems	89.0	170.5	170.5	170.5	170.5
Facilities Maintenance: Number of hours offline for elevator systems	324	921	921	921	921
Facilities Maintenance: Number of hours offline for heating / cooling systems	24	347	347	347	347
Facilities Maintenance: Number of hours offline for water sewage systems ¹	30	102	102	102	102

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ²	6,335,328	7,537,923	7,881,875	8,984,499	8,984,499
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings	3.80	3.62	3.70	3.80	3.80

¹ In the Facilities Maintenance measures shown above, increases in FY15 & beyond are related to improved internal monitoring systems and reflect more accurate measures.

² Dollars reflect budget numbers.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	23,333,232	104.90
Increase Cost: Maintenance Costs for Buildings Opening in FY17	697,954	0.00
Increase Cost: Contract Inflation	236,360	0.00
Increase Cost: Annualization of Maintenance Costs for Buildings Opening in FY16	125,387	0.00
Increase Cost: Project Search Intern	34,264	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.	232,915	2.00
FY17 Recommended	24,660,112	107.90

Administration

Administration services in the Department are provided in three key areas: 1) The Director's Office provides overall leadership for the Department, including policy development, strategic planning, accountability, service integration, performance measures, and customer service. 2) 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. 3) 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; payment processing; the management and administration of information technology; oversight of all personnel activities of the Department of General Services; and oversight and management for increasing access to County facilities for residents and employees with disabilities. The Division of Central Services also handles administration of the day-to-day operations of the Department, including direct service delivery, training, contract management logistics, and facilities support.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government	2.90	2.83	2.85	2.88	2.91

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,080,965	16.00
Shift: American Film Institute Contract from Department of Economic Development	597,004	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.	41,581	(0.65)
FY17 Recommended	2,719,550	15.35

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,330,394	8,744,628	9,295,741	9,159,599	4.7 %
Employee Benefits	4,602,536	3,559,347	3,831,529	3,542,914	-0.5 %
County General Fund Personnel Costs	16,932,930	12,303,975	13,127,270	12,702,513	3.2 %
Operating Expenses	22,223,491	14,635,040	14,385,040	16,230,106	10.9 %
County General Fund Expenditures	39,156,421	26,939,015	27,512,310	28,932,619	7.4 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
PERSONNEL					
Full-Time	222	194	194	195	0.5 %
Part-Time	3	1	1	1	---
FTEs	160.00	131.90	131.90	134.25	1.8 %
REVENUES					
Miscellaneous Revenues	91,760	120,000	100,000	120,000	---
Other Charges/Fees	(525)	0	0	0	---
County General Fund Revenues	91,235	120,000	100,000	120,000	---
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	1,558,176	1,716,797	1,554,858	1,688,282	-1.7 %
Employee Benefits	683,608	724,266	635,261	683,435	-5.6 %
Printing & Mail Internal Service Fund Personnel Costs	2,241,784	2,441,063	2,190,119	2,371,717	-2.8 %
Operating Expenses	5,441,964	5,336,540	5,466,167	5,235,698	-1.9 %
Capital Outlay	0	132,000	0	359,410	172.3 %
Printing & Mail Internal Service Fund Expenditures	7,683,748	7,909,603	7,656,286	7,966,825	0.7 %
PERSONNEL					
Full-Time	30	29	29	28	-3.4 %
Part-Time	1	1	1	1	---
FTEs	30.75	29.75	29.75	28.75	-3.4 %
REVENUES					
Imaging/Archiving Revenues	1,746,600	1,300,249	1,300,249	1,342,906	3.3 %
Investment Income	223	0	500	710	---
Mail Revenues	2,150,350	2,328,351	2,328,351	2,366,078	1.6 %
Other Charges/Fees	1,609,574	1,500,000	1,500,000	1,618,080	7.9 %
Print Revenues	2,954,888	2,851,559	2,851,559	2,918,115	2.3 %
Printing & Mail Internal Service Fund Revenues	8,461,635	7,980,159	7,980,659	8,245,889	3.3 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	8,951	0	0	0	---
Employee Benefits	2,758	0	0	0	---
Grant Fund - MCG Personnel Costs	11,709	0	0	0	---
Operating Expenses	329,536	0	0	0	---
Grant Fund - MCG Expenditures	341,245	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	513,530	0	0	0	---
Grant Fund - MCG Revenues	513,530	0	0	0	---
DEPARTMENT TOTALS					
Total Expenditures	47,181,414	34,848,618	35,168,596	36,899,444	5.9 %
Total Full-Time Positions	252	223	223	223	---
Total Part-Time Positions	4	2	2	2	---
Total FTEs	190.75	161.65	161.65	163.00	0.8 %
Total Revenues	9,066,400	8,100,159	8,080,659	8,365,889	3.3 %

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND**FY16 ORIGINAL APPROPRIATION****26,939,015 131.90****Other Adjustments (with no service impacts)**

Increase Cost: Maintenance Costs for Buildings Opening in FY17 [Facilities Management]	697,954	0.00
Shift: American Film Institute Contract from Department of Economic Development [Administration]	597,004	0.00
Increase Cost: Contract Inflation [Facilities Management]	236,360	0.00
Increase Cost: FY17 Compensation Adjustment	207,208	0.00
Increase Cost: Annualization of FY16 Personnel Costs	207,022	1.35
Increase Cost: Annualization of Maintenance Costs for Buildings Opening in FY16 [Facilities Management]	125,387	0.00
Increase Cost: Group Insurance Adjustment	85,438	0.00
Increase Cost: Motor Pool Adjustment	43,241	0.00
Increase Cost: Annualization of FY16 Lapsed Positions	39,423	0.00
Increase Cost: Project Search Intern [Facilities Management]	34,264	1.00
Increase Cost: Printing and Mail	3,120	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(108,000)	0.00
Decrease Cost: Retirement Adjustment	(174,817)	0.00

FY17 RECOMMENDED**28,932,619 134.25****PRINTING & MAIL INTERNAL SERVICE FUND****FY16 ORIGINAL APPROPRIATION****7,909,603 29.75****Other Adjustments (with no service impacts)**

Increase Cost: Copier contract for multi-functional printers [Central Duplicating, Imaging, Archiving, & Mail Services]	106,717	0.00
Increase Cost: FY17 Compensation Adjustment	38,680	0.00
Increase Cost: Group Insurance Adjustment	17,625	0.00
Increase Cost: Equipment and Supplies [Central Duplicating, Imaging, Archiving, & Mail Services]	11,383	0.00
Increase Cost: Motor Pool Adjustment	8,862	0.00
Increase Cost: Annualization of FY16 Personnel Costs	2,646	0.00
Increase Cost: Printing and Mail	466	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(20)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(840)	0.00
Decrease Cost: Retirement Adjustment	(21,580)	0.00
Decrease Cost: Printing Technician III Position [Central Duplicating, Imaging, Archiving, & Mail Services]	(106,717)	(1.00)

FY17 RECOMMENDED**7,966,825 28.75****Program Summary**

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	7,909,603	29.75	7,966,824	28.75
Energy and Sustainability	575,118	4.00	605,397	4.00
Real Estate Program	949,700	7.00	947,561	7.00
Facilities Management	23,333,232	104.90	24,660,112	107.90
Administration	2,080,965	16.00	2,719,550	15.35
Total	34,848,618	161.65	36,899,444	163.00

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs

COUNTY GENERAL FUND

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTES	Total\$	FTES
Fleet Management Services	Motor Pool	553,836	2.80	557,381	2.80
Solid Waste Services	Solid Waste Disposal	48,223	0.10	48,223	0.10
Liquor Control	Liquor	359,565	1.20	359,565	1.20
CIP	Capital Fund	7,872,539	55.80	7,676,651	54.45
Not Defined	Not Defined	749,029	3.50	749,029	3.50
Total		9,583,192	63.40	9,390,849	62.05

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	28,933	28,933	28,933	28,933	28,933	28,933
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	52	52	52	52	52
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	28,933	28,985	28,985	28,985	28,985	28,985

PRINTING & MAIL INTERNAL SERVICE FUND

EXPENDITURES						
FY17 Recommended	7,967	7,967	7,967	7,967	7,967	7,967
No inflation or compensation change is included in outyear projections.						
Replacement of Printing, Mail, and Imaging Equipment per Schedule	0	137	160	81	81	81
Reflects projected need for capital outlay replacement on an annual basis.						
Retiree Health Insurance Pre-funding	0	(6)	(12)	(15)	(18)	(18)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	30	30	30	30	30
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	7,967	8,128	8,145	8,063	8,060	8,060

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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 FY17 Operating Budget for the Division of Fleet Management Services is \$79,996,583, an increase of \$2,166,989 or 2.78 percent from the FY16 Approved Budget of \$77,829,594. Personnel Costs comprise 25.90 percent of the budget for 200 full-time position(s) and no part-time position(s), 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 account for the remaining 74.10 percent of the FY17 budget.

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

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ **Telematics Program** - In FY16, DFMS inaugurated this program focused on improving fleet utilization, fuel and idle reduction, take home vehicle management, and improved maintenance reliability. Telematics leverages technology to make data-driven decisions, to reduce costs and improve fleet accountability.
- ★ **Reliability Centered Maintenance (RCM)** - DFMS is improving its fleet maintenance program by leveraging maintenance data to identify and predict component and equipment failures. Successful implementation of RCM will lead to an increase in cost effectiveness, fleet vehicle uptime, and a greater understanding of the level of maintenance risk that the organization is managing.
- ★ **National Fleet Certification** - DFMS has begun a year long process to become a nationally certified fleet management operation. Fifteen industry standard performance measures will be assessed to determine if our fleet program is cost effective, efficient, competitive, and well-managed.

Accomplishments

- ☑ **Compressed Natural Gas Infrastructure** - In 2015, the Division of Fleet Management Services (DFMS) completed construction of two new compressed natural gas (CNG) sites supporting transit, heavy, and administrative fleets. One of the new sites is open to the public. The new facilities, through an increase in CNG bus fleet size, help the County displace more than 1 million gallons of diesel fuel a year and will save \$2.2 million in operational and maintenance costs over the next 10 years.

- ✓ Fleet Rightsizing - Through its elimination of underutilized vehicles, centralized pooling, and management improvement, DFMS was able to take significant steps to right-size and optimize the County fleet over the past year. DFMS eliminated 56 vehicles from the County fleet, avoiding \$1.45 million in capital replacement costs.
- ✓ Maryland Energy Administration Petroleum Reduction Grant - DFMS was awarded \$550,000 for petroleum reduction initiatives, to convert five new diesel transit buses to CNG which eliminates over 825,000 gallons of fuel over the next 12 years, and saves the County more than \$1 million in future fuel costs.
- ✓ Hybrid Drive Conversion Program - DFMS converted ten heavy duty cargo vans to a parallel hybrid drive system. This best in industry hybrid system has increased fuel economy 27% and eliminated over 2,500 gallons of gasoline in the first year.

Productivity Improvements

- ★ Technician On-Boarding Program - The new enhanced technician on-boarding program directly contributed to a 5 percent increase in fleet reliability, 14 percent reduction in mechanical failures, and 4 percent reduction in unscheduled repairs. Leveraging a core training curriculum, DFMS partnered with the Office of Human Resources to create learning paths for all new Fleet employees. This program ensures accountability and gains core task efficiencies guaranteeing employees immediate success.
- ★ Web-Based Fuel Inventory Management - DFMS has installed fuel inventory monitoring systems at countywide fuel sites. This cloud-based solution allows fuel sites to be monitored remotely from a desktop computer and improves fuel accountability, inventory, and control.

Program Contacts

Contact Tammy Mulford of the Division of Fleet Management Services at 240.777.5733 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

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	9,182	10,065	11,000	11,000	11,000
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	17,140	17,587	17,140	17,140	17,140
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	25,263	26,653	25,263	25,263	25,263
Heavy equipment fleet availability	88.00	88.75	88.75	88.75	88.75
Percentage of customers satisfied with police vehicle maintenance	97.8	97.0	97.0	97.0	97.0
Percentage of fleet availability for police vehicle maintenance	98	97	97	97	97
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	2.2	1.2	2.0	2.0	2.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	5.7	3.0	5.3	5.0	5.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	1.9	1.5	1.5	1.5	1.5

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	11,910,240	38.00
Increase Cost: Light Fleet Maintenance (Seven Locks Contract)	350,380	0.00

FY17 Recommended Changes	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.	217,660	1.00
FY17 Recommended	12,478,280	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average days out of service per bus for parts	2.96	1.50	1.40	1.40	1.40
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles)	9,970	10,065	10,000	10,000	10,000
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.5	1.9	1.9	1.9	1.9

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	16,253,401	113.00
Increase Cost: Transit Bus Service Lane to reflect actual costs	907,735	0.00
Increase Cost: Tires (Heavy & Transit)	543,672	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	101,331	(1.00)
FY17 Recommended	17,806,139	112.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Clean Air Commitment - Gallons of alternative fuels used	1,073,432	1,076,343	1,110,000	1,110,000	1,110,000
Clean Air Commitment - Gallons of diesel/unleaded used	5,430,482	5,092,644	5,100,000	5,100,000	5,100,000
Fiscal inventory parts turn rate	1.92	1.98	2.00	2.00	2.00
Percentage of workorders completed without delay for parts	91.3	93.4	93.0	94.0	94.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	32,873,578	20.10
Increase Cost: EZ Pass/Tolls	25,000	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(83,752)	0.00
Decrease Cost: Fuel Price Reduction	(1,149,672)	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.	1,306,782	(3.00)
FY17 Recommended	32,971,936	17.10

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	16,792,375	33.00
Increase Cost: Parts (Heavy & Transit)	1,449,550	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.	(1,501,697)	3.00
FY17 Recommended	16,740,228	36.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	15,079,690	15,288,773	15,276,959	15,675,208	2.5 %
Employee Benefits	4,691,846	4,953,908	4,991,253	5,047,525	1.9 %
Motor Pool Internal Service Fund Personnel Costs	19,771,536	20,242,681	20,268,212	20,722,733	2.4 %
Operating Expenses	51,863,379	46,405,663	57,801,098	48,030,140	3.5 %
Debt Service G.O Bonds	0	0	0	62,460	---
Capital Outlay	0	11,181,250	0	11,181,250	---
Motor Pool Internal Service Fund Expenditures	71,634,915	77,829,594	78,069,310	79,996,583	2.8 %
PERSONNEL					
Full-Time	201	200	200	200	---
Part-Time	0	0	0	0	---
FTEs	204.10	204.10	204.10	204.10	---
REVENUES					
Insurance Recoveries	1,367,972	1,510,000	1,510,000	1,388,655	-8.0 %
Investment Income	36,633	113,070	82,830	118,330	4.7 %
Miscellaneous Revenues	1,461,270	665,000	665,000	0	-100.0 %
Motor Pool Charges/Fees	76,299,370	74,851,362	74,851,362	77,201,207	3.1 %
Other Charges/Fees	1,349	0	0	0	---
Motor Pool Internal Service Fund Revenues	79,166,594	77,139,432	77,109,192	78,708,192	2.0 %

FY17 Recommended Changes

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY16 ORIGINAL APPROPRIATION	77,829,594	204.10
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Parts (Heavy & Transit) [Administrative Services]	1,449,550	0.00
Increase Cost: Transit Bus Service Lane to reflect actual costs [Transit Equipment Services]	907,735	0.00
Increase Cost: Tires (Heavy & Transit) [Transit Equipment Services]	543,672	0.00
Increase Cost: FY17 Compensation Adjustment	355,707	0.00
Increase Cost: Light Fleet Maintenance (Seven Locks Contract) [Heavy Equipment and Automotive Services]	350,380	0.00
Increase Cost: Motor Pool Adjustment	129,989	0.00
Increase Cost: Group Insurance Adjustment	127,562	0.00
Increase Cost: Annualization of FY16 Personnel Costs	87,681	0.00
Increase Cost: EZ Pass/Tolls [Management Services]	25,000	0.00
Increase Cost: Printing and Mail	3,217	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(160)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Management Services]	(83,752)	0.00
Decrease Cost: Retirement Adjustment	(90,898)	0.00
Decrease Cost: Risk Management Adjustment	(489,022)	0.00
Decrease Cost: Fuel Price Reduction [Management Services]	(1,149,672)	0.00

	Expenditures	FTEs
FY17 RECOMMENDED	79,996,583	204.10

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Heavy Equipment and Automotive Services	11,910,240	38.00	12,478,280	39.00
Transit Equipment Services	16,253,401	113.00	17,806,139	112.00
Management Services	32,873,578	20.10	32,971,936	17.10
Administrative Services	16,792,375	33.00	16,740,228	36.00
Total	77,829,594	204.10	79,996,583	204.10

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY17 Recommended	79,997	79,997	79,997	79,997	79,997	79,997
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	(36)	(76)	(97)	(119)	(119)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	253	253	253	253	253
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	79,997	80,214	80,174	80,153	80,131	80,131

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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 FY17 Operating Budget for the Office of Human Resources is \$254,059,794, an increase of \$18,910,782 or 8.04 percent from the FY16 Approved Budget of \$235,149,012. Personnel Costs comprise 3.21 percent of the budget for 66 full-time position(s) and four part-time position(s), and a total of 68.00 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 96.79 percent of the FY17 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$8,205,240 and a Employee Health Benefit Self Insurance Fund component of \$245,854,554.

Linkage to County Result Areas

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


A Responsive, Accountable County Government

Department Performance Measures






Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.0	3.1	3.1	3.1	3.1

Initiatives

-  Collaborating with the Chief Innovation Officer on the Talent Acquisition and Development (TAD) Project and have completed a review of the current hiring process.

Accomplishments

-  Offered over 872 different courses, which were taken by approximately 12,000 participants.
-  Implemented Oracle Learning Management Instructor Learning Access and conducted hands on training for over 100 internal instructors, OHR staff, and HR Liaisons.
-  Conducted an eLearning training assessment to evaluate the use of electronic and blended learning technologies within the Office of Human Resources.
-  Completed the first phase of the Candidate Qualification Process and have started developing a plan to revise the process, outline training, and create a communication's plan.
-  Placed all employees impacted by the FY15 Reduction in Force (RIF).

- ☑ Launched Live Well, the joint labor-management employee wellness program, and the Virgin Pulse program in September 2015 and reached 27% enrollment in the Virgin Pulse program in less than two months.
- ☑ Transitioned the MCGEO sick leave bank from a pilot project to an established County program.

Productivity Improvements

- ✦ Instituted a weekly carrier file transfer to the County's insurance carriers to provide timely information and ensure that employee ID cards are issued and terminations are reflected without delay.
- ✦ Consolidated the Fire Rescue Services Promotional application's process from two points of entry to one to eliminate the additional time taken to apply for the same job twice.
- ✦ Continued growth of Wellness Champion representation from 28 departments to all 40 departments by identifying at least one representative per department.
- ✦ Increased customer satisfaction and accuracy by prompting employees and retirees who call the MC311 system to "press 3" for direct assistance.
- ✦ Assigned the Health Insurance Team a mobile phone to handle emergency calls and provide direct level assistance. The hours of operation have been extended so customer service representatives are available from 7 am to 7 pm.

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 provides services to the department: executive management and recruitment; policy direction; strategic and financial planning; communications and public relations; and resources management. In addition, the office provides consultation services on human resources matter to County Executive and other department directors. 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 Director's Office is also responsible for the departmental human capital strategy, which focuses on improving automation, customer service, cultural change and communication as recommended by key partners and stakeholders.

The Director's Office is comprised of the following:

- Information Technology - provides management and oversight of the Department's information technology initiatives.
- Administrative Services - provides management and oversight of office procurements and contracts, budget preparation and administration, and financial management of the employee health benefits fund. The team also remits payments to benefit program carriers and third party administrators, approves invoices, and remits bills to employees and retirees as necessary.
- Communications and Strategic Planning - provides management and coordination of communications strategies, website content management, and the department's strategic initiatives.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,456,329	9.20
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(27,710)	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.	476,959	3.45

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	1,905,578	12.65

Business Operations and Performance

The Business Operations and Performance division is comprised of the Classification, Compensation, Records Management, and Workforce Performance 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 to assure that positions are correctly assigned at comparable grade levels. This team 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 compensation policies.

Workforce Performance consists of the Rewarding Excellence and Performance Management team. Rewarding Excellence is a process that encourages, mentors and coaches front-line employees to work together as a team to implement improvement initiatives within Montgomery County Government. Performance management is a continuous process, which includes creating performance appraisals, observing and documenting performance and behavior, providing feedback, coaching, mentoring and evaluating employees. The goal is to help employees and supervisors achieve Montgomery County's overall vision of efficient, effective, innovative, and responsive delivery of quality services.

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 also enters data into the Enterprise Resource Planning (ERP) Human Resources System and other ERP-related systems.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,856,170	14.60
Decrease Cost: Contractual Services for Rewarding Excellence/Gainsharing	(25,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(107,769)	0.00
FY17 Recommended	1,723,401	14.60

Training and Organizational Development

The Training and Organizational Development team provides training, workforce planning and organizational effectiveness programs and activities that increase the knowledge, skills and abilities of the County's workforce. The team offers professional development opportunities to employees and managers through online learning and instructor-led classes. Designs performance improvement strategies and specialized training to meet specific departmental needs. The team also designs short- and long-term business strategies to create required professional competencies, enhance organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Customer satisfaction with training: Percentage who found training helpful to job	93.1	93.3	93.0	93.0	93.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,046,361	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.	14,725	0.00
FY17 Recommended	1,061,086	5.00

Selection and Recruitment

The Recruitment and Selection team is responsible for attracting, hiring, promoting and retaining candidates for County departments and agencies that result in a highly-skilled, competent, and diverse workforce. The team engages in a wide variety of outreach activities designed to ensure quality and diversity in the candidate population including recruitment planning, guidance, and advisory services to departments and agencies on selection and hiring. In addition, the team 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, manages the County's Disability Employment Initiatives, and provides Selection Guidelines Training on Interviewing and Selecting Employees.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average satisfaction score (1-5) of departments with pools of candidates for positions, based on a survey of hiring managers	4.5	4.5	4.5	4.5	4.5
Average number of days to fill a vacant County position	95	87	85	85	85
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			1,365,757	10.40	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			(21,331)	0.00	
FY17 Recommended			1,344,426	10.40	

Labor and Employee Relations

Labor and Employee Relations consists of two teams: Labor and Employee Relations; and Equal Employment Opportunity and Diversity. 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 and 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 team provides assistance, guidance, and training to employees and managers regarding 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of grievances resolved before reaching third party neutral	95	93	94	94	94
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			1,610,153	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.			(85,487)	(1.00)	
FY17 Recommended			1,524,666	9.00	

Health & Employee Welfare

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	225,974,549	14.60
Increase Cost: Claims and Administration for Health Insurance	17,831,593	0.00
Add: Wellness Program	850,000	0.00
Shift: Shift to Health Fund	126,046	0.85
Increase Cost: Actuarial Services	100,000	0.00
Increase Cost: Police Stress Management	45,000	0.50
Increase Cost: Oracle Advanced Benefits Annual Software Maintenance Fee	15,836	0.00
Decrease Cost: ERP Support	(48,324)	0.00
Shift: Shift to Health Fund	(63,671)	(0.85)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,669,608	1.25
FY17 Recommended	246,500,637	16.35

Occupational Medical Services

This program has been shifted into the Director's Office and Health & Employee Welfare programs.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,839,693	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.	(1,839,693)	(3.50)
FY17 Recommended	0	0.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,292,907	4,142,359	4,486,327	4,331,169	4.6 %
Employee Benefits	1,276,447	1,295,294	1,254,548	1,250,001	-3.5 %
County General Fund Personnel Costs	5,569,354	5,437,653	5,740,875	5,581,170	2.6 %
Operating Expenses	2,758,522	2,650,413	2,523,371	2,624,070	-1.0 %
County General Fund Expenditures	8,327,876	8,088,066	8,264,246	8,205,240	1.4 %
PERSONNEL					
Full-Time	70	64	64	66	3.1 %
Part-Time	6	6	6	4	-33.3 %
FTEs	45.60	46.05	46.05	45.70	-0.8 %
County General Fund Revenues	0	0	0	0	—

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES					
Salaries and Wages	1,827,187	1,992,500	1,952,375	1,998,586	0.3 %
Employee Benefits	434,952	525,977	476,838	564,394	7.3 %
Employee Health Self Insurance Personnel Costs	2,262,139	2,518,477	2,429,213	2,562,980	1.8 %
Operating Expenses	211,713,771	224,542,469	222,969,162	243,291,574	8.3 %
Employee Health Self Insurance Expenditures	213,975,910	227,060,946	225,398,375	245,854,554	8.3 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
FTEs	20.85	21.25	21.25	22.30	4.9 %
REVENUES					
Investment Income	31,249	100,900	100,900	144,140	42.9 %
Medicaid/Medicare Reimbursement	2,080,232	0	0	0	---
Other Charges/Fees	3,964,500	0	0	0	---
Self Insurance Employee Health Income	202,447,075	220,264,291	218,124,741	249,856,329	13.4 %
Employee Health Self Insurance Revenues	208,523,056	220,365,191	218,225,641	250,000,469	13.4 %
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	10,350	0	0	0	---
Grant Fund - MCG Expenditures	10,350	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	---
Grant Fund - MCG Revenues	0	0	0	0	---
DEPARTMENT TOTALS					
Total Expenditures	222,314,136	235,149,012	233,662,621	254,059,794	8.0 %
Total Full-Time Positions	70	64	64	66	3.1 %
Total Part-Time Positions	6	6	6	4	-33.3 %
Total FTEs	66.45	67.30	67.30	68.00	1.0 %
Total Revenues	208,523,056	220,365,191	218,225,641	250,000,469	13.4 %

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **8,088,066 46.05**

Other Adjustments (with no service impacts)

Increase Cost: FY17 Compensation Adjustment	110,311	0.00
Increase Cost: Annualization of FY16 Personnel Costs	105,322	0.00
Increase Cost: Police Stress Management [Health & Employee Welfare]	45,000	0.50
Increase Cost: Group Insurance Adjustment	28,468	0.00
Increase Cost: Printing and Mail	1,029	0.00
Increase Cost: Motor Pool Adjustment	338	0.00
Decrease Cost: Contractual Services for Rewarding Excellence/Gainsharing [Business Operations and Performance]	(25,000)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Director's Office]	(27,710)	0.00
Decrease Cost: Retirement Adjustment	(56,913)	0.00
Shift: Shift to Health Fund [Health & Employee Welfare]	(63,671)	(0.85)

FY17 RECOMMENDED **8,205,240 45.70**

EMPLOYEE HEALTH SELF INSURANCE

FY16 ORIGINAL APPROPRIATION **227,060,946 21.25**

Changes (with service impacts)

Add: Wellness Program [Health & Employee Welfare]	850,000	0.00
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Other Adjustments (with no service impacts)

Increase Cost: Claims and Administration for Health Insurance [Health & Employee Welfare]	17,831,593	0.00
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	Expenditures	FTEs
Shift: Shift to Health Fund [Health & Employee Welfare]	126,046	0.85
Increase Cost: Actuarial Services [Health & Employee Welfare]	100,000	0.00
Increase Cost: FY17 Compensation Adjustment	31,145	0.00
Increase Cost: Oracle Advanced Benefits Annual Software Maintenance Fee [Health & Employee Welfare]	15,836	0.00
Increase Cost: Group Insurance Adjustment	13,469	0.00
Decrease Cost: Retirement Adjustment	(14,658)	0.00
Decrease Cost: ERP Support [Health & Employee Welfare]	(48,324)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(111,499)	0.20

FY17 RECOMMENDED

245,854,554 22.30

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Director's Office	1,456,329	9.20	1,905,578	12.65
Business Operations and Performance	1,856,170	14.60	1,723,401	14.60
Training and Organizational Development	1,046,361	5.00	1,061,086	5.00
Selection and Recruitment	1,365,757	10.40	1,344,426	10.40
Labor and Employee Relations	1,610,153	10.00	1,524,666	9.00
Health & Employee Welfare	225,974,549	14.60	246,500,637	16.35
Occupational Medical Services	1,839,693	3.50	0	0.00
Total	235,149,012	67.30	254,059,794	68.00

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,315,010	0.00	1,315,010	0.00
Police	General Fund	277,967	2.00	281,922	2.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	34,750	0.30	35,441	0.30
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	216,896	0.70	218,247	0.70
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	16,318	0.00	16,318	0.00
Total		1,860,941	3.00	1,866,938	3.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	8,205	8,205	8,205	8,205	8,205	8,205
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 other negotiated items.						
Subtotal Expenditures	8,205	8,242	8,242	8,242	8,242	8,242

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
FY17 Recommended	245,855	245,855	245,855	245,855	245,855	245,855
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	18	18	18	18	18
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	245,855	245,873	245,873	245,873	245,873	245,873



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 FY17 Operating Budget for the Office of Human Rights is \$1,156,836, an increase of \$82,079 or 7.64 percent from the FY16 Approved Budget of \$1,074,757. Personnel Costs comprise 89.75 percent of the budget for eight full-time position(s) and no part-time position(s), 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 10.25 percent of the FY17 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Accomplishments

-  Held the one-stop fair housing workshop for housing providers, rental agents, and real estate professionals on new requirements for affirmatively furthering fair housing.
-  Held the one-stop employment workshop for employers and respondent Counsel on new employment laws enacted in the County.
-  Coordinated the 3rd annual Friendship Picnic with the Committee on Hate Violence advocating community unity and promoting the Partnership Fund which supports victims of hate violence incidents. The event was attended by over 1,500 residents.
-  Successfully mediated and conciliated discrimination complaints, resulting in confidential, monetary settlements paid to complainants by respondents.
-  Successfully completed the agency's Equal Employment Opportunity Commission (EEOC) contract for FY15.
-  Successfully convened and carried out a number of educational and outreach activities to include a Human Rights youth diversity camp, a civil rights educational freedom tour, and a Montgomery County "Juneteenth" Celebration.

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of cases that have completed their investigation within 24 months ¹	100%	100%	90%	95%	100%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	100%	100%	100%	100%	100%
Percent of referred cases that are mediated successfully	65%	50%	50%	50%	50%
Percent reduction (or increase) in the average closeout time of cases (formal complaints) over the prior year	5%	5%	5%	5%	5%
Percent of cases in backlog status (cases not closed within 24 months) ²	0%	0%	10%	5%	0%

¹ Beginning in FY16, the Human Rights Commission will be changing the target in this measure from 24 months to 15 months.

² Beginning in FY16, the Human Rights Commission will be changing the target in this measure from 24 months to 15 months.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	705,570	6.00
Enhance: Contractor Support for Implementation of Bill 24-15 - Minimum Wage / Tipped Employee	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.	24,078	0.00
FY17 Recommended	779,648	6.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Overall satisfaction of the Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.5	4.4	4.6	4.6	4.6

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	37,779	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.	1,691	0.00
FY17 Recommended	39,470	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of housing providers in full compliance with Fair Housing Laws based on the Office of Human Rights-selected matched pair testing ¹	83%	N/A	80%	90%	95%

¹ In FY15, testing was delayed pending new rules and training of testers regarding the source of income basis.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	83,463	1.10

FY17 Recommended Changes	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.	1,907	0.00
FY17 Recommended	85,370	1.10

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	247,945	1.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(5,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,403	0.00
FY17 Recommended	252,348	1.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	737,033	776,128	798,048	807,958	4.1 %
Employee Benefits	215,433	225,137	221,060	230,257	2.3 %
County General Fund Personnel Costs	952,466	1,001,265	1,019,108	1,038,215	3.7 %
Operating Expenses	94,049	73,492	63,492	118,621	61.4 %
County General Fund Expenditures	1,046,515	1,074,757	1,082,600	1,156,836	7.6 %
PERSONNEL					
Full-Time	8	8	8	8	---
Part-Time	0	0	0	0	---
FTEs	8.60	8.60	8.60	8.60	---
REVENUES					
EEOC Reimbursement	0	55,000	55,000	55,000	---
Miscellaneous Revenues	52,235	0	0	0	---
County General Fund Revenues	52,235	55,000	55,000	55,000	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	1,074,757	8.60
Changes (with service impacts)		
Enhance: Contractor Support for Implementation of Bill 24-15 - Minimum Wage / Tipped Employee [Compliance]	50,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY16 Personnel Costs	18,557	0.00
Increase Cost: FY17 Compensation Adjustment	17,143	0.00
Increase Cost: Group Insurance Adjustment	5,000	0.00
Increase Cost: Printing and Mail	129	0.00
Decrease Cost: Retirement Adjustment	(3,750)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Administration]	(5,000)	0.00

	Expenditures	FTEs
FY17 RECOMMENDED	1,156,836	8.60

Program Summary

Program Name	FY16 APPR	FTEs	FY17 REC	FTEs
	Expenditures		Expenditures	
Compliance	705,570	6.00	779,648	6.00
Community Outreach and Education	37,779	0.50	39,470	0.50
Monitor the County's Fair Housing Ordinance	83,463	1.10	85,370	1.10
Administration	247,945	1.00	252,348	1.00
Total	1,074,757	8.60	1,156,836	8.60

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

COUNTY GENERAL FUND

EXPENDITURES

FY17 Recommended	1,157	1,157	1,157	1,157	1,157	1,157
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	22	22	22	22	22
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	1,157	1,179	1,179	1,179	1,179	1,179



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 and National Associations of Counties.

Budget Overview

The total recommended FY17 Operating Budget for the Office of Intergovernmental Relations is \$1,145,981, an increase of \$222,664 or 24.12 percent from the FY16 Approved Budget of \$923,317. Personnel Costs comprise 74.73 percent of the budget for four full-time position(s) and one part-time position(s), 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 25.27 percent of the FY17 budget.

Linkage to County Result Areas

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

-  **Affordable Housing in an Inclusive Community**
-  **Children Prepared to Live and Learn**
-  **An Effective and Efficient Transportation Network**
-  **Healthy and Sustainable Neighborhoods**
-  **A Responsive, Accountable County Government**
-  **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 (where applicable). The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services ¹	439	288	365	365	365
Number of formal position statements prepared ²	208	189	200	200	200
Percent of State legislative package where Intergovernmental Relations position prevailed	71	80	80	80	80
Percent of State priorities fully realized	56	57	60	60	60
Total direct State aid (\$ millions)	707	715	729	729	729
Total State retirement payments (\$ millions)	166	165	166	166	166

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
General Assembly bills identified as of potential interest to the County and analyzed by the Office of Intergovernmental Relations ³	781	647	745	745	745

¹ Projections are based on the mathematical mean of the prior three years' actual figures rounded to the nearest 5

² Projections are based on the mathematical average of the last three years' numbers rounded to the nearest 5.

³ Projections are based on the mathematical average of the last three years' actual numbers rounded to the nearest 5.

Initiatives

- ★ Developed and hosted an orientation program for newly-elected State Legislators and Councilmembers, with presentations by County officials and officials from Montgomery College, Montgomery County Public Schools, the Washington Suburban Sanitary Commission, and the Maryland National Capital Park and Planning Commission.

Accomplishments

- ☑ Successfully advocated for FY15 federal appropriations directed toward assisting local governments such as ours in addressing health and education needs of unaccompanied migrant children entering the United States.
- ☑ Secured funding for every capital project included on the County's 2015 Session Priorities list, which included the Pre-Release Dietary Center renovation, two libraries, several hospitals, the National Cybersecurity Center of Excellence, the Music Center at Strathmore, Montgomery College, the Avery Road Treatment Center, and Universities at Shady Grove.
- ☑ Worked with the Maryland Congressional Delegation to secure \$100 million in federal transportation funding towards construction of the Purple Line.
- ☑ Advocated the passage of a targeted supplemental public school construction grant program that directs additional State capital funds to high enrollment growth subdivisions and those utilizing significant numbers of portable classrooms. Based on the delegation's successful advocacy to fund the program, Montgomery County Public Schools will be able to access about six million in additional State capital funds this year and into the future.
- ☑ State aid directed to Montgomery County increased by approximately \$13 million, from \$714 million to \$727 million.
- ☑ Assisted to get language included in the Budget Reconciliation and Financing Act to protect local governments and the State when the U.S. Supreme Court ruled against the State in *Wynne v. Comptroller*. While taxpayers will get their refunds as soon as their returns are processed, the reimbursement to the State for the local share of taxes will be spread over three fiscal years. In addition, the language clarifies that moving forward, State tax liability must be exhausted before credits are taken against County and municipal income taxes.
- ☑ Advocated to assist the Montgomery and Prince George's County Delegations sponsor a bill that required the Washington Suburban Sanitary Commission (WSSC) to establish a Customer Assistance Program. The program funded by WSSC revenues, provides financial assistance with water and sewer bills to eligible ratepayers beginning July 1, 2015.

Productivity Improvements

- ★ Attended and participated in regular National Association of Counties (NACo) Washington Representatives legislative strategy sessions, as well as increased involvement with the National Association of Counties Intergovernmental Relations Organization (NACIRO) and Association of Government Relations Professionals (AGRP).
- ★ Continued to meet with County directors and key staff to explain the State and federal priorities processes so as to maximize opportunities.
- ★ Updated and improved website information, making the information more accessible to the public and reducing the cost of printing.
- ★ Continued to participate in training, education, and networking opportunities at the local, State, and federal levels.
- ★ Enhanced the system to keep track of Council action on bills and resolutions to help ensure the Council's decisions are reflected accurately and appropriately in State advocacy.

- ☀ Coordinated and worked with Department of Technology Services to implement IT improvements and support.
- ☀ Continued to look for, and initiate changes in, the office day-to-day processes to improve efficiency at reduced costs in both the Rockville and Annapolis offices, including scanning of the legislative bill files so that the information is accessible at all time.
- ☀ Provided updated data for the dataMontgomery Dataset Publishing Plan.

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 FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	629,870	640,294	701,753	693,256	8.3 %
Employee Benefits	161,737	166,141	159,957	163,099	-1.8 %
County General Fund Personnel Costs	791,607	806,435	861,710	856,355	6.2 %
Operating Expenses	86,377	86,212	72,760	258,956	200.4 %
County General Fund Expenditures	877,984	892,647	934,470	1,115,311	24.9 %
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	30,664	30,670	30,670	30,670	---
Grant Fund - MCG Expenditures	30,664	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					
State Grants	30,664	30,670	30,670	30,670	---
Grant Fund - MCG Revenues	30,664	30,670	30,670	30,670	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	908,648	923,317	965,140	1,145,981	24.1 %
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	30,664	30,670	30,670	30,670	—

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION 892,647 5.10

Other Adjustments (with no service impacts)

Increase Cost: Lobbyist Contracts Previously Funded by the Department of Economic Development	175,000	0.00
Increase Cost: Annualization of FY16 Personnel Costs	48,015	0.00
Increase Cost: Operating expenses for books, reference materials, non-local travel, professional membership, and other expenses	17,400	0.00
Increase Cost: FY17 Compensation Adjustment	10,618	0.00
Increase Cost: Group Insurance Adjustment	3,312	0.00
Increase Cost: Printing and Mail	64	0.00
Decrease Cost: Retirement Adjustment	(12,025)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(19,720)	0.00

FY17 RECOMMENDED 1,115,311 5.10

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION 30,670 0.00

FY17 RECOMMENDED 30,670 0.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	1,115	1,115	1,115	1,115	1,115	1,115
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 other negotiated items.						
Subtotal Expenditures	1,115	1,118	1,118	1,118	1,118	1,118



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 FY17 Operating Budget for the Office of Management and Budget is \$4,303,141, an increase of \$209,286 or 5.11 percent from the FY16 Approved Budget of \$4,093,855. Personnel Costs comprise 97.76 percent of the budget for 32 full-time position(s) and no part-time position(s), and a total of 29.50 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 2.24 percent of the FY17 budget.

Linkage to County Result Areas

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

A Responsive, Accountable County Government

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.


Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings - percent rated outstanding or proficient ¹	93.6	98.7	98.0	98.0	98.0
Percentage of respondents rating OMB services as good or very good on the OMB Customer Survey for the budget process ²	87.8	79.1	82.0	85.0	85.0
Percentage of respondents 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	90.2	77.6	80.0	82.0	85.0
Percentage of respondents rating the quality of OMB training and instructional materials as good or very good on the OMB Customer Survey for the budget process	92.0	86.4	92.0	92.0	92.0
Number of budget preparation and system trainings conducted by OMB ³	10	16	10	20	10

¹ The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g. FY15 GFOA results apply to FY16 budget document, which was prepared during FY15).

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. FY15 results apply to the process of preparing the FY16 budget, which occurred during FY15).

³ Increase in FY15 and FY17 are due to additional CIP training conducted during the full CIP years and anticipated roll out of a new CIP system in FY17.

Initiatives

-  Developing new in-house Capital Budget web-based application leveraging the existing platform developed for the Operating Budget. This intuitive, scalable and mobile-friendly application will provide OMB and County departments with streamlined workflows, enhanced real-time reports and dashboards, prior year / version data archiving, and user management.

-
- ★ Working on CIP Funding Report application, aligning OMB and Finance with a standard for all funding sources and Capital projects. The result will reduce time and effort required to reconcile discrepancies with funding sources in Capital projects. The application is housed within the new Capital Budget Framework, requiring no additional software, server or license costs.

Accomplishments

- ✓ Provided solutions for closing a budget gap of \$3.278 billion between FY08 and FY17 to produce balanced budgets while preserving critical services and advancing key County priorities.
- ✓ Implemented a \$54 million savings plan and continued the procurement and hiring freeze process to close the gap caused by projected FY16 revenue shortfalls.
- ✓ Participated in collective bargaining negotiations for the County Government's three major unions.
- ✓ Formulated a comprehensive simulation model to forecast multiple scenarios for transportation and school impact taxes and developed regression analysis and statistical models for Permitting Services, Liquor Control, and Finance to quantitatively refine revenue and cost forecasts, fee setting, and staffing level analysis.
- ✓ Presented at the Maryland and Washington Metro Area Government and Finance Officers Association (GFOA) conferences and invited to present at the annual National GFOA Conference in Spring of 2016.
- ✓ Continued outreach efforts to promote open data, government transparency, budgeting processes, and to solicit community input into the development of the Operating and CIP budgets. Information and training sessions were held to inform community members and not-for-profit organizations of the community grant application system; CIP and Operating budget forums were held in conjunction with the County Executive's Office and the five Regional Services Centers; budget overview sessions were presented to participants of Leadership Montgomery's Youth Leadership and Emerging Leaders programs; and budget presentations were conducted for visiting dignitaries from the People's Republic of China and the Philippines.
- ✓ Received two NACo awards in FY15 - one for the development and implementation of the On-line Community Grant Application and Reporting System and the other for OMB's Financial Transparency Suite; and received the Government Finance Officers Association (GFOA) Award of Excellence in Government Finance for Open Budget and spendingMontgomery initiatives.
- ✓ Worked with the Department of General Services to identify lease savings that could be used to fund the renovation of the historic Grey Courthouse, maximizing use of existing County assets. Also developed a plan to efficiently fund the co-location of additional departments at the new Maryland-National Capital Park and Planning Commission (M-NCPPC) headquarters building being constructed as part of the Wheaton Redevelopment project.
- ✓ Provided IT guidance and support to various departments:
 - Helped the Department of Transportation design the new MCDOT/Ride On website that displays Ride On bus, Capital Bikeshares, MTA and Metro times;
 - Implemented a new performance measure intake and tracking application for CountyStat, including real-time charts, graphs and tables, exportable data, customized reports, and user access control;
 - Aided Recreation, Consumer Protection, Health and Human Services and Technology Services with strategic use of IT resources and applications; and
 - Assisted the Office of the County Executive to streamline the collection of its departmental performance data and accompanying narratives.
- ✓ Conducted an analysis of snow removal costs and operations and identified opportunities for cost efficiency.

Productivity Improvements

- ★ Implemented a new operating budget development and reporting system, replacing the outdated system and legacy Access databases with a new, mobile-friendly, application that directly integrates with the County's Enterprise systems and the CountyStat Performance Measure system.

- ☀️ Converted the static capital budget publication to the County's new on-line open data format. This application has all the benefits of the operating budget publication along with interactive maps that link project information with the project locations throughout the County.
- ☀️ Implemented the following new system applications and process functionalities to support departments, OMB, and County residents:
 - Expanded access to OMB's knowledge management system - eBudget, increasing departments' capabilities to view data and document status;
 - Implemented a new encumbrance liquidation application allowing all departments to easily select purchase orders to liquidate and process them automatically; and
 - Streamlined processes for submitting grants, procurement and hiring freeze exemption requests, CIP and operating budget submissions and quarterly analysis reports allowing departments to submit directly online through eBudget.
- ☀️ Reinforced the County's Open Data initiative by adding the capital budget publication and capital projects master list; creating over 300 new CIP project open budget pages; adding over 500 new reports for the operating budget; and linked Department budget pages directly to the corresponding CountyStat open performance measures.

Program Contacts

Contact 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, the Housing Loan Review Committee, the Collaboration Council of Montgomery County, and the Rapid Transit Steering Committee.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
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COUNTY GENERAL FUND

EXPENDITURES

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Salaries and Wages	2,806,320	3,108,515	2,998,209	3,320,602	6.8 %
Employee Benefits	913,112	879,535	914,032	886,219	0.8 %
County General Fund Personnel Costs	3,719,432	3,988,050	3,912,241	4,206,821	5.5 %
Operating Expenses	105,923	105,805	98,780	96,320	-9.0 %
County General Fund Expenditures	3,825,355	4,093,855	4,011,021	4,303,141	5.1 %
PERSONNEL					
Full-Time	34	32	32	32	---
Part-Time	0	0	0	0	---
FTEs	29.00	29.50	29.50	29.50	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	4,093,855	29.50
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY16 Personnel Costs [Budget Preparation and Administration]	167,806	0.00
Increase Cost: FY17 Compensation Adjustment	63,861	0.00
Increase Cost: Group Insurance Adjustment	18,750	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	16,164	0.00
Increase Cost: Printing and Mail	515	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(10,000)	0.00
Decrease Cost: Retirement Adjustment	(47,810)	0.00
FY17 RECOMMENDED	4,303,141	29.50

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTES	Total\$	FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	79,522	0.50	88,240	0.50
Technology Services	General Fund	124,230	1.00	128,994	1.00
CIP	Capital Fund	175,936	1.00	174,205	1.00
Total		379,688	2.50	391,439	2.50

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	4,303	4,303	4,303	4,303	4,303	4,303
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	44	44	44	44	44
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	4,303	4,347	4,347	4,347	4,347	4,347



Procurement

Mission Statement

The Office of Procurement is a cabinet-level department with a mission to preserve the public trust and ensure the integrity of the County's procurement process through the efficiency and effectiveness of the procurement of goods, services, and construction for all Executive Branch departments and agencies. The Office of Procurement ensures compliance with all procurement-related laws, regulations, and policies. The Office of Procurement focuses on identifying opportunities for improvement of inter and intra departmental purchasing processes and implementation of recognized best practices to increase organizational efficacy, promote transparency, improve accountability and facilitate compliance. In its interactions with all County departments and agencies, external governmental agencies, members of the business community and the general public, the Office of Procurement serves as a resource for policy and program initiatives involving public contracting.

Budget Overview

The total recommended FY17 Operating Budget for the Office of Procurement is \$4,487,579, an increase of \$305,830 or 7.31 percent from the FY16 Approved Budget of \$4,181,749. Personnel Costs comprise 90.27 percent of the budget for 35 full-time position(s) and two part-time position(s), and a total of 34.90 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 9.73 percent of the FY17 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**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Procurement will assume responsibility for minority and small business outreach from the Department of Economic Development. Staff will liaise with various Chambers of Commerce, conduct outreach to minority owned businesses and local small businesses, attend conferences to publicize Procurement's outreach in the metropolitan area, report on new rules and legislation affecting local procurement operations implemented by the federal or state government and increase the number of minority, female, and disabled-owned businesses to register and respond to solicitations.
- ★ Implemented new legislative initiatives into the procurement process, such as Bill 14-14, Health Care.
- ★ Upgraded Procurement's internal workflow dashboard (online database application 2.0) to increase efficiency, reduce errors, and improve data search access and functionality.

Accomplishments

- ☑ Received the 2015 National Procurement Institute's Achievement of Excellence in Procurement award. This award is earned by organizations that demonstrate innovation, professionalism, productivity, e-procurement, and leadership attributes.

- ✓ Partnered with the Office of County Attorney to offer contract administration courses to explain the procurement process and regulatory compliance (each session had 70 attendees).
- ✓ Represented the County to promote environmentally preferable purchasing during Maryland Green Purchasing Legislative Day.
- ✓ Power Talk Presenter at the Department of Economic Development's Women's Power Conference, "What You Need to Know About the Procurement Process".
- ✓ Encumbered \$191 million to Minority, Female, and Disabled Owned Business Program vendors, 18.5% of eligible spending in FY15.
- ✓ Encumbered \$88.5 million to Local Small Business Reserve Program vendors, 23.9% of eligible spending in FY15.

Productivity Improvements

- ★ Reduced the average amount of time to get from Request for Proposal to contract execution from average of 9 months to 7 months.
- ★ Collaborated with Department of Economic Development and Business Relations and the Division of Business Relations and Compliance on additional vendor outreach and events.

Program Contacts

Contact Marsha Watkins Thomas of the Office of Procurement at 240-777-9954 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 Operations

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 assist 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 educate 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 Division of Business Relations and Compliance, the Office of Community Partnerships and other departments to build relationships 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 purchasing 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.

The information technology staff provides 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of procurements completed in agreed upon time ¹	84.0	82	79	80	81

¹ This figure represents the average for the following: Invitation For Bid - 71%; Request For Proposals - 77%; and Construction - 98% for FY15.

FY17 Recommended Changes	Expenditures	FTEs
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FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,049,029	23.40
Shift: Minority and Small Business Outreach from Department of Economic Development	255,109	1.00
Enhance: Administrative Specialist for Outreach and Technical Support	70,000	1.00
Reduce: Office Supplies	(10,000)	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.	(76,445)	0.00
FY17 Recommended	3,287,693	25.40

Business Relations and Compliance

The mission of the Division of Business Relations and Compliance (DBRC) 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 DBRC is solely responsible for ensuring County government contracting compliance with the socioeconomic 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 to strengthen 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 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 employer, provide the same benefits to an employee with a domestic partner as provided to an employee with a spouse.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Business Relations and Compliance: Percentage of contract dollars awarded to small, local business	25	24	24	24	24
Percent of contract Dollars awarded to minority/female/disabled (MFD) owned businesses	20	19	20	20	20
Value of County contracts awarded to local small businesses (\$000)	96,271	88,550	80,000	80,000	80,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	914,818	5.50
Increase Cost: Software Maintenance	15,900	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.	42,669	0.00
FY17 Recommended	973,387	5.50

Procurement Services

The Procurement Services Section provides for departmental direction, oversight and support for the Contract Review Committee, analysis, budget preparation and monitoring. This section also manages contract scanning activities for documents, contracts and subsequent contract actions, manages archiving standards, provides departmental customer service assistance, and manages the development of Contract

Administrator Forums. Additionally, it centrally coordinates departmental training and tracking including national certifications and re-certification, expenditure control, escrow management, human resources activities, management of departmental knowledge based articles and 311 service requests, and coordination of interpreter services for departmental activities or customer needs.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	217,902	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.	8,597	0.00
FY17 Recommended	226,499	4.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	2,778,984	2,792,011	3,073,821	10.6 %
Employee Benefits	0	980,403	921,093	977,285	-0.3 %
County General Fund Personnel Costs	0	3,759,387	3,713,104	4,051,106	7.8 %
Operating Expenses	0	422,362	381,533	436,473	3.3 %
County General Fund Expenditures	0	4,181,749	4,094,637	4,487,579	7.3 %
PERSONNEL					
Full-Time	0	33	33	35	6.1 %
Part-Time	0	2	2	2	---
FTEs	0.00	32.90	32.90	34.90	6.1 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	4,181,749	32.90
Changes (with service impacts)		
Enhance: Administrative Specialist for Outreach and Technical Support [Procurement Operations]	70,000	1.00
Reduce: Office Supplies [Procurement Operations]	(10,000)	0.00
Other Adjustments (with no service impacts)		
Shift: Minority and Small Business Outreach from Department of Economic Development [Procurement Operations]	255,109	1.00
Increase Cost: FY17 Compensation Adjustment	56,704	0.00
Increase Cost: Group Insurance Adjustment	21,188	0.00
Increase Cost: Software Maintenance [Business Relations and Compliance]	15,900	0.00
Increase Cost: Printing and Mail	531	0.00
Decrease Cost: Telecommunications to the Telecommunications Non-Departmental Account	(2,320)	0.00
Decrease Cost: Retirement Adjustment	(35,732)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(65,550)	0.00
FY17 RECOMMENDED	4,487,579	34.90

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Procurement Operations	3,049,029	23.40	3,287,693	25.40
Business Relations and Compliance	914,818	5.50	973,387	5.50
Procurement Services	217,902	4.00	226,499	4.00

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Total	4,181,749	32.90	4,487,579	34.90

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	37,375	0.30	38,826	0.30
Parking District Services	Bethesda Parking	6,387	0.05	6,397	0.05
Parking District Services	Silver Spring Parking	6,387	0.05	6,397	0.05
Transit Services	Mass Transit	24,917	0.20	25,884	0.20
Solid Waste Services	Solid Waste Disposal	62,292	0.50	64,711	0.50
Total		137,358	1.10	142,215	1.10

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	4,488	4,488	4,488	4,488	4,488	4,488
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	31	31	31	31	31
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	4,488	4,519	4,519	4,519	4,519	4,519

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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 FY17 Operating Budget for the Office of Public Information is \$4,861,963, a decrease of \$70,556 or 1.43 percent from the FY16 Approved Budget of \$4,932,519. Personnel Costs comprise 81.83 percent of the budget for 60 full-time position(s) and no part-time position(s), and a total of 42.10 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 18.17 percent of the FY17 budget.

Linkage to County Result Areas

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


A Responsive, Accountable County Government

Department Performance Measures



Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.15	3.19	3.25	3.25	3.25

Initiatives

-  The Montgomery County Business Portal is a component of the County Executive's three-pronged initiative to improve government services for businesses, especially small businesses. This initiative builds on the momentum of economic development restructuring by responding to a need that businesses have communicated regarding their interactions with the County. The Portal will improve access to information by creating a single point of entry for businesses when they need to interact with the County.

Accomplishments

-  In recognition of efforts to engage and inform the public, Montgomery County was recently named a "citizen-engaged community" by the Public Technology institute - the third time the County has achieved this distinction. The MC311 call center has fielded more than three millions calls for general information and service requests, and last year more than 60,000 service requests were made through the web portal, a 50 percent increase over the prior year. In an effort to provide excellent customer service, PIO continually seeks feedback through a Customer Satisfaction Survey. The most recent results indicate more than 80 percent of callers and web users were satisfied with their overall 311 experience and 90 percent were satisfied with their ability to find the information they were looking for on the MC311 website
-  Continued to enhance Executive Branch communications through a half hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic" and cable television shows that feature County youth on "Youth Montgomery;" the Police Chief; the "My

Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective;" and several Spanish language offerings - a television version of the "Montgomery Al Dia" Spanish language talk show which airs weekly on Spanish language radio, a Spanish version of "County Report This Week" and "Perfiles" (or profiles) which features interviews with Hispanic employees.

- ✓ Continue to work closely with departments and agencies on communication strategies to ensure that the County Executive's priorities are promoted clearly and accurately, including: economic development priorities; the transportation campaign; senior issues; panhandling; public safety; emergency communications; pedestrian safety; and open government transparency and accessibility.
- ✓ Increased direct communication with residents through social media sites: YouTube; Facebook; and Twitter - expanded the Twitter site to nearly 27,000 followers and expanding distribution lists for electronic publications such as "The Paperless Airplane" which reaches over 120,000 households. MC311 collaborates with Public Information Office to respond to resident requests for services and information via Twitter and Facebook.
- ✓ Public Information Office interacts with residents about County issues, programs, and services through press releases; media advisories; on line chats; town hall meeting; news and other public events; County web site; email and online newsletters; YouTube, Facebook and Twitter.
- ✓ MC311 has installed digital displays in the EOB Lobby, Regional Service Centers and the Council Office Building that will provide information on County Government programs and services.
- ✓ The MC311 Community Engagement Team helps residents understand how to use MC311 to access County Government information and to request service. The Team members meet face-to-face with County residents at events such as the Montgomery County Agricultural Fair to discuss how to request a wide range of services, including pothole repair, assistance pay for child care and many more.

Productivity Improvements

- ✦ Continue to monitor and use MC311 data to improve operations and service delivery in all County departments. Regularly collaborate with CountyStat Office to improve department Service Level Agreement timeframes planning to improve customer experience.
- ✦ Improvements to the MC311 online request system www.mc311.com have made the site more user friendly. The "I Want To" categories on the County website are now linked to the most requested MC311 services.
- ✦ MC311 is providing alternate ways of connecting with County Government programs and services through Twitter and the staffing of the EOB Lobby Customer Service Desk five days a week. Additionally, Service requests are received from customers via Twitter (@311MC311), Monday - Friday from 8:00 AM - 4:30 PM, and will soon begin to accept photos through that channel. Messages regarding county event information, and promoting county services are pushed to a growing Twitter followers list.
- ✦ Reviewed all Knowledge Base Articles in the CRM database, to ensure uniformity and voice, and to provide instructions for online users creating service requests.

Program Contacts

Contact Leslie Hamm of the Office of Public Information at 240.773.3565 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

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	114,827	1.00
Enhance: Small Business Portal (website enhancement)	50,000	0.00
Increase Cost: Convert Contractor to Program Manager II	5,000	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.	(73,168)	(1.00)
FY17 Recommended	96,659	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 emergency preparedness.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	30	40	50	60	70
Total attendance at press conferences and press events	N/A	4,871	5,000	5,000	5,000
Number of press events	78	37	40	45	50
Number of press requests under the MPIA	25	6	5	4	6
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days	N/A	50	75	80	90

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	960,291	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.	38,166	1.00
FY17 Recommended	998,457	6.40

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds)	19.7	23.0	18.0	18.0	18.0
MC311 - Percent customer satisfaction rating ¹	79	85	85	85	85

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	3.6	3.5	3.3	3.3	3.3
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	10	30	35	35	37
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	N/A	83	83	85	85
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR)	5	9	5	5	5
Average rate of callers requesting to speak Spanish	4.6	4.9	6.0	7.0	7.5

¹ Customer satisfaction with phone and web experience via bi-annual and daily Customer Satisfaction surveys

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,857,401	36.50
Decrease Cost: Abolish Office Services Coordinator Position	(129,357)	(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.	38,803	(0.80)
FY17 Recommended	3,766,847	34.70

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,903,054	2,929,292	3,480,778	2,986,047	1.9 %
Employee Benefits	1,042,340	1,060,308	1,046,780	992,346	-6.4 %
County General Fund Personnel Costs	3,945,394	3,989,600	4,527,558	3,978,393	-0.3 %
Operating Expenses	979,398	942,919	324,493	883,570	-6.3 %
County General Fund Expenditures	4,924,792	4,932,519	4,852,051	4,861,963	-1.4 %
PERSONNEL					
Full-Time	60	60	60	60	---
Part-Time	0	0	0	0	---
FTEs	42.70	42.90	42.90	42.10	-1.9 %
County General Fund Revenues	0	0	0	0	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	4,932,519	42.90
Changes (with service impacts)		
Enhance: Small Business Portal (website enhancement) [Web Content and Graphic Management]	50,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY17 Compensation Adjustment	77,456	0.00
Increase Cost: Group Insurance Adjustment	26,313	0.00
Increase Cost: Convert Contractor to Program Manager II [Web Content and Graphic Management]	5,000	1.00
Increase Cost: Printing and Mail	965	0.00
Decrease Cost: Motor Pool Adjustment	(524)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(4,790)	0.00
Decrease Cost: Retirement Adjustment	(36,407)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(59,212)	(0.80)
Decrease Cost: Abolish Office Services Coordinator Position [MC311 Customer Service Center]	(129,357)	(1.00)

	Expenditures	FTEs
FY17 RECOMMENDED	4,861,963	42.10

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Web Content and Graphic Management	114,827	1.00	96,659	1.00
Public Relations	960,291	5.40	998,457	6.40
MC311 Customer Service Center	3,857,401	36.50	3,766,847	34.70
Total	4,932,519	42.90	4,861,963	42.10

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
Health and Human Services	General Fund	68,611	0.90	149,863	2.00
Permitting Services	Permitting Services	215,361	2.90	215,875	2.80
Housing and Community Affairs	Montgomery Housing Initiative	61,203	0.90	63,364	0.90
Solid Waste Services	Solid Waste Disposal	317,623	4.65	323,024	4.45
Solid Waste Services	Solid Waste Collection	79,310	1.15	84,845	1.15
Cable Television Communications Plan	Cable TV	796,425	6.60	795,797	6.60
Total		1,538,533	17.10	1,632,768	17.90

Future Fiscal Impacts

Title	FY17	FY18	CE RECOMMENDED (\$000s)			
			FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	4,862	4,862	4,862	4,862	4,862	4,862
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	80	80	80	80	80
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	4,862	4,942	4,942	4,942	4,942	4,942

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Technology Services

Mission Statement

The mission of the Department of Technology Services is to use information technology to enable the County's employees to provide quality services to County citizens and businesses; deliver information and services to citizens at work, at home, and in the community; increase the productivity of government and citizens; facilitate the innovation program of the County; and assist with technology enabled economic development initiatives.

Budget Overview

The total recommended FY17 Operating Budget for the Department of Technology Services is \$41,384,891 an increase of \$476,922 or 1.2 percent from the FY16 Approved Budget of \$40,907,969. Personnel Costs comprise 55.4 percent of the budget for 167 full-time positions and two part-time positions, and a total of 159.40 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 44.6 percent of the FY17 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 is emphasized:

A Responsive, Accountable County Government



Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

-  Continue project management, development, application engineering, systems engineering, and quality assurance support for the Public Safety System Modernization (PSSM) program. The new Computer-Aided Dispatch implementation is slated to go live in early FY17.
-  Enhance planning, outreach, and coordination support for the UltraMontgomery Initiative in FY17.
-  Developing and deploying Oracle EBS Property Management module to manage property portfolios and space allocation which will integrate with the Accounts Payable and Accounts Receivable financial modules.

Accomplishments

-  Montgomery County has been named America's 2nd ranked digital County government in the United States by the Center for Digital Government and the National Association of Counties (NACo). Montgomery County received second place honors in the competition for jurisdictions with populations of 500,000 or greater.
-  Montgomery County received three Public Technology Institute (PTI) Awards for its Geographic Information Systems (GIS) Web Portal, Criminal Justice Case Management System, and Financial Transparency Suite.

-
- ✓ Montgomery County received the Government Finance Officers Association (GFOA) Award of Excellence in Government Finance for its financial information: transformation, transparency and easy access - largely supported by the budgetMontgomery and spendingMontgomery applications.
 - ✓ Montgomery County received three National Association of Counties (NACo) Achievement Awards for its Tax Assessment System, GIS Web Portal, and Moving to the Cloud - Montgomery County's Transition to Office 365.
 - ✓ Developed a national model for financial transparency in partnership with the County's open data vendor including budgetMontgomery, spendingMontgomery, online Budget Book Publication and new data-driven CountyStat Performance Dashboard. In partnership with Public Libraries and using public input, developed a more clear way to categorize data and streamline access to the data.
 - ✓ Published 54 new datasets as part of the County's Open Data Implementation Plan.
 - ✓ Expanded FiberNet to 42 new locations and completed upgrades of three FiberNet hub sites.
 - ✓ Implemented the FiberNet Network Operations Center (NOC) providing 24x7 support for FiberNet serving all County agencies.
 - ✓ Provided technology infrastructure and led the transition of technology services for numerous new County facilities including the new Silver Spring Library.
 - ✓ Launched an update to the County's web portal, <http://montgomerycountymd.gov>. The new responsive design makes it easier to use for mobile device users, includes a new cross-agency web search feature called SearchMontgomery and has many navigation improvements requested by County constituents.
 - ✓ Implemented eTravel, the County's new centralized non-local travel authorization and expense reporting system. Travel records will be published on dataMontgomery.
 - ✓ Configured and deployed a new enterprise software distribution, configuration management, and endpoint protection software suite resulting in marked improvements in the County's overall Cyber Security posture, specifically in the areas of vulnerability/patch management.
 - ✓ Implemented an eDiscovery solution to allow the Office of Public Defenders and private defense attorneys to electronically retrieve discovery data and documents for Montgomery County court cases.
 - ✓ Deployed the Go-To-Court application, alerting Montgomery County Police Department (MCPD) officers of upcoming court cases on their mobile devices, increasing police appearances at court hearings and reducing case dismissals.
 - ✓ Deployed the automated District Court traffic feed eliminating the manual data entry of thousands of cases and human data entry errors.
 - ✓ Implemented financial, procurement, and warehouse management modules for the Department of Liquor Control (DLC).
 - ✓ Implemented ERP integration for the Department of Recreation, Department of Finance, and Maryland-National Capital Park and Planning Commission (M-NCPPC) of a unified cloud-based registration system using the ActiveNet platform.
 - ✓ Collaborated with MC311 and the Department of Liquor Control to establish a Customer Service Center utilizing Oracle EBS, Siebel and Avaya to track customer calls.
 - ✓ Developed and implemented Assemble-to-Order (ATO) for DLC Special Orders and enhanced DLC Customer Ordering System (iStore).

Productivity Improvements

- ✦ Expanded the Enterprise Identity Management system to support employees, retirees, volunteers, partners, and citizens for greater application access and improved security.
- ✦ Continued Security Awareness Training Program for County employees, contractors, and volunteers.
- ✦ Continued implementing a cloud-based collaboration system.

- ☀ Continued expansion of ERP Self-Service for Retirees and other Agencies.
- ☀ Modernized the Oracle Financial training modules by incorporating voice overlay, video and updating instructor led training.
- ☀ Complete upgrading the remaining Office 2003/2007/2010 users to the new Office 365 platform by the end of FY16.

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 infrastructure for enterprise-wide systems including Enterprise Resource Planning (ERP), MC311 and MCTime. ESOD operates the enterprise data center and manages the enterprise cloud-based e-mail, calendaring and office productivity / collaboration system, the enterprise directory and identity management systems, enterprise file and print system, enterprise image archiving, records management and hundreds of enterprise and department servers (web, application, database), including ongoing patching and remediation of the servers to maintain and improve security of the County IT infrastructure. ESOD manages and provides support for the Public Safety Data System. ESOD also manages the Enterprise Services Bus (ESB) that provides interfaces and data transfers between enterprise and department systems, with both internal systems and external systems, including open data.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Enterprise applications system availability (%) ¹	99.90	99.99	99.99	99.99	99.99
Number of Enterprise Service Bus data transfers (monthly average)	174,163	294,606	400,000	520,000	675,000

¹ Enterprise Applications System Availability is the availability of the following applications: ERP's Oracle EBS system, ERP's Oracle EBS self-service system, MC311 system, MC311 self-service system, MCG Internet Portal, Department of Recreation's Class system

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	12,978,581	32.00
Enhance: Contractor for Computer-Aided Dispatch System	200,000	0.00
Increase Cost: Anti-Spam Software Licensing	145,000	0.00
Increase Cost: Socrata Open Data - GovStat Module Maintenance	90,000	0.00
Increase Cost: Oracle Software Maintenance	48,000	0.00
Increase Cost: Public Safety eJustice Software Maintenance	15,000	0.00
Increase Cost: Public Safety InfoServer Software Maintenance	13,000	0.00
Decrease Cost: Increase Lapse (Senior IT Specialist)	(161,000)	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.	138,367	9.50
FY17 Recommended	13,466,948	41.50

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. Private Branch Exchange (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, 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average number of workdays to complete telecom requests (in workdays)	9.3	7.7	7	7	7

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,240,383	22.05
Enhance: After-hours Support for Private Branch Exchange (PBX) Telecommunication Services	49,140	0.00
Increase Cost: Network Device Maintenance	20,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(138,234)	(1.00)
FY17 Recommended	6,171,289	21.05

Enterprise Applications and Solutions (EASD)

This program delivers and maintains solutions through web-based applications, and geographic information services; and provides oversight for the Device Client Management (DCM) program and the County's IT Help Desk. The Web and Mobile Applications Team supports the County's digital government initiatives including website management. Digital government seeks to provide cost-effective services at greater convenience to residents and employees through the use of modern web technologies. 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 related data layers, and participates in the development and maintenance of the enterprise planimetric and property databases. The DCM team oversees the annual replacement of personal computers, manages the software patching, distribution and enterprise anti-malware systems, including ongoing remediation of computers to maintain and improve security of the County IT infrastructure. In addition, the DCM team administers the DCM and IT equipment maintenance contracts, and provides general IT support directly to departments and employees through the County's IT Help Desk.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of DTS Help Desk requests that are resolved on the first call	96.3	97.6	90	90	90

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,668,674	37.00
Increase Cost: SharePoint Accessibility and Sensitive Data-scanning Maintenance	72,000	0.00
Increase Cost: ArcGIS Server Licenses	19,000	0.00
Increase Cost: Office of Consumer Protection Application Maintenance	18,000	0.00
Increase Cost: Common Ownership Communities Training Maintenance	14,400	0.00
Increase Cost: Tipped Worker Application Maintenance	14,400	0.00
Increase Cost: Stackla Social Media Hub Maintenance	13,000	0.00
Increase Cost: eCigarette Application Maintenance	7,200	0.00
Increase Cost: eTravel Maintenance	7,200	0.00
Increase Cost: GovDelivery Software Maintenance	5,000	0.00
Increase Cost: Trumba Software Maintenance	5,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	180,233	(0.25)
FY17 Recommended	7,024,107	36.75

Office of the Chief Operating Officer (COO)

This Office provides leadership and strategies for the development and delivery of County technology solution planning through the Project Management Office (PMO) and oversees the day to day operations of Technology Services operating divisions, in support of all Enterprise and departmental systems. The Office manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective County-wide IT investment. The PMO reviews all technology funding requests for County Departments, and develops and maintains project management standards across projects. Additionally, project managers in this Office support cross-departmental projects and the open data

initiative. Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices. The Management Services team is responsible for department administrative support including budgeting and financial processing, human resources management, procurement, and facilities management

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,056,564	12.60
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(129,000)	0.00
Decrease Cost: Convert Contractors to County Positions	(482,000)	12.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	487,065	(9.50)
FY17 Recommended	1,932,629	15.10

Office of the Chief Information Officer (CIO)

This Office provides technology leadership, policy direction, and program guidance for the Department and the County government's Information Technology and Information Security initiatives, including the Public Safety Systems Modernization (PSSM), Technology Modernization (TechMod) and Integrated Justice Information System (IJIS) programs. PSSM encompasses the modernization of computer aided dispatch (CAD), law enforcement records management, fire station alerting (FSA) and the voice radio infrastructure (800 MHz). TechMod currently includes the Department of Health and Human Services' Process and Technology Modernization initiative.

IJIS facilitates the exchange of data about offenders and offender activity between Montgomery County Agencies (e.g. Police, Sheriff, Corrections, State's Attorney's Office, Health and Human Services, and Circuit Court), the State of Maryland and the Federal Government. The Office is responsible for assisting Departments with creating process efficiencies and aligning their information technology needs with the overall County enterprise strategy.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
IT Security - Average security vulnerabilities per device	30.6	22.2	17.5	15	12.5
Open Data - Number of datasets published	15	56	44	45	45

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,834,756	7.00
Enhance: Continue Cybersecurity Initiatives	975,000	0.00
Add: UltraMontgomery Operating Support for Planning and Outreach	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.	(425,423)	2.00
FY17 Recommended	3,584,333	9.00

Enterprise Resource Planning Division (ERPD)

This program is responsible for the operations of the County's core business systems (financials, human resources, procurement and budgeting). ERPD provides production support and supports business owners in meeting their operational needs, adapts to the ongoing and changing environment, reengineers business processes to improve efficiency, implements new initiatives and stays abreast of systemic enhancements and improvements to the County's ERP systems. ERPD is comprised of both IT and functional business analysts to promote an integrated ERP environment for developing complex solutions for continual improvement. The ERPD supports the day-to-day operations of finance, human resources, payroll, retirees, budgeting, procurement, warehouse management, and transportation management; maximizes the ERP solution by providing a structure for continuous improvement, streamlines business operations and deploys system enhancements to take advantage of productivity improvements; develops enterprise business intelligence dash board / reporting capabilities and analytic tools providing decision support to executive management and department administrators; and, facilitates the flow of information between all business functions within Montgomery County government and external stakeholder systems.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	10,129,011	36.00

FY17 Recommended Changes	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.	(923,426)	0.00
FY17 Recommended	9,205,585	36.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,526,543	16,647,430	14,065,922	17,887,309	7.4 %
Employee Benefits	3,837,689	4,871,551	4,319,085	5,029,061	3.2 %
County General Fund Personnel Costs	15,364,232	21,518,981	18,385,007	22,916,370	6.5 %
Operating Expenses	15,245,295	19,268,688	21,694,826	18,348,221	-4.8 %
Capital Outlay	0	120,300	0	120,300	---
County General Fund Expenditures	30,609,527	40,907,969	40,079,833	41,384,891	1.2 %
PERSONNEL					
Full-Time	135	155	155	167	7.7 %
Part-Time	2	2	2	2	---
FTEs	110.03	146.65	146.65	159.40	8.7 %
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	7,349	0	0	0	---
Grant Fund - MCG Expenditures	7,349	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	---
Grant Fund - MCG Revenues	0	0	0	0	---
DEPARTMENT TOTALS					
Total Expenditures	30,616,876	40,907,969	40,079,833	41,384,891	1.2 %
Total Full-Time Positions	135	155	155	167	7.7 %
Total Part-Time Positions	2	2	2	2	---
Total FTEs	110.03	146.65	146.65	159.40	8.7 %
Total Revenues	0	0	0	0	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	40,907,969	146.65
Changes (with service impacts)		
Enhance: Continue Cybersecurity Initiatives [Office of the Chief Information Officer (CIO)]	975,000	0.00
Add: UltraMontgomery Operating Support for Planning and Outreach [Office of the Chief Information Officer (CIO)]	200,000	0.00
Enhance: Contractor for Computer-Aided Dispatch System [Enterprise Systems and Operations (ESOD)]	200,000	0.00
Enhance: After-hours Support for Private Branch Exchange (PBX) Telecommunication Services [Enterprise Telecommunications and Services (ETSD)]	49,140	0.00
Other Adjustments (with no service impacts)		

	Expenditures	FTEs
Increase Cost: FY17 Compensation Adjustment	263,209	0.00
Increase Cost: Anti-Spam Software Licensing [Enterprise Systems and Operations (ESOD)]	145,000	0.00
Increase Cost: Group Insurance Adjustment	92,437	0.00
Increase Cost: Socrata Open Data - GovStat Module Maintenance [Enterprise Systems and Operations (ESOD)]	90,000	0.00
Increase Cost: Annualization of FY16 Personnel Costs	76,458	0.00
Increase Cost: SharePoint Accessibility and Sensitive Data-scanning Maintenance [Enterprise Applications and Solutions (EASD)]	72,000	0.00
Increase Cost: Oracle Software Maintenance [Enterprise Systems and Operations (ESOD)]	48,000	0.00
Increase Cost: Motor Pool Adjustment	42,919	0.00
Increase Cost: Network Device Maintenance [Enterprise Telecommunications and Services (ETSD)]	20,000	0.00
Increase Cost: ArcGIS Server Licenses [Enterprise Applications and Solutions (EASD)]	19,000	0.00
Increase Cost: Office of Consumer Protection Application Maintenance [Enterprise Applications and Solutions (EASD)]	18,000	0.00
Increase Cost: Public Safety eJustice Software Maintenance [Enterprise Systems and Operations (ESOD)]	15,000	0.00
Increase Cost: Tipped Worker Application Maintenance [Enterprise Applications and Solutions (EASD)]	14,400	0.00
Increase Cost: Common Ownership Communities Training Maintenance [Enterprise Applications and Solutions (EASD)]	14,400	0.00
Increase Cost: Public Safety InfoServer Software Maintenance [Enterprise Systems and Operations (ESOD)]	13,000	0.00
Increase Cost: Stackla Social Media Hub Maintenance [Enterprise Applications and Solutions (EASD)]	13,000	0.00
Increase Cost: eCigarette Application Maintenance [Enterprise Applications and Solutions (EASD)]	7,200	0.00
Increase Cost: eTravel Maintenance [Enterprise Applications and Solutions (EASD)]	7,200	0.00
Increase Cost: GovDelivery Software Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Trumba Software Maintenance [Enterprise Applications and Solutions (EASD)]	5,000	0.00
Increase Cost: Printing and Mail	2,493	0.00
Technical Adj: .75 FTE adjustment	0	0.75
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Office of the Chief Operating Officer (COO)]	(129,000)	0.00
Decrease Cost: Increase Lapse (Senior IT Specialist) [Enterprise Systems and Operations (ESOD)]	(161,000)	0.00
Decrease Cost: Retirement Adjustment	(193,715)	0.00
Decrease Cost: Convert Contractors to County Positions [Office of the Chief Operating Officer (COO)]	(482,000)	12.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(965,219)	0.00

FY17 RECOMMENDED

41,384,891 159.40

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Enterprise Systems and Operations (ESOD)	12,978,581	32.00	13,466,948	41.50
Enterprise Telecommunications and Services (ETSD)	6,240,383	22.05	6,171,289	21.05
Enterprise Applications and Solutions (EASD)	6,668,674	37.00	7,024,107	36.75
Office of the Chief Operating Officer (COO)	2,056,564	12.60	1,932,629	15.10
Office of the Chief Information Officer (CIO)	2,834,756	7.00	3,584,333	9.00
Enterprise Resource Planning Division (ERP)	10,129,011	36.00	9,205,585	36.00
Total	40,907,969	146.65	41,384,891	159.40

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	698,250	0.00	649,926	0.00
Liquor Control	Liquor	542,000	0.00	1,128,000	0.00
CIP	Capital Fund	847,683	5.50	818,939	5.50
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	174,336	0.00	0	0.00
Cable Television Communications Plan	Cable TV	782,240	5.35	850,883	5.35
Total		3,044,509	10.85	3,447,748	10.85

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	41,385	41,385	41,385	41,385	41,385	41,385
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY17	0	(200)	(200)	(200)	(200)	(200)
Items recommended for one-time funding in FY17, including operating support for UltraMontgomery (\$200,000), will be eliminated from the base in the outyears.						
Labor Contracts	0	17	17	17	17	17
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	41,385	41,202	41,202	41,202	41,202	41,202



Urban Districts

Mission Statement

Urban Districts maintain and enhance the County's downtowns (Bethesda, Silver Spring, and Wheaton) as prosperous, livable urban centers by 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 FY17 Operating Budget for the Urban Districts is \$8,692,691, a decrease of \$184,361 or 2.08 percent from the FY16 Approved Budget of \$8,877,052. Personnel Costs comprise 46.27 percent of the budget for 60 full-time position(s) and one part-time position(s), and a total of 58.60 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 53.73 percent of the FY17 budget.

Linkage to County Result Areas

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

- Healthy and Sustainable Neighborhoods
- A Responsive, Accountable County Government
- 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	5.0	4.5	5.0	5.0	5.0
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4.0	3.9	4.0	4.0	4.0
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4.3	3.3	4.0	4.0	4.0

Accomplishments

- Three new kiosks are located at Veterans Park, the Bethesda Metro Station, and the corner of Woodmont and Bethesda Avenues. The kiosks are staffed during the evenings and weekends and provide a variety of information to residents and visitors.
- In an effort to bring more art to downtown Bethesda and transform blank wall into canvases, the Bethesda Urban Partnership and the Bethesda Arts & Entertainment District developed the "Paint the Town" Mural Project. This project encourages developers to hire regional artists and use blank wall canvasses for public art. The Arts and Entertainment (A&E) District kicked off this program with a mural along Arlington Road. An artist registry was created to connect local artists with private developers.

- ✓ The Bethesda Urban Partnership (BUP) is working to strengthen relationships with the National Institutes of Health and Naval Support Activity Bethesda, which houses the Walter Reed National Military Medical Center. In April 2015, BUP and Chevy Chase Cars hosted the Combat Paper Exhibit and Warrior Writers Reading. Naval Support Activity Bethesda also participated in Imagination Bethesda in June 2015 with their police car and giveaways for the kids.
- ✓ The Wheaton Urban District (WUD) upgraded/modernized with stone/stainless steel Wheaton gateway signs.
- ✓ WUD hosted the 20th annual Taste of Wheaton event.
- ✓ The WUD removed over nine tons of recyclables from the waste stream in 2015 with the recycling initiative using solar powered trash and recycling containers.
- ✓ The WUD replaced 17 pedestrian light fixtures with more efficient LED light fixtures which was facilitated by a state grant.
- ✓ The Silver Spring Urban District (SSUD) supported over 70 events on Veterans Plaza such as the 10th Annual Silver Spring Jazz Festival, Thanksgiving Day Parade, the Taste the World in Fenton Village, and the Summer Concert series.
- ✓ The SSUD recycled five tons of material (plastic, glass and aluminum bottles and cans) and delivered it to the Shady Grove Processing Facility and Transfer Station.

Program Contacts

Contact Ken Hartman of the Urban Districts at 240.777.8206 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 for more information regarding this department's operating budget.

Program Descriptions

Promotion of Community and Business Activities

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

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	5.0	5.0	5.0	5.0	5.0
BETHESDA URBAN DISTRICT - Average number of website sessions per month	25,000	30,000	36,000	40,000	44,000
BETHESDA URBAN DISTRICT - Number of social media followers	7,000	8,500	9,500	11,000	12,500
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	3.5	3.7	4.0	4.0	4.0
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	93,800	98,000	102,000	110,000	120,000
SILVER SPRING URBAN DISTRICT - Number of social media followers	660	2,500	4,000	5,000	6,000
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	4.0	2.8	4.0	4.0	4.0
WHEATON URBAN DISTRICT - Average number of website sessions per month	24,000	15,500	23,000	25,000	27,000
WHEATON URBAN DISTRICT - Number of social media followers	1,968	2,358	2,700	3,000	4,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,103,911	27.55
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	480,889	8.40
FY17 Recommended	3,584,800	35.95

Sidewalk Repair

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

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	213,969	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.	(70,000)	0.00
FY17 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	5.0	5.0	5.0	5.0	5.0
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	5.0	3.9	4.0	4.0	4.0
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	4.0	3.0	4.0	4.0	4.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,980,222	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.	(145,000)	0.00
FY17 Recommended	1,835,222	0.00

Tree Maintenance

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

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	5.0	5.0	5.0	5.0	5.0
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	4.0	3.6	4.0	4.0	4.0
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	4.1	3.5	4.0	4.0	4.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	115,810	0.00
FY17 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,348,198	19.85
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(377,280)	(6.50)
FY17 Recommended	970,918	13.35

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,114,942	10.90
Increase Cost: Bethesda Urban Partnership (BUP) Compensation	13,000	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.	(85,970)	(1.60)
FY17 Recommended	2,041,972	9.30

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	78,105	86,576	86,575	88,059	1.7 %
Employee Benefits	47,867	51,387	51,388	47,109	-8.3 %
Urban District - Bethesda Personnel Costs	125,972	137,963	137,963	135,168	-2.0 %
Operating Expenses	3,549,249	3,115,734	2,965,734	3,005,739	-3.5 %
Urban District - Bethesda Expenditures	3,675,221	3,253,697	3,103,697	3,140,907	-3.5 %
PERSONNEL					
Full-Time	1	1	1	1	---
Part-Time	0	0	0	0	---
FTEs	1.00	1.00	1.00	1.00	---
REVENUES					
Investment Income	0	360	0	0	-100.0 %
Optional Method Development	139,276	157,919	157,919	189,877	20.2 %
Property Tax	524,070	501,693	541,210	564,836	12.6 %
Urban District - Bethesda Revenues	663,346	659,972	699,129	754,713	14.4 %
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,501,481	1,595,445	1,601,445	1,672,578	4.8 %
Employee Benefits	649,835	724,885	718,885	739,605	2.0 %
Urban District - Silver Spring Personnel Costs	2,151,316	2,320,330	2,320,330	2,412,183	4.0 %
Operating Expenses	905,347	1,191,820	1,041,820	1,032,536	-13.4 %
Urban District - Silver Spring Expenditures	3,056,663	3,512,150	3,362,150	3,444,719	-1.9 %
PERSONNEL					
Full-Time	37	37	37	37	---
Part-Time	0	0	0	0	---
FTEs	34.90	34.90	34.90	34.90	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
REVENUES					
Investment Income	0	880	0	0	-100.0 %
Optional Method Development	64,608	134,000	134,000	150,000	11.9 %
Property Tax	717,223	795,761	840,996	878,877	10.4 %
Urban District - Silver Spring Revenues	781,831	930,641	974,996	1,028,877	10.6 %
URBAN DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	763,325	991,296	991,297	1,042,883	5.2 %
Employee Benefits	302,888	402,053	402,052	431,608	7.4 %
Urban District - Wheaton Personnel Costs	1,066,213	1,393,349	1,393,349	1,474,491	5.8 %
Operating Expenses	593,748	717,856	567,856	632,574	-11.9 %
Urban District - Wheaton Expenditures	1,659,961	2,111,205	1,961,205	2,107,065	-0.2 %
PERSONNEL					
Full-Time	22	22	22	22	---
Part-Time	1	1	1	1	---
FTEs	22.40	22.40	22.40	22.70	1.3 %
REVENUES					
Investment Income	573	300	1,300	1,300	333.3 %
Property Tax	169,854	196,959	198,452	207,075	5.1 %
Urban District - Wheaton Revenues	170,427	197,259	199,752	208,375	5.6 %
DEPARTMENT TOTALS					
Total Expenditures	8,391,845	8,877,052	8,427,052	8,692,691	-2.1 %
Total Full-Time Positions	60	60	60	60	---
Total Part-Time Positions	1	1	1	1	---
Total FTEs	58.30	58.30	58.30	58.60	0.5 %
Total Revenues	1,615,604	1,787,872	1,873,877	1,991,965	11.4 %

FY17 Recommended Changes

Expenditures FTEs

URBAN DISTRICT - BETHESDA

FY16 ORIGINAL APPROPRIATION **3,253,697** **1.00**

Other Adjustments (with no service impacts)

Increase Cost: Risk Management Adjustment	29,111	0.00
Increase Cost: Bethesda Urban Partnership (BUP) Compensation [Administration]	13,000	0.00
Increase Cost: FY17 Compensation Adjustment	1,533	0.00
Increase Cost: Printing and Mail	965	0.00
Increase Cost: Group Insurance Adjustment	625	0.00
Decrease Cost: Motor Pool Adjustment	(3,071)	0.00
Decrease Cost: Retirement Adjustment	(4,953)	0.00
Decrease Cost: FY16 Savings Plan reductions in enhanced maintenance, marketing, and promotions	(150,000)	0.00

FY17 RECOMMENDED **3,140,907** **1.00**

URBAN DISTRICT - SILVER SPRING

FY16 ORIGINAL APPROPRIATION **3,512,150** **34.90**

Other Adjustments (with no service impacts)

Increase Cost: Annualization of FY16 Personnel Costs	50,612	0.00
Increase Cost: FY17 Compensation Adjustment	37,297	0.00
Increase Cost: Risk Management Adjustment	26,337	0.00

	Expenditures	FTEs
Increase Cost: Group Insurance Adjustment	23,688	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(17,800)	0.00
Decrease Cost: Motor Pool Adjustment	(17,821)	0.00
Decrease Cost: Retirement Adjustment	(19,744)	0.00
Decrease Cost: FY16 Savings Plan reductions in enhanced maintenance, marketing and promotions, and Clean Team services	(150,000)	0.00
FY17 RECOMMENDED	3,444,719	34.90

URBAN DISTRICT - WHEATON

FY16 ORIGINAL APPROPRIATION	2,111,205	22.40
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Other Adjustments (with no service impacts)

Increase Cost: Motor Pool Adjustment	52,810	0.00
Increase Cost: Annualization of FY16 Personnel Costs	50,982	0.30
Increase Cost: FY17 Compensation Adjustment	23,449	0.00
Increase Cost: Group Insurance Adjustment	14,375	0.00
Increase Cost: Risk Management Adjustment	13,908	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(2,000)	0.00
Decrease Cost: Retirement Adjustment	(7,664)	0.00
Decrease Cost: FY16 Savings Plan reductions in enhanced maintenance, marketing, and promotions	(150,000)	0.00

FY17 RECOMMENDED	2,107,065	22.70
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Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Promotion of Community and Business Activities	3,103,911	27.55	3,584,800	35.95
Sidewalk Repair	213,969	0.00	143,969	0.00
Streetscape Maintenance	1,980,222	0.00	1,835,222	0.00
Tree Maintenance	115,810	0.00	115,810	0.00
Enhanced Security	1,348,198	19.85	970,918	13.35
Administration	2,114,942	10.90	2,041,972	9.30
Total	8,877,052	58.30	8,692,691	58.60

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTES	Total\$	FTES
URBAN DISTRICT - SILVER SPRING					
Parking District Services	Silver Spring Parking	165,230	3.00	165,230	3.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY17 Recommended	3,141	3,141	3,141	3,141	3,141	3,141
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 other negotiated items.						

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
Subtotal Expenditures	3,141	3,140	3,140	3,140	3,140	3,140

URBAN DISTRICT - SILVER SPRING

EXPENDITURES

FY17 Recommended	3,445	3,445	3,445	3,445	3,445	3,445
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	34	34	34	34	34
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	3,445	3,479	3,479	3,479	3,479	3,479

URBAN DISTRICT - WHEATON

EXPENDITURES

FY17 Recommended	2,107	2,107	2,107	2,107	2,107	2,107
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	23	23	23	23	23
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	2,107	2,130	2,130	2,130	2,130	2,130

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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 FY17 Operating Budget for the Office of Consumer Protection is \$2,110,385, a decrease of \$278,345 or 11.65 percent from the FY16 Approved Budget of \$2,388,730. Personnel Costs comprise 93.24 percent of the budget for 16 full-time position(s) and one part-time position(s), and a total of 15.60 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 6.76 percent of the FY17 budget.

County Government Reorganization

In October 2015, the County Executive transmitted to the County Council recommended amendments to Chapter 10B, Common Ownership Communities of the Montgomery County Code which includes transfer of the Common Ownership Communities (COC) program from the Office of Consumer Protection to the Department of Housing and Community Affairs. Transfer of these responsibilities is designed to advance the core mission of the COC and will enhance adjudication of disputes, create cohesive staff and technology support, and increase overall public awareness.

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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Accomplishments

- ☑ Worked with elected officials and stakeholders to revise Montgomery County's trespass towing law (Chapter 30C). Towing complaints have a major economic impact on Montgomery County's business districts by resulting in lost customers and revenue.
- ☑ Partnered with the Department of Permitting Services (DPS) to take enforcement action against individuals who are in the business of building or renovating homes and selling them without being properly licensed. When these homes are sold, consumers do not receive the warranty protections that a licensed contractor is required to provide.
- ☑ Replaced its cable television program with fast-paced 2 minute consumer news alerts that provides quicker notification to consumers and are more effectively used with social media platforms.
- ☑ In conjunction with the OCP Advisory Committee, met with all the community liaisons within the Office of Community Partnerships to better understand the consumer needs of social, cultural, or economic diverse communities and develop plans to address those needs and engage in effective outreach.

Productivity Improvements

- Working with the Department of Technology Services (DTS) to define and update its business rules in anticipation of DTS building and deploying an enhanced complaint tracking/case management system to combine digital and paper case files, maintain photos and documents, and effectively search records. This improvement will increase staff productivity in case investigation, improve reporting capabilities, and provide OCP with additional management tools for compiling program measures, identifying trends, and allocating resources. Residents benefit from increased productivity and improvements by having more efficient case handling and enhanced access to online complaint records.
- Updated procedures for investigating and addressing complaints against unlicensed home improvement contractors and participated in a multi-jurisdictional "Woodchuck Task Force" to share information and coordinate criminal prosecution of unlicensed contractors with the Police. Woodchuck are contractors, usually unlicensed, that engage in door-to-door sales, and typically scour neighborhoods offering tree and lawn services.

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Restitution received as a percent of restitution asked for by the consumer and validated by the assigned OCP case investigator	80%	80%	80%	80%	80%
Average Office of Consumer Protection (OCP) customer satisfaction rating - Manner in which the customer's case was handled (1-4 scale) based on customer satisfaction survey	3.2	3.6	3.3	3.3	3.3
Average OCP customer satisfaction rating - Outcome of the customer's case (1-4 scale) based on customer satisfaction survey	3.2	3.4	2.8	2.8	2.8
Average time in workdays to investigate and close a written complaint (All complaints)	59	56	64	64	64
Average time in workdays to investigate and close a written complaint (>\$5,000)	94	72	64	64	64
Average time in workdays to investigate and close a written complaint: (\$1,001 - \$5,000)	67	69	64	64	64

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average time in workdays to investigate and close a written complaint: (\$101 - \$1,000)	57	55	64	64	64
Average time in workdays to investigate and close a written complaint: (Less than \$100)	44	45	64	64	64
Average time in workdays to investigate and close a written complaint: (\$NA)	57	51	64	64	64
Percent of consumer protection cases closed that are resolved by OCP	63%	62%	65%	65%	65%
Media Coverage - Percent of news releases receiving media coverage, including print news, television and radio	94%	89%	75%	75%	75%
Media Coverage - Number of times media outlets, including print news, television and radio, seek out OCP's expertise	25	28	24	24	24

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,033,790	14.70
Increase Cost: Group Insurance Adjustment	10,625	0.00
Increase Cost: Printing and Mail	273	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(15,480)	0.00
Decrease Cost: Retirement Adjustment	(31,248)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(82,551)	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.	194,976	0.90
FY17 Recommended	2,110,385	15.60

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.

NOTE: COC is moving from the Office of Consumer Protection to the Department of Housing and Community Affairs.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	65%	68%	60%	N/A	N/A

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	354,940	1.90
Shift: Common Ownership Communities Investigator III and Operating Expenses to the Department of Housing and Community Affairs	(190,089)	(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.	(164,851)	(0.90)
FY17 Recommended	0	0.00

Notes: COC is moving from the Office of Consumer Protection to the Department of Housing and Community Affairs in FY17.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,398,602	1,461,434	1,493,740	1,379,622	-5.6 %
Employee Benefits	666,148	746,071	652,133	588,065	-21.2 %
County General Fund Personnel Costs	2,064,750	2,207,505	2,145,873	1,967,687	-10.9 %
Operating Expenses	70,811	181,225	169,496	142,698	-21.3 %
County General Fund Expenditures	2,135,561	2,388,730	2,315,369	2,110,385	-11.7 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
PERSONNEL					
Full-Time	17	17	17	16	-5.9 %
Part-Time	1	1	1	1	---
FTEs	16.60	16.60	16.60	15.60	-6.0 %
REVENUES					
Common Ownership Community Fees	413,722	410,000	415,000	0	-100.0 %
Miscellaneous Revenues	2,000	0	0	0	---
New Home Builder's License	133,813	134,000	134,000	134,000	---
Other Fines/Forfeitures	700	1,000	1,000	1,000	---
Other Licenses/Permits	71,224	55,000	55,000	60,000	9.1 %
County General Fund Revenues	621,459	600,000	605,000	195,000	-67.5 %

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **2,388,730 16.60**

Other Adjustments (with no service impacts)

Increase Cost: FY17 Compensation Adjustment	30,125	0.00
Increase Cost: Group Insurance Adjustment [Consumer Protection]	10,625	0.00
Increase Cost: Printing and Mail [Consumer Protection]	273	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Consumer Protection]	(15,480)	0.00
Decrease Cost: Retirement Adjustment [Consumer Protection]	(31,248)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs [Consumer Protection]	(82,551)	0.00
Shift: Common Ownership Communities Investigator III and Operating Expenses to the Department of Housing and Community Affairs [Commission on Common Ownership Communities]	(190,089)	(1.00)

FY17 RECOMMENDED **2,110,385 15.60**

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Consumer Protection	2,033,790	14.70	2,110,385	15.60
Commission on Common Ownership Communities	354,940	1.90	0	0.00
Total	2,388,730	16.60	2,110,385	15.60

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	65,042	1.00	67,977	1.00

Future Fiscal Impacts

Title	FY17	FY18	CE RECOMMENDED (\$000s)			
			FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
FY17 Recommended	2,110	2,110	2,110	2,110	2,110	2,110
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	12	12	12	12	12
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	2,110	2,122	2,122	2,122	2,122	2,122

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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 FY17 Operating Budget for the Department of Correction and Rehabilitation is \$66,869,129, a decrease of \$3,740,722 or 5.30 percent from the FY16 Approved Budget of \$70,609,851. The primary driver of this decrease is the reduced required County contribution into retirement plans as a result of revised actuarial assumptions and changes to the amortization period based on the County's five year experience study. Personnel Costs comprise 89.93 percent of the budget for 539 full-time positions and no part-time positions, and a total of 537.82 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charges to or from other departments or funds. Operating Expenses account for the remaining 10.07 percent of the FY17 budget.

Linkage to County Result Areas

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

Safe Streets and Secure Neighborhoods

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Zero tolerance security incidents - Number of inappropriate releases of an inmate	4	2	0	0	0
Zero tolerance security incidents - Number of inappropriately released inmates returned	4	2	0	0	0
Zero tolerance security incidents - Number of inmate suicides	1	0	0	0	0
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	1	9	0	0	0

Initiatives

- ★ Address the rising proportion of people under DOCR care with mental health issues, and the rising acuity of those people, by providing for a Step-down Unit that will serve those who do not need to be in the Crisis Intervention Unit but are still not safe in the general population.
- ★ Combine the Pre-Release and Re-Entry Services Division and the Pre-Trial Services Division into the Community Corrections Division. This will provide better safety and security to the Pre-Trial clients and employees as well as creating efficiencies.
- ★ Begin treatment-oriented targeted training for staff on mental health first aid to address the increased acuity of the jail population.

Accomplishments

- ☑ In FY15, the Pre-Trial Division maintained a 95% court appearance rate and a 2% re-arrest rate - well below the national average for a pre-trial program.
- ☑ Certified 60 front-line Correctional Officers in police Crisis Intervention Training (CIT).
- ☑ Pre-Release and Reentry Services received a National Association of Counties ServSafe Award for its partnership with the Restaurant Association of Maryland Education Foundation (RAMEF) which offered the opportunity for soon-to-be-released incarcerated individuals that are interested in the food industry to participate in valuable training at no cost to themselves or to the County.
- ☑ Pre-Release and Reentry Services implemented the Prison Rape Elimination Act (PREA) Standards, was 100% successful with PREA audit and received PREA Certification.
- ☑ Implemented a secure Reentry Tablet Program in jail setting incorporating non-internet based technology strategies to enhance direct inmate access to reentry information and resources funded by a State grant.
- ☑ Partnered with Montgomery College to implement two programs: 1) The Bridge to College program that enables inmates to complete the application and placement testing process before being released to the community, and 2) Offered college credit coursework to inmates using a secure computer tablet which could lead to an industry recognized IT certificate.
- ☑ Pre-Release and Reentry Services created the Education Lab Center, facilitated by Montgomery College instructors, to expand General Education Diploma (GED) services to residents of PRRS and added GED Academy software to increase literacy tutorial to Adult Basic Education (ABE) learners.

Productivity Improvements

- ★ In support of the County Executive's wellness initiatives, DOCR created a Critical Incident Stress Management (CISM) Team to support Departmental staff in working through the negative outcomes associated with institutional violence, inmate suicide attempts and other stressors not commonly encountered in a traditional work environment.
- ★ The department worked with the Department of General Services to analyze the use of all printers, copiers, scanners and faxes. The comprehensive review led to the reduction of 107 devices, as well as increased efficiencies and creating potential savings of \$2,000 per month.

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Accreditation standards met from the Maryland Commission on Correctional Standards and the Correctional Educational Association	100%	100%	95%	95%	95%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,540,023	24.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	186,777	1.00
FY17 Recommended	3,726,800	25.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Security incidents - Number of escapees apprehended or returned to the Pre-Release Center, a community located, minimum security program	6	1	0	0	0
Security incidents - Number of escapes from the Pre-Release Center, a community located, minimum security program with 600 yearly admissions	6	1	0	0	0
Percentage of offenders from Pre-Release and Re-Entry Services employed at time served	NA	72.3%	70.0%	70.0%	70.0%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,183,933	59.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(462,742)	(0.62)
FY17 Recommended	6,721,191	59.18

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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Court appearance rate while under supervision	96.6%	95.3%	95.0%	95.0%	95.0%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,679,193	38.38
Decrease Cost: PTS Reorganization: Efficiencies in personnel from reorganization	(300,000)	0.00

FY17 Recommended Changes	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.	(261,758)	0.62
FY17 Recommended	4,117,435	39.00

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 responsible for the intake, reception and diagnostic functions of the Department including law enforcement processing of adult male and female offenders arrested in Montgomery County. The facility has the capacity to accommodate approximately 200 inmates. Over 12,000 offenders annually arrive at MCDC's Central Processing Unit (CPU) for arrest processing.

MCDC 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 the facility and the District Court. The Office of the Public Defender determines eligibility of offenders for legal representation.

Following an initial intake at MCDC, inmates may transfer to the 1,029-bed Montgomery County Correctional Facility (MCCF), normally 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 and programs are provided to all inmates covering substance abuse treatment, mental health issues, cognitive behavioral modification programs, education, life skills, and workforce development.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Zero Tolerance security incidents - Number of jail escapes	0	0	0	0	0
Self-growth and development programs - Percent of inmates at the Montgomery County Correctional Facility (MCCF) participating in programs	87%	70%	70%	70%	70%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	55,206,702	404.64
Enhance: Mental Health: Provide for those with mental health issues that do not need to be in the Crisis Intervention Unit but are still not safe in the general population with a Step-down Unit	492,700	6.00
Enhance: Security system upgrades - master lease	60,446	0.00
Decrease Cost: Assistant Food Services Manager	(145,773)	(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.	(3,310,372)	5.00
FY17 Recommended	52,303,703	414.64

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	42,316,585	43,324,701	43,330,897	44,898,490	3.6 %
Employee Benefits	21,120,424	20,493,668	19,835,527	15,237,777	-25.6 %
County General Fund Personnel Costs	63,437,009	63,818,369	63,166,424	60,136,267	-5.8 %
Operating Expenses	7,576,411	6,791,482	7,196,858	6,732,862	-0.9 %
County General Fund Expenditures	71,013,420	70,609,851	70,363,282	66,869,129	-5.3 %
PERSONNEL					
Full-Time	526	527	527	539	2.3 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Part-Time	2	1	1	0	-100.0 %
FTEs	526.30	526.82	526.82	537.82	2.1 %
REVENUES					
Alternative Community Services	427,441	550,000	365,000	365,000	-33.6 %
Care of Federal/State Prisoners	1,582,628	2,038,313	1,741,508	1,694,040	-16.9 %
Home Confinement Fees	84,962	41,000	59,133	61,000	48.8 %
Illegal Alien Inmate Reimbursement	584,351	600,000	516,933	500,000	-16.7 %
Other Charges/Fees	76,139	45,100	74,200	75,100	66.5 %
Other Intergovernmental	120,758	150,000	139,661	150,000	---
Substance Abusers Intervention Program (IPSA)	73,774	105,000	74,000	74,000	-29.5 %
County General Fund Revenues	2,950,053	3,529,413	2,970,435	2,919,140	-17.3 %

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	---
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	---
Grant Fund - MCG Revenues	0	0	0	0	---

DEPARTMENT TOTALS

Total Expenditures	71,013,420	70,609,851	70,363,282	66,869,129	-5.3 %
Total Full-Time Positions	526	527	527	539	2.3 %
Total Part-Time Positions	2	1	1	0	-100.0 %
Total FTEs	526.30	526.82	526.82	537.82	2.1 %
Total Revenues	2,950,053	3,529,413	2,970,435	2,919,140	-17.3 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	70,609,851	526.82
<u>Changes (with service impacts)</u>		
Enhance: Mental Health: Provide for those with mental health issues that do not need to be in the Crisis Intervention Unit but are still not safe in the general population with a Step-down Unit [Detention Services]	492,700	6.00
Enhance: Security system upgrades - master lease [Detention Services]	60,446	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	934,777	0.00
Increase Cost: add positions in the Central Processing Unit due to the Richmond v. DeWolfe decision, replacing unbudgeted overtime	492,700	6.00
Increase Cost: Group Insurance Adjustment	327,813	0.00
Increase Cost: Annualization of FY16 Personnel Costs	326,545	0.00
Increase Cost: Motor Pool Adjustment	29,238	0.00
Increase Cost: Printing and Mail	8,476	0.00
Decrease Cost: Assistant Food Services Manager [Detention Services]	(145,773)	(1.00)
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(156,780)	0.00
Decrease Cost: PTS Reorganization: Efficiencies in personnel from reorganization [Pre-Trial Services]	(300,000)	0.00
Decrease Cost: Retirement Adjustment	(5,810,864)	0.00
FY17 RECOMMENDED	66,869,129	537.82

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Director	3,540,023	24.00	3,726,800	25.00
Pre-Release and Re-Entry Services	7,183,933	59.80	6,721,191	59.18
Pre-Trial Services	4,679,193	38.38	4,117,435	39.00
Detention Services	55,206,702	404.64	52,303,703	414.64
Total	70,609,851	526.82	66,869,129	537.82

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTES	Total\$	FTES
COUNTY GENERAL FUND					
General Services	General Fund	105,887	1.00	74,019	1.00
Fleet Management Services	Motor Pool	113,139	1.00	104,880	1.00
Total		219,026	2.00	178,899	2.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	66,869	66,869	66,869	66,869	66,869	66,869
No inflation or compensation change is included in outyear projections.						
Annualization of Operating Expenses	0	60	60	60	60	60
Annualization of Master Lease payments for improvements to the security systems.						
Labor Contracts	0	795	795	795	795	795
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	66,869	67,725	67,725	67,725	67,725	67,725



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 FY17 Operating Budget for the Office of Emergency Management and Homeland Security is \$1,998,385, a decrease of \$154,105 or 7.16 percent from the FY16 Approved Budget of \$2,152,490. Most of the decrease is due to vacant positions and reduced grants. Personnel Costs comprise 89.03 percent of the budget for 14 full-time positions and one part-time position, and a total of 15.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charges to or from other departments or funds. Operating Expenses account for the remaining 10.97 percent of the FY17 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Accomplishments

- ☑ Montgomery County became the 12th county in the nation to be accredited by the Emergency Management Accreditation Program. OEMHS, with support from numerous county departments, met all 63 accreditation standards.
- ☑ Provided employee emergency preparedness training through four department-wide workshops.
- ☑ Alert Montgomery subscriber base increased to nearly 22 percent of county population.
- ☑ Coordinated and conducted county facility evacuation drills. OEMHS tracked all County building evacuations and worked with departments on updates to Facility Emergency Evacuation Plans.

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- ☑ Conducted two Emergency Operations Center functional exercises and monthly WebEOC drills.
 - ☑ Continued conducting monthly department Continuity of Operations Planning (COOP) drills with 67 percent of department representatives participating in 2015.
 - ☑ Managed Homeland Security grant funds in excess of \$5 million.

Productivity Improvements

- ✦ In FY 16, OEMHS completed an upgrade to the Hazardous Material Online Permitting System. This upgrade allowed for a smoother user interface and enhanced security.

Program Contacts

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 or Bruce Meier of the Office of Management and Budget at 240.777.2785 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Available capacity for overnight shelter	4,000	4,000	4,000	4,000	4,000
Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709 ¹	39.4	21.8	24.0	28.0	32.0
Percent of Emergency Alerts sent within 20 minutes of information received by the OEMHS between 9-5 M-F	100	100	100	100	100
Percent of Emergency Management Accreditation standards met by the County ²	95	100	100	100	100
Percent of Emergency Management Operations Center systems tested for reliability within required time frame	100	100	100	100	100
Percent of National Incident Management Systems (NIMS) requirements met by the County ³	100	100	80	85	90
Percent of Principal County Departments and Offices with a COOP plan score of 2.5 or higher ⁴	60	67	70	75	80
Percentage of County Facility Emergency Action Plans reviewed within 90 days of submission/contract	90	100	100	100	100
Percentage of required exercises and drills completed ⁵	100	100	100	100	100
Percentage of the County's 19 municipalities participating in Federal Emergency Management Agency's National Flood Insurance Program	100	100	100	100	100

¹ Alert Montgomery upgraded to a new service provider in FY15 (October). This system transition requested users to re-register on the new system. Due to this transition, the percentage of users decreased. However, the 21.8 percent measures users and not the total number of devices. This is a more accurate measure as the average number of devices per user is 2.5 (e.g. - email, text, etc). The total number of users on the Alert Montgomery system as of July 2015 was 218,000.

² In FY15, Montgomery County became the 12th county in the country (and the first in Maryland) to become accredited by the Emergency Management Accreditation Program.

³ Montgomery County measures NIMS compliance for Police, Fire and Rescue, and OEMHS. OEMHS is completing an assessment of the NIMS program in FY16, and we will be expanding the compliance program out to additional departments. We anticipate the percentage of compliance to drop initially following the assessment, but it will improve as we work with departments on achieving compliance.

⁴ *COOP plan score is the average of scores received for each of seven key plan components (Orders of Succession/Delegation of Authority; Mission Essential Functions; Alternate Facilities; Program Manager; Human Capital Management; Vital Records; and Vital Equipment).

⁵ Montgomery County OEMHS coordinates yearly functional exercises, tabletop exercises, and drills.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,781,274	13.30
Decrease Cost: Miscellaneous Operating Expenses	(20,500)	0.00
Enhance: Extend National Incident Management System to all County departments	(49,185)	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.	(204,537)	(1.00)
FY17 Recommended	1,507,052	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	371,216	2.00
Increase Cost: Hazardous Material Permitting System Maintenance	12,500	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.	107,617	1.00
FY17 Recommended	491,333	3.00

Budget Summary

Actual	Budget	Estimate	REC	%Chg
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	FY15	FY16	FY16	FY17	Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	622,130	846,849	612,831	799,556	-5.6 %
Employee Benefits	174,142	281,087	174,540	242,597	-13.7 %
County General Fund Personnel Costs	796,272	1,127,936	787,371	1,042,153	-7.6 %
Operating Expenses	222,087	226,364	427,394	219,307	-3.1 %
County General Fund Expenditures	1,018,359	1,354,300	1,214,765	1,261,460	-6.9 %
PERSONNEL					
Full-Time	8	8	8	8	---
Part-Time	1	1	1	1	---
FTEs	8.60	8.60	8.60	8.60	---
REVENUES					
Hazardous Materials Permits	850,266	800,000	800,000	800,000	---
Other Charges/Fees	5,178	0	0	0	---
County General Fund Revenues	855,444	800,000	800,000	800,000	---

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	605,598	593,499	593,499	558,856	-5.8 %
Employee Benefits	188,705	204,691	204,691	178,069	-13.0 %
Grant Fund - MCG Personnel Costs	794,303	798,190	798,190	736,925	-7.7 %
Operating Expenses	6,189,338	0	0	0	---
Grant Fund - MCG Expenditures	6,983,641	798,190	798,190	736,925	-7.7 %
PERSONNEL					
Full-Time	4	5	5	6	20.0 %
Part-Time	0	0	0	0	---
FTEs	5.70	6.70	6.70	6.70	---
REVENUES					
Federal Grants	8,429,195	250,000	250,000	188,735	-24.5 %
State Grants	0	548,190	548,190	548,190	---
Grant Fund - MCG Revenues	8,429,195	798,190	798,190	736,925	-7.7 %

DEPARTMENT TOTALS

Total Expenditures	8,002,000	2,152,490	2,012,955	1,998,385	-7.2 %
Total Full-Time Positions	12	13	13	14	7.7 %
Total Part-Time Positions	1	1	1	1	---
Total FTEs	14.30	15.30	15.30	15.30	---
Total Revenues	9,284,639	1,598,190	1,598,190	1,536,925	-3.8 %

FY17 Recommended Changes

	Expenditures	FTEs
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COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **1,354,300** **8.60**

Other Adjustments (with no service impacts)

Increase Cost: FY17 Compensation Adjustment	14,708	0.00
Increase Cost: Hazardous Material Permitting System Maintenance [Administration]	12,500	0.00
Increase Cost: Emergency Subscriber Listing Data	8,000	0.00
Increase Cost: Group Insurance Adjustment	5,625	0.00
Increase Cost: Motor Pool Adjustment	604	0.00
Increase Cost: Printing and Mail	129	0.00
Decrease Cost: Retirement Adjustment	(2,294)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(7,790)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Emergency Management Planning, Response & Recovery]	(20,500)	0.00

	Expenditures	FTEs
Decrease Cost: Annualization of FY16 Personnel Costs	(103,822)	0.00
FY17 RECOMMENDED	1,261,460	8.60

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION	798,190	6.70
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Federal Programs

Enhance: Extend National Incident Management System to all County departments	(49,185)	0.00
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Other Adjustments (with no service impacts)

Decrease Cost: Annualization of FY16 Personnel Costs	(12,080)	0.00
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FY17 RECOMMENDED	736,925	6.70
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Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Emergency Management Planning, Response & Recovery	1,781,274	13.30	1,507,052	12.30
Administration	371,216	2.00	491,333	3.00
Total	2,152,490	15.30	1,998,385	15.30

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

COUNTY GENERAL FUND

EXPENDITURES

FY17 Recommended	1,261	1,261	1,261	1,261	1,261	1,261
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 other negotiated items.						
Subtotal Expenditures	1,261	1,272	1,272	1,272	1,272	1,272

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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 Operations; Division of Human Resources; Division of Fiscal Management; Division of Support Services; Division of Volunteer and Community 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 FY17 Operating Budget for the Montgomery County Fire and Rescue Service is \$213,211,431, a decrease of \$9,087,957 or 4.09 percent from the FY16 Approved Budget of \$222,299,388. The primary driver of this decrease is the reduced required County contribution into retirement plans as a result of revised actuarial assumptions and changes to the amortization period based on the County's five year experience study. Personnel Costs comprise 81.41 percent of the budget for 1,276 full-time positions and one part-time position, and a total of 1,227.76 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charges to or from other departments or funds. Operating Expenses account for the remaining 18.59 percent of the FY17 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 \$7,491,440 for general obligation debt and \$5,517,600 for other debt 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 is emphasized:

Safe Streets and Secure Neighborhoods

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Begin improving Advanced Life Support response time by adding a Paramedic to engines at Bethesda, Cabin John, and Glen Echo stations and by adding a Paramedic Chase Unit at Bethesda (Democracy Boulevard).
- ★ Replace and upgrade all Self Contained Breathing Apparatus to improve responder safety.

Accomplishments

- ☑ Increased Sandy Spring Fire Station 40's staffing level to improve response times; enhanced service levels included much needed Advanced Life Support (ALS) capabilities provided through a paramedic engine company. This collaboration with the Sandy Spring Volunteer Fire Department empowers them to limit potential response failures through additional, diversified riding opportunities for volunteer personnel.

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- ✓ Completed the 2016-2022 Fire, Rescue, EMS and Community Risk Reduction Master Plan, which maps out MCFRS initiatives for the future.
 - ✓ Improved apparatus availability by implementing a second shift at the apparatus maintenance and repair facility.
 - ✓ MCFRS identified the most commonly transported patients and determined that many of them share certain needs that could be addressed by programs offered by the county's Department of Health and Human Services (HHS). A joint MCFRS-HHS initiative is now aimed at reducing repeat transports by targeting these patients for inclusion into the HHS programs.
 - ✓ Instituted Fire and Rescue Occupational and Medical Services (FROMS) injury prevention consultation program, which includes discussion during annual medical examination of injury prevention, healthy lifestyle and proper fitness level; evaluating back flexibility and following up with firefighters who do not demonstrate sufficient flexibility; and identifying, evaluating and treating lingering orthopedic injuries before they worsen to the point that they result in lost time from work.
 - ✓ Instituted injury prevention program in the recruit school curriculum that features training on the most common causes of firefighter injuries and on how to prevent those injuries. Designed recruit physical training to simulate common firefighter tasks to reduce the likelihood of injury when performing these tasks in the field.
 - ✓ MCFRS, in cooperation with urgent care centers, will operate a 90-day pilot program to transport certain patients with their consent to these facilities instead of hospital emergency rooms which might have had longer wait times and require more travel time.
 - ✓ Transferred the civilian Fire Code Compliance section of Fire Rescue Services to the Department of Permitting Services. This will complete the County Executive's goal of a "One Stop Shop" in one department for efficient service delivery and to reduce the cost of Fire Code Compliance.

Productivity Improvements

- ★ The department internally restructured in FY16 to provide better service and create efficiencies.
- ★ Civilianized positions, which will eventually save millions of dollars annually in personnel costs. Specifically, achieved full civilianization of code compliance, allowing 18 uniform personnel to be assigned to the field instead of to code compliance; civilianized two positions at the training academy that had previously been filled by captains, allowing the captains to work in the field and reduce MCFRS personnel costs; and civilianizing dispatch positions in the Emergency Communications Center.
- ★ Reallocating resources to provide ALS units to three additional stations will significantly improve response times to over 85,000 residents and many businesses.

Program Contacts

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Bruce 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 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; manages and integrates information technology into the MCFRS' business processes; and recommends policy initiatives and programs to the County Executive.

The Office of the Fire Chief includes the Internal Affairs Section and the Planning Section. The internal affairs office investigates complaints and serious violations of the personnel regulations and department policy and conducts procedural background investigations of applicants for firefighters/rescuer positions. 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Commission on Fire Accreditation International (CFAI) core competencies met during FY14-FY18 accreditation cycle	98.8%	98.8%	98.8%	100%	100%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	19,183,443	56.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(13,935,706)	(44.00)
FY17 Recommended	5,247,737	12.00

Notes: The department internally restructured in FY16 to provide better service and create efficiencies. Also, Fire Code Compliance was transferred to the Department of Permitting Services.

Operations

The Operations Division is the organizational component of the MCFRS that is responsible for the day-to-day delivery of critical Emergency Medical Services (EMS), Fire Suppression, and Technical Rescue mitigation to the citizens and visitors of Montgomery County. The Division's personnel also assist the Division of Volunteer and Community 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 90,000 calls annually resulting in the transport of 70,000 people to local hospitals. There are 27,000 fire incidents, technical rescue, and hazardous materials incidents annually.

The Operations Division is organized into four major sections, including Field Operations, Emergency Communications Center (ECC), Special Operations, and Emergency Medical Service.

MCFRS personnel operate from 37 Fire and Rescue stations. Thirty-five engines, 16 aerial units, 6 heavy rescue squads, 17 ALS medic units, and 24 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
EMS cardiac care: Percentage of STEMI patients with door-to-balloon (D2B) time less than or equal to 90 minutes	97.2%	94.8%	94.5%	94.3%	94.0%
90th percentile arrival time for first Advanced Life Support (ALS) unit in metropolitan areas of the county	10:53	10:43	10:40	10:35	10:30
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the county	11:46	12:05	11:55	11:45	11:35
90th percentile arrival time for first Advanced Life Support (ALS) unit in suburban areas of the county	11:59	11:57	11:55	11:50	11:45
90th percentile arrival time for first Advanced Life Support (ALS) unit in rural areas of the county	12:07	12:05	12:05	12:00	12:00
90th percentile arrival time for first engine to structure fire in metropolitan areas of the county	7:34	8:56	8:45	8:35	8:30
90th percentile arrival time for first engine to structure fire in urban areas of the county	8:21	9:32	9:15	9:00	8:45
90th percentile arrival time for first engine to structure fire in suburban areas of the county	8:34	9:49	9:35	9:25	9:15
90th percentile arrival time for first engine to structure fire in rural areas of the county	10:30	12:00	11:50	11:40	11:30
Percent of residential structure fires confined to the room of origin	76%	74%	75%	75%	76%
Number of residential fire deaths per 100,000 residents	0.4	0.4	0.4	0.4	0.4
Number of residential fire injuries per 100,000 residents	6.0	2.6	2.5	2.3	2.2

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	161,047,957	1,128.50
Enhance: Improve ALS Response Time with Paramedic Engines and Chase Cars	992,000	16.00
Increase Cost: Holiday Pay	775,000	0.00
Shift: Telecommunication Charges	(251,850)	0.00
Decrease Cost: EMS Certifications on Overtime	(380,000)	0.00
Decrease Cost: Consolidation and civilianization of the Emergency Communications Center (ECC)	(435,694)	9.00
Reduce: Hillandale Tower 724 - service to be provided from surrounding stations	(714,000)	(5.00)
Reduce: Hyattstown Engine 709 - service to be provided from surrounding stations	(1,680,000)	(12.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(10,646,997)	(14.60)
FY17 Recommended	148,706,416	1,121.90

Notes: The department internally restructured in FY16 to provide better service and create efficiencies. Also, Fire Code Compliance was transferred to the Department of Permitting Services.

Human Resources

The Division of Human Resources handles hiring, promotional test administration, labor relations, discipline process, pay and benefits, occupational safety, collision review, health and wellness, recruit training, continuing education, and in-service training. The Division is comprised of the following organizational components: employee services/human resources; workforce recruiting; medical; behavioral health; health and safety; and training.

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's Office of Human Resources and County Attorney's Office.

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.

Fire Rescue Occupational Medical Section (FROMS) was established 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 evaluation as necessary. FROMS also monitors employees injured on the job to ensure appropriate care and timely return to work.

The behavioral and mental health of MCFRS fire and rescue personnel and their families is addressed by the Behavioral Health Section. 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.

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 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), station safety inspections, live fire training, special projects, and safety-related training programs.

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	33,610,311	74.76
Increase Cost: Recruit Class starts in January with 66 (50 attrition, 16 new)	2,458,578	0.00
Decrease Cost: Fire Code Compliance not transferred to Permitting Services: Abolish unfunded positions and decrease Operating Expenses	(69,700)	(3.00)
Decrease Cost: Risk Reduction and Training Assistant Chief	(200,000)	(1.00)
Shift: Fire Code Compliance to Permitting Services	(2,743,878)	(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.	(6,401,173)	(8.00)
FY17 Recommended	26,654,138	36.76

Notes: The department internally restructured in FY16 to provide better service and create efficiencies. Also, Fire Code Compliance was transferred to the Department of Permitting Services.

Volunteer and Community Services

The Division of Volunteer and Community Services manages and coordinates the department's community outreach efforts and 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Child safety seat inspections survey - percent of respondents who were overall satisfied	99.6%	99.4%	99.5%	99.5%	99.6%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,468,690	6.00
Enhance: Provide Personal Protective Equipment for Emergency Medical Services Volunteers	80,000	0.00
Increase Cost: Montgomery County Volunteer Fire and Rescue Association Bargaining Agreement	51,079	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.	445,915	4.00
FY17 Recommended	3,045,684	10.00

Notes: The department internally restructured in FY16 to provide better service and create efficiencies. Also, Fire Code Compliance was transferred to the Department of Permitting Services.

Support Services

The Division of Support Services provides central administrative and management service and direction for support functions across the department. Core services include logistics, facilities and information technology.

The logistics function consists of property and supply, fleet operations and fleet maintenance. The Property and Supply Section handles the uniform and protective clothing and self-contained breathing apparatus needs for career and volunteer fire and rescue personnel. 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 section coordinates special services such as uniform tailoring and alterations, shoe repair, and

protective clothing inspection, cleaning, and repair.

Maintenance of MCFRS heavy apparatus is performed and managed by the Fleet Operations Section. The section ensures compliance with state and federal regulations pertaining to emissions, inspections and safe vehicle operation.

The Fleet Support Section handles the acquisition and disposal of County-owned apparatus as well as assisting LFRD's with acquisition of apparatus. The section selects, acquires, maintains and repairs tools, equipment, hose, and appliances used by fire and rescue personnel. Fleet support also purchases and manages fuel for the department.

The 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.

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,988,987	34.00
Enhance: Upgrade and replace Self Contained Breathing Apparatus - Master Lease	1,432,566	0.00
Decrease Cost: Mowing contract	(25,000)	0.00
Decrease Cost: Apparatus Master Leases	(346,969)	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.	6,358,494	9.00
FY17 Recommended	13,408,078	43.00

Notes: The department internally restructured in FY16 to provide better service and create efficiencies. Also, Fire Code Compliance was transferred to the Department of Permitting Services.

Fiscal Management

The Division of Fiscal Management is responsible for the overall management of the MCFRS operating budget; the management and administration of State and Federal funding; management oversight of the EMS reimbursement program; accounts payable; accounts receivable; and contract management and development.

The Budget and Grants Section handles budget development and management; grant coordination, administration and close-out; expenditure and revenue analysis and tracking; ordering and payment for office and station supplies; and department-wide financial procedures.

The EMST Reimbursement Section manages the department's ambulance transport reimbursement program. The section reviews patient care reports, ensures compliance with various local and federal regulations, manages a large contract, reconciles revenues, distributes and tracks EMST revenues that are sent to the 19 volunteer departments and monitors the expenditure of EMST reimbursement funds by MCFRS.

The Procurement Section advises and assists in the acquisition of all goods and services for the department. The expertise on procurement procedures and regulations resides in this section, which develops and administers contracts throughout MCFRS. All payments and purchase orders are entered and approved by the Procurement Section, and the section coordinates and oversees the department's purchasing card accounts.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
Enhance: Records management and Emergency Medical Services Transport billing	49,390	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.	16,099,988	53.60
FY17 Recommended	16,149,378	54.10

Notes: The department internally restructured in FY16 to provide better service and create efficiencies. Also, Fire Code Compliance was transferred to the Department of Permitting Services.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	120,112,787	121,587,705	120,896,466	123,625,567	1.7 %
Employee Benefits	66,326,824	60,360,847	61,050,761	49,949,875	-17.2 %
Fire Personnel Costs	186,439,611	181,948,552	181,947,227	173,575,442	-4.6 %
Operating Expenses	42,257,450	40,350,836	42,289,451	39,635,989	-1.8 %
Fire Expenditures	228,697,061	222,299,388	224,236,678	213,211,431	-4.1 %
PERSONNEL					
Full-Time	1,271	1,297	1,297	1,276	-1.6 %
Part-Time	3	2	2	1	-50.0 %
FTEs	1,275.37	1,299.26	1,299.26	1,277.76	-1.7 %
REVENUES					
Automation Enhancement Fee	103,483	120,000	120,000	0	-100.0 %
EMS Reimbursement-Ambulance Fee	16,912,283	17,500,000	17,500,000	18,200,000	4.0 %
Fire Code Enforcement Permits	453,765	600,000	600,000	0	-100.0 %
Investment Income	75,192	46,760	170,020	170,020	263.6 %
Miscellaneous Revenues	409,936	10,000	20,000	20,000	100.0 %
Occupancy Permits	585	0	0	0	---
Other Charges/Fees	667,180	715,000	715,000	0	-100.0 %
Property Tax	233,983,584	206,867,464	206,546,296	210,809,823	1.9 %
State Fire/Rescue 508 Funds	1,526,354	0	0	0	---
Fire Revenues	254,132,362	225,859,224	225,671,316	229,199,843	1.5 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,017,762	0	0	0	---
Employee Benefits	488,072	0	0	0	---
Grant Fund - MCG Personnel Costs	1,505,834	0	0	0	---
Operating Expenses	1,041,663	0	0	0	---
Grant Fund - MCG Expenditures	2,547,497	0	0	0	---
PERSONNEL					
Full-Time	12	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	11.19	0.00	0.00	0.00	---
REVENUES					
Federal Grants	4,916,169	0	0	0	---
State Grants	34,628	0	0	0	---
Grant Fund - MCG Revenues	4,950,797	0	0	0	---
DEPARTMENT TOTALS					
Total Expenditures	231,244,558	222,299,388	224,236,678	213,211,431	-4.1 %
Total Full-Time Positions	1,283	1,297	1,297	1,276	-1.6 %
Total Part-Time Positions	3	2	2	1	-50.0 %
Total FTEs	1,286.56	1,299.26	1,299.26	1,277.76	-1.7 %
Total Revenues	259,083,159	225,859,224	225,671,316	229,199,843	1.5 %

FY17 Recommended Changes

	Expenditures	FTEs
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FIRE

	Expenditures	FTEs
FY16 ORIGINAL APPROPRIATION	222,299,388	1,299.26
<u>Changes (with service impacts)</u>		
Enhance: Upgrade and replace Self Contained Breathing Apparatus - Master Lease [Support Services]	1,432,566	0.00
Enhance: Improve ALS Response Time with Paramedic Engines and Chase Cars [Operations]	992,000	16.00
Enhance: Provide Personal Protective Equipment for Emergency Medical Services Volunteers [Volunteer and Community Services]	80,000	0.00
Enhance: Records management and Emergency Medical Services Transport billing [Fiscal Management]	49,390	0.50
Reduce: Hillandale Tower 724 - service to be provided from surrounding stations [Operations]	(714,000)	(5.00)
Reduce: Hyattstown Engine 709 - service to be provided from surrounding stations [Operations]	(1,680,000)	(12.00)
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Recruit Class starts in January with 66 (50 attrition, 16 new) [Human Resources]	2,458,578	0.00
Increase Cost: FY17 Compensation Adjustment	2,374,120	0.00
Increase Cost: Annualization of FY16 Lapsed Positions	1,042,578	0.00
Increase Cost: Group Insurance Adjustment	776,094	0.00
Increase Cost: Holiday Pay [Operations]	775,000	0.00
Increase Cost: Group Insurance Employer Cost Share	578,000	0.00
Increase Cost: Montgomery County Volunteer Fire and Resue Association Bargaining Agreement [Volunteer and Community Services]	51,079	0.00
Increase Cost: Printing and Mail	20,860	0.00
Decrease Cost: Mowing contract [Support Services]	(25,000)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(47,893)	0.00
Decrease Cost: Fire Code Compliance not transferred to Permitting Services: Abolish unfunded positions and decrease Operating Expenses [Human Resources]	(69,700)	(3.00)
Decrease Cost: Motor Pool Adjustment	(96,449)	0.00
Decrease Cost: Risk Reduction and Training Assistant Chief [Human Resources]	(200,000)	(1.00)
Shift: Telecommunication Charges [Operations]	(251,850)	0.00
Decrease Cost: Apparatus Master Leases [Support Services]	(346,969)	0.00
Decrease Cost: EMS Certifications on Overtime [Operations]	(380,000)	0.00
Decrease Cost: Consolidation and civilianization of the Emergency Communications Center (ECC) [Operations]	(435,694)	9.00
Decrease Cost: Risk Management Adjustment	(1,667,113)	0.00
Shift: Fire Code Compliance to Permitting Services [Human Resources]	(2,743,878)	(26.00)
Decrease Cost: Retirement Adjustment	(11,059,676)	0.00

FY17 RECOMMENDED **213,211,431 1,277.76**

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Fire Chief	19,183,443	56.00	5,247,737	12.00
Operations	161,047,957	1,128.50	148,706,416	1,121.90
Human Resources	33,610,311	74.76	26,654,138	36.76
Volunteer and Community Services	2,468,690	6.00	3,045,684	10.00
Support Services	5,988,987	34.00	13,408,078	43.00
Fiscal Management	0	0.00	16,149,378	54.10
Total	222,299,388	1,299.26	213,211,431	1,277.76

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
FIRE					
Emergency Management and Homeland Security	Grant Fund	125,000	1.00	0	0.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
FIRE						
EXPENDITURES						
FY17 Recommended	213,211	213,211	213,211	213,211	213,211	213,211
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY17	0	464	464	464	464	464
New positions in the FY17 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears for positions added at Bethesda, Cabin John, and Glen Echo to improve Advanced Life Support response time.						
Consolidation and Civilianization of Emergency Communications Center (ECC)	0	(217)	(1,912)	(1,912)	(1,912)	(1,912)
In FY17 is year three of a four-year plan to convert thirty-three uniformed FRS positions to civilian positions in the ECC.						
Labor Contracts	0	1,312	1,312	1,312	1,312	1,312
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	213,211	214,770	213,075	213,075	213,075	213,075

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Improve ALS Response Time with Paramedic Engines and Chase Cars	816,000	16.00	1,280,000	16.00
Total	816,000	16.00	1,280,000	16.00

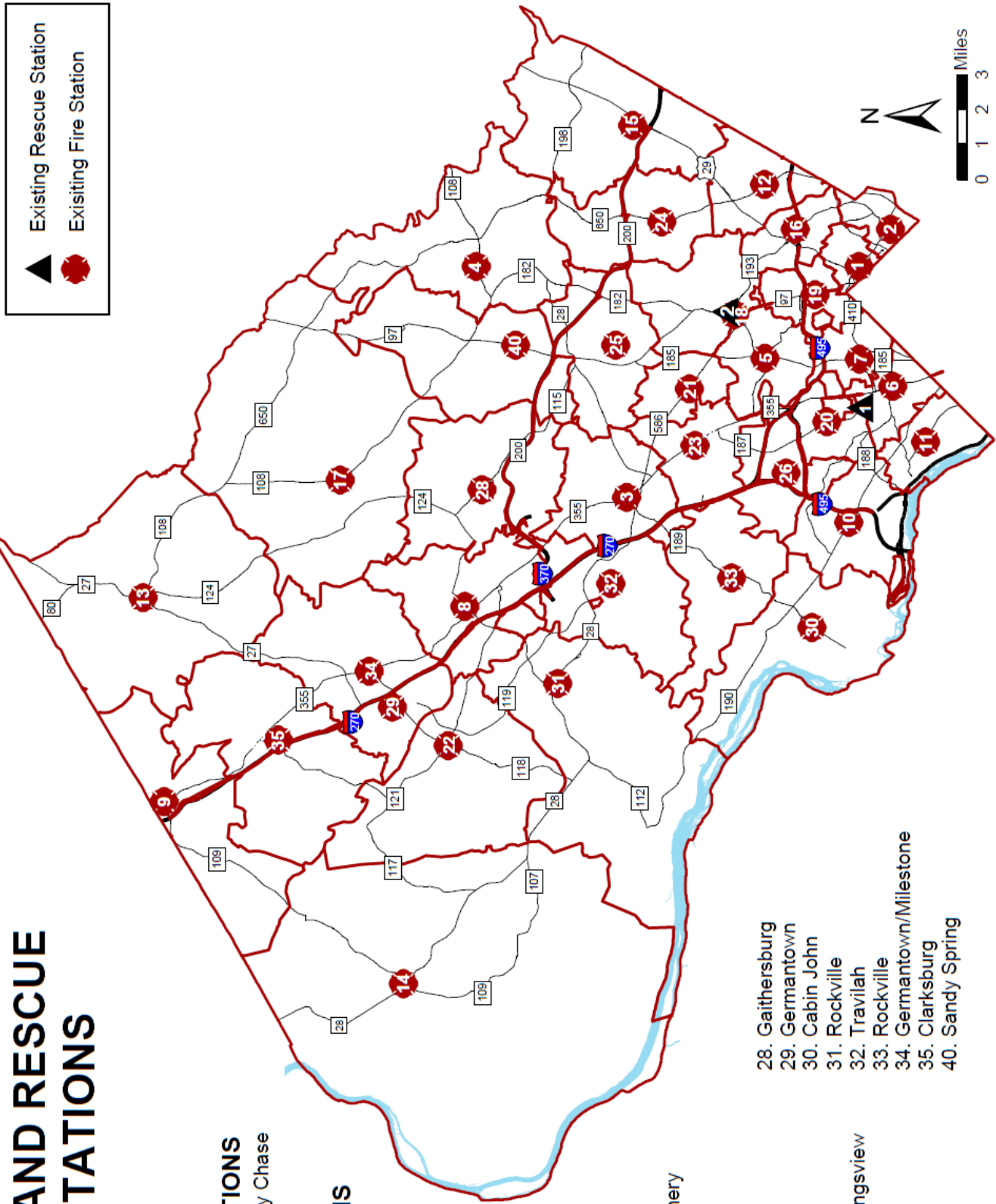
FIRE AND RESCUE STATIONS

RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

FIRE STATIONS

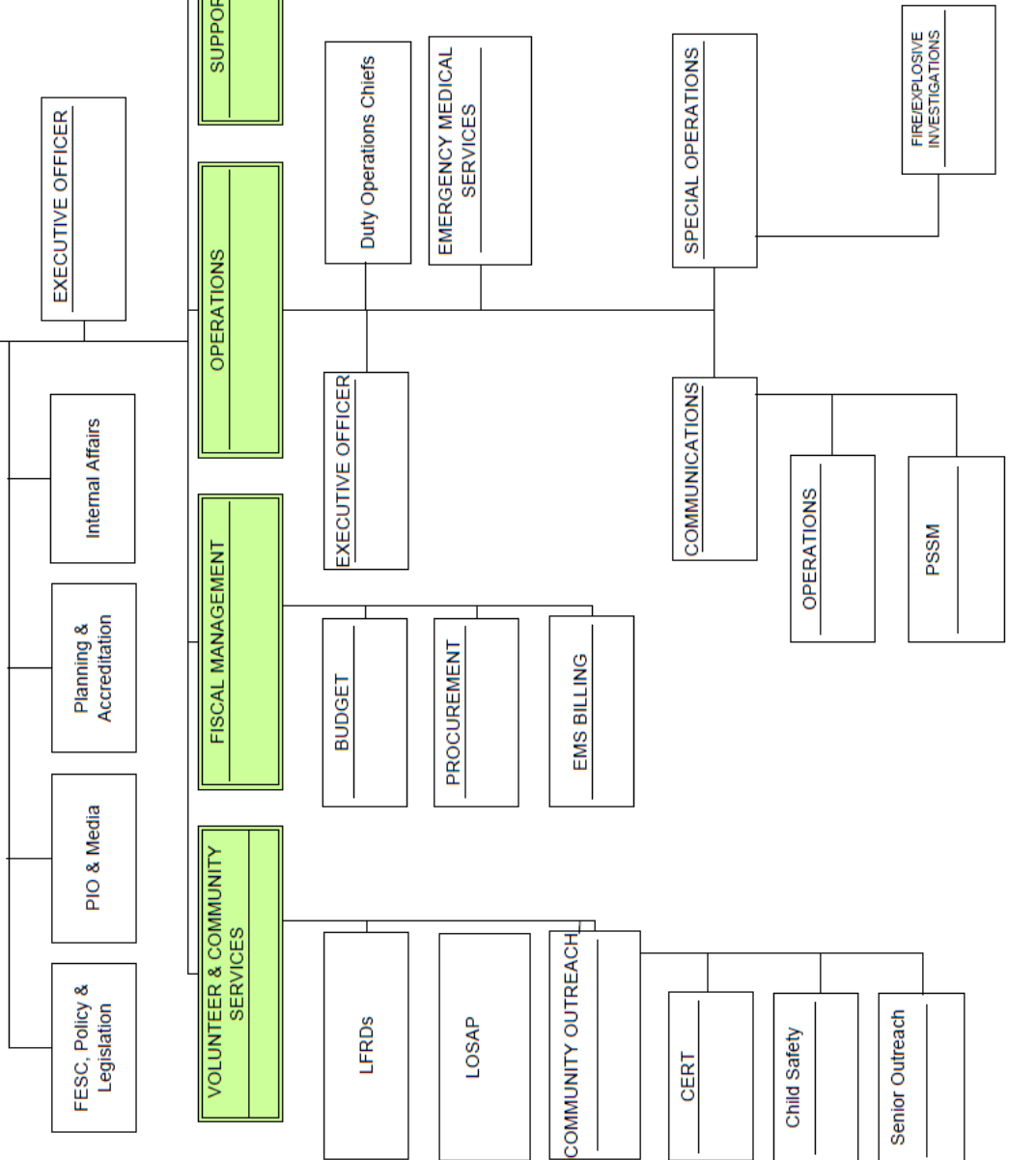
1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
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



Montgomery County Fire & Rescue Service



Fire Chief



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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 partnerships 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 FY17 Operating Budget for the Department of Police is \$265,934,884, a decrease of \$4,848,080 or 1.79 percent from the FY16 Approved Budget of \$270,782,964. The primary driver of this decrease is the reduced required County contribution into retirement plans as a result of revised actuarial assumptions and changes to the amortization period based on the County's five year experience study. Personnel Costs comprise 83.99 percent of the budget for 1,823 full-time position(s) and 186 part-time position(s), and a total of 1,881.75 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 16.01 percent of the FY17 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Average emergency 911 call response time (minutes)	7:26	7:29	7:30	7:30	7:30

Initiatives

-  Fully implement a body camera program that will add accountability and trust in the County's policing.
-  Add six new officers for the Mary Sector of the 5th District Station, covering Germantown and Clarksburg.
-  Working with the Police Executive Research Forum (PERF), establish a deflection model for persons with addictions and/or mental illness.

- ★ Continue the consolidation of the Emergency Communications Center (ECC) with the addition of Deputy Director, Information Technology, and Quality Assurance positions.
- ★ Continue lifesaving capability of Department personnel through the purchase and deployment of automated external defibrillators (AED).
- ★ Add a veterinarian and veterinarian assistant to improve the services offered by the veterinarian suite at the County's animal shelter.
- ★ Improve the security of County buildings by funding an evaluation of best practices and the vulnerability of the County's current facilities. Funding to start improvements is included as well.

Accomplishments

- ✓ Established two Central Business Districts (CBD) teams in the 5th District (Germantown).
- ✓ Developed and implemented a comprehensive body worn camera program pilot. The Department was requested to sit on the Governor's Task Force for policy development and implementation of a body worn camera program throughout the State of Maryland.
- ✓ Safe Speed (speed camera automated enforcement) program is being recognized as a "Model for the Nation." The Insurance Institute for Highway Safety completed a second independent evaluation of the Safe Speed program, which confirmed MCPD's program has led to long-term changes in driver behavior and substantial reductions in deaths and injuries on County roadways.
- ✓ Added a licensed clinical social worker funded through the Community Oriented Policing (COPS) grant to enhance effectiveness in addressing mental illness issues within the community.
- ✓ Established a partnership between MCPD, the World Organization for Resource Development and Education (WORDE), and the County's Faith Community Working Group (FCWG) as a national model for social cohesion, intervention, and prevention. The model is currently being studied by the National Institute of Justice (NIJ) and the Police Executive Research Forum (PERF).
- ✓ Completed a phase of the ECC consolidation by transferring the answering of the Fire non-emergency line and the processing of fire systems, fire drills, and fire information calls from Montgomery County Fire Rescue Services to MCPD.
- ✓ The Department's Public Information Office continues to increase public trust and accountability through a more robust social media presence on Twitter and Facebook where an exchange of information between the Department and the community occurs 24/7.
- ✓ Expanded the Department's Explorer program at the middle school level.
- ✓ Expanded youth outreach to include elementary school students through drop-in programs.

Productivity Improvements

- ★ Included the Patrol Investigative Units (PIUs), that are collocated with the District Investigative Sections to increase productivity of investigating auto theft cases.
- ★ Established an online registration and fee payment system in the False Alarm Reduction Section (FARS), which provides County residents with an automated process for registering their alarms systems and paying renewal and response fees.

Program Contacts

Contact Neil Shorb of the Department of Police at 240.773.5237 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

Program Descriptions

Office of the 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 located in the Office of the Chief as well.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,710,922	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.	1,618,739	0.00
FY17 Recommended	3,329,661	3.00

Organizational Support Services

This program within the Office of the Chief of Police consists of the Internal Affairs Division, which investigates allegations of misconduct by Department employees and works to identify patterns of problematic behavior.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,231,332	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.	(156,502)	(1.00)
FY17 Recommended	1,074,830	7.00

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 conduct targeted enforcement operations in response to identified crime increases and crime trends. These teams engage the community in community policing efforts to sustain gains achieved through joint partnership efforts.
- The School Resource Officers are deployed to public high schools to provide police services while providing mentoring, mediation and educational services to all stakeholders in the school system with the goal of preventing crimes before they occur.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	123,584,522	933.83
Increase Cost: Recruit Class Funding - 25 Recruits in July and January	2,154,512	0.00
Enhance: 5th District Mary Sector Staffing Enhancement (Six Police Officers)	432,233	6.00
Decrease Cost: Reduce Front Desk Coverage of 1st District Station Overnight	(90,007)	(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.	(13,032,847)	(8.88)
FY17 Recommended	113,048,413	929.95

Field Services

The Field Services Bureau (FSB) is responsible for providing specialized services in several key service delivery functions and consists of the

following divisions: the Special Operations Division, the Traffic 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), the Emergency Services Unit (ESU), and the Managed Search Operations Team (MSOT).

- The Traffic Operations Division focuses on enforcement of traffic laws, investigation of serious traffic collisions, and providing safety education for students and the general public. This division consists of the Automated Traffic Enforcement Unit (ATEU), the School Safety Section, and Special Traffic Operations Section, which includes four specialized units: Alcohol Initiatives Unit (AIU), Collision Reconstruction Unit (CRU), Commercial Vehicles Unit, and the Chemical Test for Alcohol Unit.
- The Department's Public Information Office provides information to the public on matters of interest and safety by providing the news media with timely and accurate information.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of traffic collisions in Montgomery County	20,443	21,087	19,950	19,000	19,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	29,782,479	171.32
Increase Cost: School Bus Camera Program	249,900	0.00
Increase Cost: Crossing Guards for new Clarksburg/Damascus middle school	48,796	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.	(1,091,305)	(7.62)
FY17 Recommended	28,989,870	164.30

Animal Services Division

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,181,687	64.00
Enhance: Animal Services Division Veterinary Services	96,265	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.	(170,716)	0.00
FY17 Recommended	6,107,236	66.00

Security Services Division

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,958,682	46.00
Add: Level of Effort Planning Funds for County Security and Improvements	250,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	52,615	0.00
FY17 Recommended	5,261,297	46.00

Investigative Services

The Investigative Services Bureau is the primary investigative branch for serious and violent crime in Montgomery County. Detectives are assigned to one of the four divisions in this Bureau and are responsible for investigations leading to the detection, identification, apprehension and prosecution of persons responsible for committing serious crimes in the County. The Bureau is comprised of four major Divisions:

- The Criminal Investigations Division is responsible for investigating a wide range of property crimes and crimes against persons. This Division consists of the District Investigative Section (fully operational investigative units at each district station), the Financial Crimes Section (fraud, pawn and electronic crimes), and the Central Auto Theft Section. The Crime Laboratory and the Forensic Services Section is also a part of the Criminal Investigations Division.
- The Major Crimes Division includes the Homicide Section, the Robbery Section, the Fugitive Section, the Victim/Witness Assistance Section, the Missing Persons Section, and the Cold Case Section.
- 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 Special Victims Investigations Division consists of four sections: the Child Abuse/Sexual Assault Section, the Missing Persons/Runaway Section, the Domestic Violence/Elder Abuse Section, and the Child Exploitation and Registry Section. The Division is responsible for investigating sex crimes against children and adults, physical child abuse, runaways, missing children, felony domestic violence, elder abuse, and registration violations of sex offenders.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Crime investigation and closure rate: Homicide	82%	87.5%	80%	80%	80%
Crime investigation and closure rate: Rape	80%	90.5%	80%	80%	80%
Crime investigation and closure rate: Robbery	44%	53.6%	45%	45%	45%
Crime investigation and closure rate: Aggravated Assaults	76%	74.4%	65%	65%	65%
Crime investigation and closure rate: Burglary	37%	37.8%	35%	35%	35%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	40,958,763	307.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,159,839)	(11.00)
FY17 Recommended	37,798,924	296.50

Management Services

This program is under the direction of the Management Services Bureau and provides crucial administrative and management support services to the Department and technical support to police operations through various types of technology, analysis, education, training, and maintenance of active and historical records and warrants. The Bureau is comprised of the following major divisions:

- 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 Public Safety Communications Center answers all 911 calls dialed in Montgomery County, as well as non-emergency police service calls. Calls are screened, redirected, and dispatched as necessary.
- The Information Management and Technology Division provides leadership and strategic direction on law enforcement technology issues and leads the Department's technology innovations. This Division includes the Records Section, which is the clearinghouse for criminal histories, crime statistics, and includes the Message Routing Unit, Warrant Control Unit, Data Systems Unit, and the Records Management Unit; the Field Support Section includes: which consist of the Telephone Reporting Unit (TRU), Warrant Control Unit, and the Data

Systems Unit; and the Technology Section, which is responsible for technical service and support to the District Stations and other facilities.

- The Employee Health and Wellness Division is responsible for promoting the health and wellbeing of Department personnel; coordinating the administration of the Worker's Compensation program; and coordinating other initiatives with the County's 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 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 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 coordination of short- and long-term planning for the agency.

- The Legal and Labor Relations Division 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average time to answer 911 calls (seconds)	3.0	3.0	3.0	3.0	3.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	62,374,577	334.50
Increase Cost: Annualization of Emergency Communications Center (ECC) Positions	2,559,994	3.00
Increase Cost: Next Generation 911 System Costs	552,000	0.00
Add: New Positions: Emergency Communication Center Deputy Director, Quality Assurance, Information Technology	348,703	3.00
Increase Cost: Annualization of Ballistic Vests and Body Cameras - Master Leases	214,867	0.00
Increase Cost: Body Worn Camera Program Contractor for Data Management	150,000	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.	4,124,512	28.50
FY17 Recommended	70,324,653	369.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	149,606,204	155,909,662	154,168,344	164,418,257	5.5 %
Employee Benefits	77,746,380	73,350,029	74,465,157	58,779,442	-19.9 %
County General Fund Personnel Costs	227,352,584	229,259,691	228,633,501	223,197,699	-2.6 %
Operating Expenses	43,779,627	41,358,273	40,543,173	42,572,185	2.9 %
County General Fund Expenditures	271,132,211	270,617,964	269,176,674	265,769,884	-1.8 %
PERSONNEL					
Full-Time	1,783	1,808	1,808	1,822	0.8 %
Part-Time	186	185	185	186	0.5 %
FTEs	1,841.75	1,867.15	1,867.15	1,880.75	0.7 %
REVENUES					
Emergency 911	7,190,139	6,745,000	6,745,000	6,745,000	---
Health Inspection: Restaurants	(171)	0	0	0	---
Miscellaneous Revenues	(16,415)	40,000	40,000	40,000	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Other Charges/Fees	1,755,375	1,500,000	1,500,000	1,500,000	---
Other Fines/Forfeitures	494,010	274,500	274,500	274,500	---
Other Intergovernmental	94,130	70,335	70,335	70,335	---
Other Licenses/Permits	80,028	76,300	76,300	76,300	---
Pet Licenses	270,633	1,251,707	1,251,707	1,251,707	---
Photo Red Light Citations	4,758,461	3,900,000	4,100,000	4,100,000	5.1 %
Speed Camera Citations	18,847,043	16,700,000	17,200,000	17,200,000	3.0 %
State Aid: Police Protection	13,719,271	13,768,440	13,768,440	14,743,832	7.1 %
Vehicle/Bike Auction Proceeds	804,276	1,000,000	800,000	800,000	-20.0 %
County General Fund Revenues	47,996,780	45,326,282	45,826,282	46,801,674	3.3 %

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	460,319	98,566	98,566	99,290	0.7 %
Employee Benefits	94,780	49,434	49,434	48,710	-1.5 %
Grant Fund - MCG Personnel Costs	555,099	148,000	148,000	148,000	---
Operating Expenses	835,244	17,000	17,000	17,000	---
Grant Fund - MCG Expenditures	1,390,343	165,000	165,000	165,000	---

PERSONNEL

Full-Time	1	1	1	1	---
Part-Time	0	0	0	0	---
FTEs	1.00	1.00	1.00	1.00	---

REVENUES

Federal Grants	1,379,520	0	0	0	---
State Grants	739,048	165,000	165,000	165,000	---
Grant Fund - MCG Revenues	2,118,568	165,000	165,000	165,000	---

DEPARTMENT TOTALS

Total Expenditures	272,522,554	270,782,964	269,341,674	265,934,884	-1.8 %
Total Full-Time Positions	1,784	1,809	1,809	1,823	0.8 %
Total Part-Time Positions	186	185	185	186	0.5 %
Total FTEs	1,842.75	1,868.15	1,868.15	1,881.75	0.7 %
Total Revenues	50,115,348	45,491,282	45,991,282	46,966,674	3.2 %

FY17 Recommended Changes

	Expenditures	FTEs
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COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION

270,617,964 1,867.15

Changes (with service impacts)

Enhance: 5th District Mary Sector Staffing Enhancement (Six Police Officers) [Patrol Services]	432,233	6.00
Add: New Positions: Emergency Communication Center Deputy Director, Quality Assurance, Information Technology [Management Services]	348,703	3.00
Add: Level of Effort Planning Funds for County Security and Improvements [Security Services Division]	250,000	0.00
Enhance: Animal Services Division Veterinary Services [Animal Services Division]	96,265	2.00

Other Adjustments (with no service impacts)

Increase Cost: FY17 Compensation Adjustment	4,164,591	0.00
Increase Cost: Annualization of Emergency Communications Center (ECC) Positions [Management Services]	2,559,994	3.00
Increase Cost: Recruit Class Funding - 25 Recruits in July and January [Patrol Services]	2,154,512	0.00
Increase Cost: Group Insurance Adjustment	1,246,250	0.00
Increase Cost: Annualization of FY16 Compensation Increases	1,092,183	0.00
Increase Cost: Motor Pool Adjustment	686,366	0.00
Increase Cost: Next Generation 911 System Costs [Management Services]	552,000	0.00
Increase Cost: School Bus Camera Program [Field Services]	249,900	0.00
Increase Cost: Annualization of Ballistic Vests and Body Cameras - Master Leases [Management Services]	214,867	0.00

	Expenditures	FTEs
Increase Cost: Other Telecommunications Charges	162,000	0.00
Increase Cost: Annualization of Lapsed Positions and Overtime	156,211	0.00
Increase Cost: Body Worn Camera Program Contractor for Data Management [Management Services]	150,000	0.00
Increase Cost: Crossing Guards for new Clarksburg/Damascus middle school [Field Services]	48,796	0.60
Increase Cost: Printing and Mail	29,079	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(28,412)	0.00
Decrease Cost: Reduce Front Desk Coverage of 1st District Station Overnight [Patrol Services]	(90,007)	(1.00)
Decrease Cost: Overtime	(268,482)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(2,207,348)	0.00
Decrease Cost: Retirement Adjustment	(16,847,781)	0.00
FY17 RECOMMENDED	265,769,884	1,880.75

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION	165,000	1.00
FY17 RECOMMENDED	165,000	1.00

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Chief	1,710,922	3.00	3,329,661	3.00
Organizational Support Services	1,231,332	8.00	1,074,830	7.00
Patrol Services	123,584,522	933.83	113,048,413	929.95
Field Services	29,782,479	171.32	28,989,870	164.30
Animal Services Division	6,181,687	64.00	6,107,236	66.00
Security Services Division	4,958,682	46.00	5,261,297	46.00
Investigative Services	40,958,763	307.50	37,798,924	296.50
Management Services	62,374,577	334.50	70,324,653	369.00
Total	270,782,964	1,868.15	265,934,884	1,881.75

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Emergency Management and Homeland Security	Grant Fund	125,000	0.70	125,000	0.70

Future Fiscal Impacts

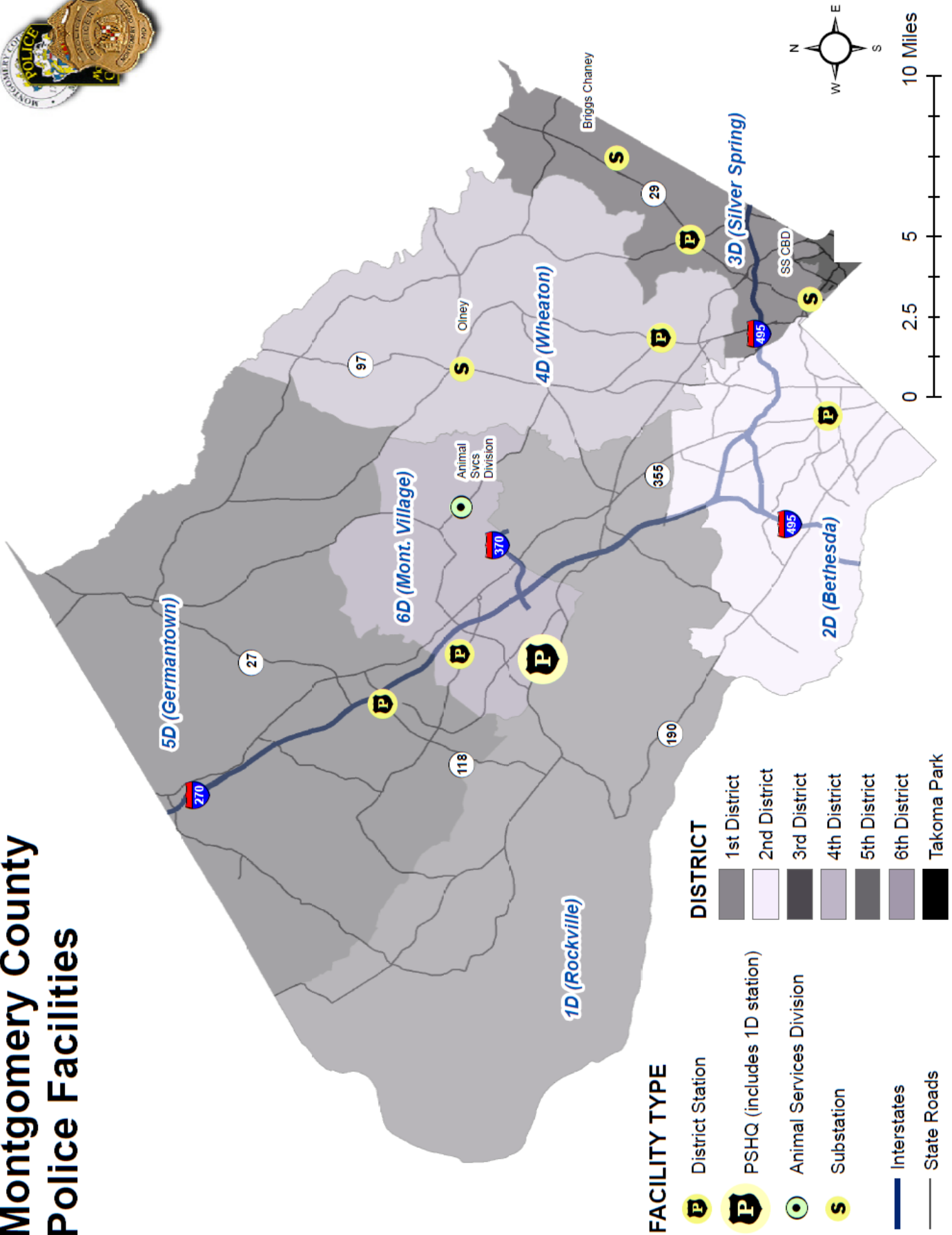
Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	265,770	265,770	265,770	265,770	265,770	265,770
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY17	0	562	562	562	562	562
New positions in the FY17 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY17	0	(90)	(90)	(90)	(90)	(90)

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
Items recommended for one-time funding in FY17 will be eliminated from the base in the outyears, including equipment for officer recruits and animal services positions.						
Vehicle Costs for New Mary Sector Positions	0	382	46	46	46	46
The six new Mary Sector positions will need vehicles in the beginning of FY19. This reflects purchasing vehicles in FY18 in order to receive them prior to the beginning of FY19. This item also includes ongoing motor pool funding.						
Labor Contracts	0	1,572	1,572	1,572	1,572	1,572
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	265,770	268,196	267,860	267,860	267,860	267,860

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
5th District Mary Sector Staffing Enhancement (Six Police Officers)	337,013	6.00	702,110	6.00
Total	337,013	6.00	702,110	6.00

Montgomery County Police Facilities





Sheriff

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 FY17 Operating Budget for the Sheriff's Office is \$22,594,872, a decrease of \$1,232,614 or 5.17 percent from the FY16 Approved Budget of \$23,827,486. The primary driver of this decrease is the reduced required County contribution into retirement plans as a result of revised actuarial assumptions and changes to the amortization period based on the County's five year experience study. This decrease is offset somewhat by the inclusion of funding for the salaries of ten Sheriff's Deputy recruits while they are in training. Personnel Costs comprise 88.48 percent of the budget for 181 full-time position(s) and five part-time position(s), and a total of 183.80 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 11.52 percent of the FY17 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ The Family Justice Center (FJC), in collaboration with the Domestic Violence Coordinating Council, is working on a proposal to bring supervised visitation and monitored exchange services to Montgomery County in an effort to provide a safe, secure environment in which parents can exchange and/or visit with their children, especially important in situations such as cases of intimate partner violence and high-conflict custody disputes.
- ★ The Family Justice Center is in discussions to launch a pilot program to bring DVS Legal Services on site at the FJC. DVS is a non-profit organization providing legal services to domestic violence survivors and families in need and would supplement the legal services already being provided several days per week by House of Ruth Maryland.

Accomplishments

- ☑ The Asian/Pacific Islander Domestic Violence Resource Project (DVRP) received a Community Grant to support an on-site representative at the Family Justice Center to provide culturally sensitive services to victims of domestic violence and sexual assault in many Asian/Pacific Islander languages.

- ✓ The Family Justice Center, in collaboration with the Montgomery County Family Justice Center Foundation, the Domestic Violence Coordinating Council and Chesapeake Counseling Associates, coordinated four regional "Identify, Support, Encourage" trainings for individuals who work with children exposed to domestic violence on the warning signs, appropriate responses, and resources available in the community.
- ✓ The Family Justice Center, in collaboration with the Montgomery County Family Justice Center Foundation and the Domestic Violence Coordinating Council (DVCC), further expanded the Coaching Boys Into Men (CBIM) program to include Richard Montgomery High School for a total of three participating high schools. This program utilizes the unique leadership role of athletics coaches in the lives of young men.
- ✓ The Family Justice Center, in collaboration with the Domestic Violence Coordinating Council, coordinated three public regional community meetings throughout the County to discuss domestic violence that were held at various locations throughout the County.

Productivity Improvements

- ★ The Family Justice Center (FJC) has created a new FJC Volunteer and Internship Program. The new program currently includes five volunteers and two interns providing nearly 65 hours of assistance per week in a variety of administrative tasks and hospitality/child care services. Prior to the creation of this program, the FJC had 2 volunteers, contributing 5 hours of assistance per week.

Program Contacts

Contact Mary Lou Wirdzek of the Sheriff's Office at 240.777.7078 or Richard H. Harris 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 Service, and other law enforcement agencies, and in responses to mutual-aid calls as necessary.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of Interim and Temporary Peace Orders served ¹	1402	1506	1506	1506	1506
Number of Interim and Temporary Protective Orders served ²	1695	1819	1819	1819	1819
Number of safety check violations resulting in arrest ³	1	1	1	1	1
Number of weapons seized as a result of Protective Orders ⁴	184	219	184	184	184

¹ The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. In FY15, 5,773 Interim and Temporary Orders were received that required full processing through state and federal law enforcement databases prior to physical service of the orders on the respondent. This number was 5,168 in FY14.

² The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. In FY15, 5,773 Interim and Temporary Orders were received that required full processing through state and federal law enforcement databases prior to physical service of the orders on the respondent. This number was 5,168 in FY14.

³ 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

⁴ In FY15 there were 3 separate cases where 10 or more firearms were seized.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,144,638	36.00
Decrease Cost: Child Support Grant	(53,723)	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.	(1,179,002)	(15.03)
FY17 Recommended	4,911,913	20.97

Courtroom/Courthouse Security and Transport

The Sheriff's Office provides security for the Montgomery County Circuit Court. 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 as well as the Juvenile Court holding facility located in the South Tower of the Circuit Court complex.

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 three 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 Section is also the primary responder for explosive device detection calls, Monday through Friday 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,401,622	57.50
Increase Cost: Security Services Contract to Align With Actual Costs	211,500	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.	574,130	14.00
FY17 Recommended	8,187,252	71.50

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, personal and real 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,282,603	21.00
Increase Cost: Project Search Intern	29,418	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.	131,939	3.64
FY17 Recommended	2,443,960	25.14

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,874,781	22.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(479,612)	(1.00)
FY17 Recommended	2,395,169	21.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,123,842	46.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(467,263)	(1.61)
FY17 Recommended	4,656,579	45.19

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	13,659,226	13,801,994	14,090,457	14,314,821	3.7 %
Employee Benefits	7,257,523	6,932,600	6,750,735	5,129,855	-26.0 %
County General Fund Personnel Costs	20,916,749	20,734,594	20,841,192	19,444,676	-6.2 %
Operating Expenses	2,492,745	2,309,612	2,100,631	2,420,639	4.8 %
County General Fund Expenditures	23,409,494	23,044,206	22,941,823	21,865,315	-5.1 %
PERSONNEL					
Full-Time	173	173	173	173	---
Part-Time	4	4	4	5	25.0 %
FTEs	178.13	178.33	178.33	178.83	0.3 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
REVENUES					
Facility Rental Fees	0	500	500	500	---
Miscellaneous Revenues	0	4,000	4,000	4,000	---
Other Charges/Fees	3,337	23,900	20,000	20,000	-16.3 %
Other Intergovernmental	4,624	20,460	20,460	20,460	---
Sheriff Fees	970,866	1,200,000	1,200,000	1,200,000	---
County General Fund Revenues	978,827	1,248,860	1,244,960	1,244,960	-0.3 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	440,110	390,815	390,815	395,562	1.2 %
Employee Benefits	251,890	204,396	204,396	152,487	-25.4 %
Grant Fund - MCG Personnel Costs	692,000	595,211	595,211	548,049	-7.9 %
Operating Expenses	204,415	188,069	188,069	181,508	-3.5 %
Grant Fund - MCG Expenditures	896,415	783,280	783,280	729,557	-6.9 %
PERSONNEL					
Full-Time	8	8	8	8	---
Part-Time	0	0	0	0	---
FTEs	5.17	4.97	4.97	4.97	---
REVENUES					
Federal Grants	1,074,530	783,280	783,280	729,557	-6.9 %
Miscellaneous Revenues	24,562	0	0	0	---
State Grants	36,978	0	0	0	---
Grant Fund - MCG Revenues	1,136,070	783,280	783,280	729,557	-6.9 %
DEPARTMENT TOTALS					
Total Expenditures	24,305,909	23,827,486	23,725,103	22,594,872	-5.2 %
Total Full-Time Positions	181	181	181	181	---
Total Part-Time Positions	4	4	4	5	25.0 %
Total FTEs	183.30	183.30	183.30	183.80	0.3 %
Total Revenues	2,114,897	2,032,140	2,028,240	1,974,517	-2.8 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	23,044,206	178.33
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Recruit Class Funding for 10 Deputy Sheriffs (to align with actual costs)	371,500	0.00
Increase Cost: FY17 Compensation Adjustment	347,665	0.00
Increase Cost: Security Services Contract to Align With Actual Costs [Courtroom/Courthouse Security and Transport]	211,500	0.00
Increase Cost: Group Insurance Adjustment	111,269	0.00
Increase Cost: Project Search Intern [Civil Process]	29,418	0.50
Increase Cost: Motor Pool Adjustment	15,165	0.00
Increase Cost: Printing and Mail	2,782	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(78,420)	0.00
Decrease Cost: Promotional Exams	(80,000)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(165,947)	0.00
Decrease Cost: Retirement Adjustment	(1,943,823)	0.00
FY17 RECOMMENDED	21,865,315	178.83
GRANT FUND - MCG		

	Expenditures	FTEs
FY16 ORIGINAL APPROPRIATION	783,280	4.97
<u>Other Adjustments (with no service impacts)</u>		
Decrease Cost: Child Support Grant [Administration]	(53,723)	0.00
FY17 RECOMMENDED	729,557	4.97

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Administration	6,144,638	36.00	4,911,913	20.97
Courtroom/Courthouse Security and Transport	7,401,622	57.50	8,187,252	71.50
Civil Process	2,282,603	21.00	2,443,960	25.14
Criminal Process/Warrants and Extraditions	2,874,781	22.00	2,395,169	21.00
Domestic Violence	5,123,842	46.80	4,656,579	45.19
Total	23,827,486	183.30	22,594,873	183.80

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	21,865	21,865	21,865	21,865	21,865	21,865
No inflation or compensation change is included in outyear projections.						
Bi-Directional Antenna Master Lease	0	0	(16)	(16)	(16)	(16)
A master lease for the bi-directional antenna expires in FY19.						
Promotional Exams	0	80	0	80	0	80
Promotional exams are offered every other year and will next be offered in FY18.						
Labor Contracts	0	202	202	202	202	202
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	21,865	22,147	22,051	22,131	22,051	22,131



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 FY17 Operating Budget for the Department of Transportation is \$53,365,223, an increase of \$1,832,809 or 3.56 percent from the FY16 Approved Budget of \$51,532,414. Personnel Costs comprise 46.59 percent of the budget for 454 full-time position(s) and nine part-time position(s), and a total of 282.30 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 53.41 percent of the FY17 budget.

Significant multi-program adjustments in Traffic Planning, Transportation Design, Transportation Policy, and Transportation Planning are due to corrections in staffing allocation across programs.

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**
- ◆ **A Responsive, Accountable County Government**
- ◆ **Safe Streets and Secure Neighborhoods**
- ◆ **Vital Living for All of Our Residents**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Continue expansion of the bikeshare network.
- ★ Provide overall management of the County's transit initiatives.
- ★ Implement a load testing program on bridges where heavy vehicles such as Fire Rescue apparatus are restricted. This real-life method of determining bridge weight limits for bridges is more accurate than in-house calculations. The results may allow restrictions to be

lifted and eliminate costly rehabilitation projects.

Accomplishments

- ✓ 790 crosswalks were installed in FY15, an increase of 36% over FY14 and 815 stop bars were installed representing a 27% increase over FY14.
- ✓ Fully implemented a Road Weather Information System (RWIS) which provides up-to-minute pavement conditions at four locations around the County. Discussions have begun to expand the program by two additional stations.
- ✓ Resurfaced 405 lane-miles in FY15.
- ✓ Awarded with a prestigious National Association of Counties (NACo) Award for DOT's Public Outreach Program "Social Solutions In Public Works."
- ✓ Responded to 13 storm events totaling 52.5 inches of snow to date in FY16.
- ✓ The Annual Leafing Operation program collected over 925 tons of debris on over 2,175 miles of roads.
- ✓ Completed three major FiberNet Hub site upgrades in FY15, which included increasing the number of fibers available and re-establishing all county sites associated with each regional Hub site.
- ✓ The Glenmont Town Center streetlight upgrade was completed with the installation of 59 Light Emitting Diode (LED) lights. LED Streetlights consume significantly less energy than the conventional High Pressure Sodium (HPS) lights and reduce the carbon footprint.
- ✓ Tree Maintenance Section crews and arborists responded to over 20,155 Service Requests, pruned 10,002 trees, removed 2,392 stumps, and planted 1,016 trees.
- ✓ Completed the biennial 2015 Pavement Condition Index (PCI) study providing conditions along 5,200 lane-miles of roads.

Productivity Improvements

- ✦ Developed GIS-based storm drain asset management application to electronically collect and share data on storm drain infrastructure.
- ✦ The Division of Highway Services has implemented its social media program. There have been nearly 2 million views on Twitter, Facebook and YouTube.

Program Contacts

Contact Emil Wolanin 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 the 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	463,099	2.85
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,707	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	488,806	2.85

Bike Share

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,596,678	1.00
Increase Cost: Bikeshare Operation and Maintenance	212,304	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.	(4,416)	0.00
FY17 Recommended	1,804,566	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	182,140	1.04
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,825)	0.00
FY17 Recommended	179,315	1.04

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	940,926	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.	29,275	0.00
FY17 Recommended	970,201	8.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,072,795	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.	2,913	0.00
FY17 Recommended	1,075,708	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of primary/arterial road quality rated fair or better	55%	60%	55%	48%	41%
Percent of rural/residential road quality rated fair or better	52%	48%	43%	37%	34%
Percentage of annual requirement for residential resurfacing funded	55%	75%	48%	48%	48%

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,114,410	0.00
FY17 Recommended	2,114,410	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	17,331,440	122.74
Increase Cost: Maintenance of Newly Accepted Subdivision Roads	24,690	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.	393,062	(0.01)
FY17 Recommended	17,749,192	122.73

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,338,759	24.78
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,447	0.00
FY17 Recommended	3,342,206	24.78

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	579,356	0.50
Increase Cost: Streetlight Relamping and Maintenance	17,169	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.	614	0.00
FY17 Recommended	597,139	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	384,907	3.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	258,633	1.40
FY17 Recommended	643,540	5.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average number of days to respond to requests for traffic studies	61	65	67	69	71
Number of traffic studies pending	249	254	261	268	275

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,820,193	10.40
Decrease Cost: End of Safe Routes to School Grant	(14,984)	(0.19)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	185,172	1.46
FY17 Recommended	1,990,381	11.67

Traffic Sign and Marking

This program includes conducting engineering investigations of citizen complaints about traffic signs, street names, pavement markings (centerline, 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. This 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,797,441	13.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(47,477)	(0.57)
FY17 Recommended	2,749,964	13.03

Traffic Signals & Advanced Transportation Mgmt System

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 programs also includes provision of testimony for the County in court cases involving traffic signals.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
The backlog of signalized intersections with a malfunctioning sensor	138	161	163	165	167

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,932,010	7.12
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	48,144	0.40
FY17 Recommended	1,980,154	7.52

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	220,352	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,941	0.00
FY17 Recommended	222,293	1.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	99,668	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.	(6,852)	0.00
FY17 Recommended	92,816	0.60

Transportation Planning

Transportation Planning: The Transportation Engineering Planning Unit manages both the Facility Planning and the Annual Bikeways programs. Prior to a capital project being funded for design and construction, it must first undergo Facility Planning. The planning process examines transportation improvements that are in compliance with the area master plans to meet the forecasted conditions. These analyses are performed at a higher level of detail than what is provided during the master plan process. Facility Planning culminates with a project prospectus report and preliminary design plans which allow projects to compete for funding as a stand-alone CIP. The Annual Bikeways Program plans, designs and constructs bikeways, trails and directional route signs throughout the County. The purpose of this project is to develop the bikeway network specified by master plans and those requested by the community to provide access to commuter rail, mass transit, major employment centers, recreational and educational facilities, and other major attractions.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	130,904	0.75
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(41,860)	(0.20)
FY17 Recommended	89,044	0.55

Transportation 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Linear feet of sidewalk construction completed (000)	39	30	20	20	20

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	356,049	1.14
Enhance: Implement Bridge Load Testing Program	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.	76,179	0.40
FY17 Recommended	732,228	1.54

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Transportation capital improvement projects completed within 10% of the cost estimate	100%	100%	90%	90%	90%

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Transportation capital improvement projects completed within 3 months of projected timeline	66%	75%	90%	90%	90%
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			284,810	0.85	
Decrease Cost: Charge Materials Testing Program to Permitting Services			(80,000)	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.			897	0.00	
FY17 Recommended			205,707	0.85	

Traffic Management and Operations

The Traffic Management and Operations 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, and multi-agency incident management response and special event traffic management. This program also provides hardware and software for the TMC's computer and network infrastructure, and investigation of citizen complaints about traffic signal timing, synchronization and optimization.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,061,133	7.30
Increase Cost: Uninterrupted Power Supply (UPS) Unit Maintenance	7,150	0.00
Decrease Cost: Annualize FY16 Elimination of Airplane Surveillance	(274,809)	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.	(182,154)	(1.50)
FY17 Recommended	1,611,320	5.80

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	502,209	3.00
Increase Cost: Purple Line Coordinator starting January 2017	70,000	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.	(99,689)	0.00
FY17 Recommended	472,520	4.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,740,816	17.36
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	53,443	0.01
FY17 Recommended	4,794,259	17.37

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,417,595	30.83
Increase Cost: Charges from Finance for Collection of Fees	132,571	0.20
Increase Cost: Motor Pool Adjustment	48,697	0.00
Increase Cost: FY17 Compensation Adjustment	44,798	0.00
Increase Cost: Group Insurance Adjustment	19,125	0.00
Increase Cost: Annualization of FY16 Personnel Costs	10,625	0.00
Decrease Cost: Retirement Adjustment	(11,927)	0.00
FY17 Recommended	5,661,484	31.03

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,164,724	18.94
Increase Cost: Project Search Position	27,000	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.	606,246	0.40
FY17 Recommended	3,797,970	19.84

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	18,170,153	14,818,211	15,208,396	15,402,629	3.9 %
Employee Benefits	6,537,695	6,389,488	5,929,959	6,213,343	-2.8 %
County General Fund Personnel Costs	24,707,848	21,207,699	21,138,355	21,615,972	1.9 %
Operating Expenses	42,774,814	24,892,136	24,861,271	26,087,767	4.8 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
County General Fund Expenditures	67,482,662	46,099,835	45,999,626	47,703,739	3.5 %
PERSONNEL					
Full-Time	449	453	453	454	0.2 %
Part-Time	8	8	8	9	12.5 %
FTEs	243.98	247.98	247.98	251.27	1.3 %
REVENUES					
Federal Grants	963,875	0	0	0	---
Miscellaneous Revenues	7,375	5,000	5,000	143,665	2773.3 %
Motor Pool Charges/Fees	9,135	0	0	0	---
Other Charges/Fees	439,226	440,000	440,000	440,000	---
Other Fines/Forfeitures	5,175	0	0	0	---
Parking Fees	208,446	317,000	210,000	210,000	-33.8 %
Parking Fines	2,414,881	0	0	0	---
Residential Parking Permits	217,874	200,000	35,000	24,000	-88.0 %
State Aid: Highway User	3,368,037	4,125,000	3,719,706	3,742,245	-9.3 %
State Grants	0	0	0	650,000	---
Street Tree Planting	89,250	75,000	75,000	75,000	---
Subdivision Plan Review	302,457	200,000	300,000	300,000	50.0 %
Traffic Signals Maintenance	0	994,000	994,000	994,000	---
County General Fund Revenues	8,025,731	6,356,000	5,778,706	6,578,910	3.5 %
LEAF VACUUMING					
EXPENDITURES					
Salaries and Wages	2,023,759	2,332,201	2,076,870	2,459,627	5.5 %
Employee Benefits	634,486	761,183	575,623	786,417	3.3 %
Leaf Vacuuming Personnel Costs	2,658,245	3,093,384	2,652,493	3,246,044	4.9 %
Operating Expenses	3,201,158	2,324,211	2,765,102	2,415,440	3.9 %
Leaf Vacuuming Expenditures	5,859,403	5,417,595	5,417,595	5,661,484	4.5 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	30.83	30.83	30.83	31.03	0.6 %
REVENUES					
Investment Income	2,693	8,790	6,090	8,700	-1.0 %
Leaf Vacuum Collection Fees	6,532,082	6,835,000	6,898,902	7,202,921	5.4 %
Other Charges/Fees	11,948	0	0	0	---
Systems Benefit Charge	(11)	0	0	0	---
Leaf Vacuuming Revenues	6,546,712	6,843,790	6,904,992	7,211,621	5.4 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	10,917	10,917	0	-100.0 %
Employee Benefits	0	4,067	4,067	0	-100.0 %
Grant Fund - MCG Personnel Costs	0	14,984	14,984	0	-100.0 %
Operating Expenses	73,169	0	0	0	---
Grant Fund - MCG Expenditures	73,169	14,984	14,984	0	-100.0 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.19	0.19	0.19	0.00	-100.0 %
REVENUES					
State Grants	73,169	14,984	14,984	0	-100.0 %
Grant Fund - MCG Revenues	73,169	14,984	14,984	0	-100.0 %
DEPARTMENT TOTALS					
Total Expenditures	73,415,234	51,532,414	51,432,205	53,365,223	3.6 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Total Full-Time Positions	449	453	453	454	0.2 %
Total Part-Time Positions	8	8	8	9	12.5 %
Total FTEs	275.00	279.00	279.00	282.30	1.2 %
Total Revenues	14,645,612	13,214,774	12,698,682	13,790,531	4.4 %

FY17 Recommended Changes

	Expenditures	FTEs
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COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **46,099,835** **247.98**

Changes (with service impacts)

Enhance: Implement Bridge Load Testing Program [Transportation Design] 300,000 0.00

Other Adjustments (with no service impacts)

Increase Cost: Motor Pool Adjustment 1,029,533 0.00
Increase Cost: FY17 Compensation Adjustment 407,958 0.00
Increase Cost: Bikeshare Operation and Maintenance [Bike Share] 212,304 0.00
Increase Cost: Group Insurance Adjustment 169,697 0.00
Increase Cost: Annualization of FY16 Compensation Increases 82,061 0.00
Increase Cost: Purple Line Coordinator starting January 2017 [Transportation Policy] 70,000 1.00
Increase Cost: Project Search Position [Administration] 27,000 0.50
Increase Cost: Maintenance of Newly Accepted Subdivision Roads [Roadway and Related Maintenance] 24,690 0.00
Increase Cost: Streetlight Relamping and Maintenance [Streetlighting] 17,169 0.00
Increase Cost: Printing and Mail 7,286 0.00
Increase Cost: Uninterrupted Power Supply (UPS) Unit Maintenance [Traffic Management and Operations] 7,150 0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account (47,692) 0.00
Decrease Cost: Charge Materials Testing Program to Permitting Services [Transportation Construction] (80,000) 0.00
Increase Cost: Annualization of FY16 Personnel Costs (105,556) 1.79
Decrease Cost: Retirement Adjustment (242,887) 0.00
Decrease Cost: Annualize FY16 Elimination of Airplane Surveillance [Traffic Management and Operations] (274,809) 0.00

FY17 RECOMMENDED **47,703,739** **251.27**

LEAF VACUUMING

FY16 ORIGINAL APPROPRIATION **5,417,595** **30.83**

Other Adjustments (with no service impacts)

Increase Cost: Charges from Finance for Collection of Fees [Vacuum Leaf Collection] 132,571 0.20
Increase Cost: Motor Pool Adjustment [Vacuum Leaf Collection] 48,697 0.00
Increase Cost: FY17 Compensation Adjustment [Vacuum Leaf Collection] 44,798 0.00
Increase Cost: Group Insurance Adjustment [Vacuum Leaf Collection] 19,125 0.00
Increase Cost: Annualization of FY16 Personnel Costs [Vacuum Leaf Collection] 10,625 0.00
Decrease Cost: Retirement Adjustment [Vacuum Leaf Collection] (11,927) 0.00

FY17 RECOMMENDED **5,661,484** **31.03**

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION **14,984** **0.19**

Other Adjustments (with no service impacts)

Decrease Cost: End of Safe Routes to School Grant [Traffic and Pedestrian Safety] (14,984) (0.19)

FY17 RECOMMENDED **0** **0.00**

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Automation	463,099	2.85	488,806	2.85
Bike Share	1,596,678	1.00	1,804,566	1.00
Bridge Maintenance	182,140	1.04	179,315	1.04
Transportation Engineering and Management Services	940,926	8.00	970,201	8.00
Parking Outside the Parking Districts	1,072,795	1.60	1,075,708	1.60
Resurfacing	2,114,410	0.00	2,114,410	0.00
Roadway and Related Maintenance	17,331,440	122.74	17,749,192	122.73
Snow Removal/Wind/Rain Storms	3,338,759	24.78	3,342,206	24.78
Streetlighting	579,356	0.50	597,139	0.50
Traffic Planning	384,907	3.60	643,540	5.00
Traffic and Pedestrian Safety	1,820,193	10.40	1,990,381	11.67
Traffic Sign and Marking	2,797,441	13.60	2,749,964	13.03
Traffic Signals & Advanced Transportation Mgmt System	1,932,010	7.12	1,980,154	7.52
Transportation Community Outreach	220,352	1.00	222,293	1.00
Property Acquisition	99,668	0.60	92,816	0.60
Transportation Planning	130,904	0.75	89,044	0.55
Transportation Design	356,049	1.14	732,228	1.54
Transportation Construction	284,810	0.85	205,707	0.85
Traffic Management and Operations	2,061,133	7.30	1,611,320	5.80
Transportation Policy	502,209	3.00	472,520	4.00
Tree Maintenance	4,740,816	17.36	4,794,259	17.37
Vacuum Leaf Collection	5,417,595	30.83	5,661,484	31.03
Administration	3,164,724	18.94	3,797,970	19.84
Total	51,532,414	279.00	53,365,223	282.30

Charges to Other Departments

Charged Department		FY16		FY17	
Charged Fund		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Urban Districts	Bethesda Urban District	25,000	0.00	25,000	0.00
Urban Districts	Silver Spring Urban District	13,000	0.00	13,000	0.00
Urban Districts	Wheaton Urban District	12,900	0.00	12,900	0.00
Transit Services	Mass Transit	188,861	1.00	205,908	1.00
Permitting Services	Permitting Services	0	0.00	200,000	0.75
Environmental Protection	Water Quality Protection	3,646,398	32.29	3,608,861	32.29
Solid Waste Services	Solid Waste Disposal	263,290	2.90	265,964	2.90
CIP	Capital Fund	17,912,489	148.07	15,236,938	147.22
Cable Television Communications Plan	Cable TV	880,196	0.75	880,020	0.75
Total		22,942,134	185.01	20,448,591	184.91

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	47,704	47,704	47,704	47,704	47,704	47,704
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	327	327	327	327	327

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	47,704	48,031	48,031	48,031	48,031	48,031

LEAF VACUUMING

EXPENDITURES

FY17 Recommended	5,661	5,661	5,661	5,661	5,661	5,661
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 other negotiated items.						
Subtotal Expenditures	5,661	5,704	5,704	5,704	5,704	5,704

FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN		Vacuum Leaf Collection					
FISCAL PROJECTIONS	FY16 ESTIMATE	FY17 REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.98%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
CPI (Fiscal Year)	0.8%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.4%	0.5%	1.0%	1.5%	2.5%	2.5%	3.0%
Charge per single-family household	\$ 93.00	\$ 97.99	\$ 109.18	\$ 114.11	\$ 115.75	\$ 120.36	\$ 125.91
% of leaves attributed to single-family households	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%
% of leaves attributed to multi-family units and townhome	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
BEGINNING FUND BALANCE	21,740	(37,407)	292,467	309,867	385,967	570,768	614,269
REVENUES							
Charges For Services	6,898,902	7,202,921	8,024,901	8,387,427	8,508,284	8,846,930	9,255,118
Miscellaneous	6,090	8,700	17,400	26,100	34,800	43,500	52,200
Subtotal Revenues	6,904,992	7,211,621	8,042,301	8,413,527	8,543,084	8,890,430	9,307,318
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(1,546,544)	(1,220,263)	(1,995,618)	(1,952,160)	(1,636,795)	(1,877,248)	(2,027,412)
Indirect Costs	(494,320)	(532,337)	(553,630)	(577,436)	(603,998)	(631,782)	(660,844)
Transfers To Special Fds: Non-Tax + ISF	(494,320)	(532,337)	(553,630)	(577,436)	(603,998)	(631,782)	(660,844)
To Solid Waste Disposal Fund	(1,052,224)	(687,926)	(1,441,988)	(1,374,724)	(1,032,797)	(1,245,466)	(1,366,568)
	(1,052,224)	(687,926)	(1,441,988)	(1,374,724)	(1,032,797)	(1,245,466)	(1,366,568)
TOTAL RESOURCES	5,380,188	5,953,951	6,339,150	6,771,234	7,292,256	7,583,950	7,894,175
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,417,595)	(5,661,484)	(5,986,495)	(6,342,479)	(6,678,700)	(6,926,893)	(7,184,918)
Labor Agreement	n/a	0	(42,788)	(42,788)	(42,788)	(42,788)	(42,788)
Subtotal PSP Oper Budget Approp / Exp's	(5,417,595)	(5,661,484)	(6,029,283)	(6,385,267)	(6,721,488)	(6,969,681)	(7,227,706)
TOTAL USE OF RESOURCES	(5,417,595)	(5,661,484)	(6,029,283)	(6,385,267)	(6,721,488)	(6,969,681)	(7,227,706)
YEAR END FUND BALANCE	(37,407)	292,467	309,867	385,967	570,768	614,269	666,469
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	-0.7%	4.9%	4.9%	5.7%	7.8%	8.1%	8.4%
Assumptions: 1. Leaf vacuuming rates are adjusted to achieve cost recovery. 2. The Vacuum Leaf Collection fund balance policy target is \$500,000. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending 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 development 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.

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**
- ◆ **A Responsive, Accountable County Government**
- ◆ **Strong and Vibrant Economy**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Establish a parking guidance system directing visitors to the Capital Crescent and Bethesda/Elm Garages. New "dynamic signage" will be installed at key locations in the Bethesda downtown area. Signage will display real-time space availability and hourly rates to assist motorists in locating parking facilities with available spaces and evaluate pricing options.
- ★ Develop and test the viability of using License Plate Reader (LPR) technologies for parking access control at the Woodmont Corner Garage in Bethesda.
- ★ Find a no-cost or low-cost method to place LED lighting in the interior of Bethesda garages that have not yet been converted.
- ★ Review local specifications and contracts to find the most cost-efficient method to add rooftop and surface lot LED lighting at all PLD facilities.
- ★ Explore new methods of solar panel installation on garage rooftops as technical expertise expands in this field.
- ★ Single space parking meters at the NOAA and Kennett Street Garages and the Bonifant & Easley surface lot in Silver Spring will be converted to multi-space pay machines. These new machines will provide payment options for customers to include: coins, credit

cards, and pay-by-cell phone. In addition, real-time communication, web-based management, secure wireless alarming, and receipt for payment are included.

Accomplishments

- ✓ Transitioned from a duration based pricing model to a demand/location based pricing model in the Silver Spring PLD. The goal is to optimize the use of existing parking resources by redistributing parking demand. This pricing model was successfully adopted in Bethesda in FY14.
- ✓ 1,200 on-street meters in Silver Spring were replaced with new "smart" parking meters expanding payment options. The "smart" meters accept credit cards in addition to coins or pay-by-cell phone. In FY15, Bethesda's on-street meters were converted to "smart" meters.
- ✓ New electric vehicle (EV) charging stations were installed in garages in Bethesda and Silver Spring. The new stations are located at the Woodmont Corner and Waverly Garage in Bethesda; the Cameron/Second Street and Kennett Street Garages in Silver Spring; and the Amherst Garage in Wheaton. These new stations bring the total number of EV charging stations in County owned parking facilities to eight stations (16 spaces).
- ✓ With the County Attorney's Office, drafted a Zoning Text Amendment (ZTA) to develop a Garage Advertising Policy. Advertising snap frames are currently located at the Woodmont Corner and Bethesda/Elm Garages in Bethesda and the Cameron St. and Town Square Garages in Silver Spring. Expansion of the program to all Parking Lot District garages and select surface lots is ongoing.

Productivity Improvements

- ★ New automated pay stations and entrance/exit parking gates in the Wayne Avenue and Town Square garages in Silver Spring replaced the 10-year old system. This new system includes bill-to-bill pay stations and credit card only stations. The bill-to-bill automatic money handling device will recycle up to 3 denominations of currency by using bills paid into the machine to replenish the internal "cash bank". This will reduce overall cash on hand, the number of cash fills/removals, and operating costs. The credit card only machines will speed up processing for customers and improve traffic flow on exit.
- ★ LED lighting was installed in Bethesda's Woodmont Corner Garage as the first County garage in this new program. PEPCO rebates provided the fixtures at no cost to the County. This new generation of lighting provides a much brighter appearance while saving over 40% in electric costs.
- ★ Performed tests on deck cleaning/sweeping equipment which will allow more efficient and quieter maintenance of heavily traveled pedestrian areas of the PLD garages. The department is researching specifications and existing contracts with local jurisdictions.

Program Contacts

Contact Jose Thommana of the Parking Districts 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, Human Resources and Planning teams to optimize organizational effectiveness and the delivery of services to the public. It also administers the County's Parking Lot District Ad Valorem tax program and the Division's innovation initiatives. Additionally, the program strategically plans for all components of the re-development of Parking Lot District (PLD) real property to promote the economic growth and stability of associated urban districts. The program's responsibilities are for drafting and releasing Requests for Development Proposals; generating property appraisals; negotiations and overseeing the execution of General Development Agreements; and Purchase Sales Agreements, including related development documents. The program also leads project management efforts including design and construction of PLD real property as part of mixed-use re-development projects.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,871,188	11.60
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Montgomery Hills	(725)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Wheaton	(5,480)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Bethesda	(25,745)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Silver Spring	(27,750)	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.	(153,268)	(0.90)
FY17 Recommended	2,658,220	10.70

Financial Management Services

The Financial Management Program has overall responsibility for the recordation and reconciliation of all parking district revenue. In addition, this program has primary responsibility for the development and execution of the Division Budget in coordination with other programs and the associated 6 Year Fiscal Cash Flows for the Parking Lot District Enterprise Funds. Also included are Accounts Payable activities and all procurement actions. It is also responsible for revenue bond debt, fixed assets and utilities programs. This program serves as the primary point of contact for the Department of Finance in the preparation of the annual financial statements of the four Parking Lot District enterprise funds and in responding to any inquiries from the auditors of those statements.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Customer satisfaction rate for Parking Lot Districts (PLDs) ¹	3.28	NA	TBD	NA	TBD
Parking Management cost efficiency (ratio of expenses to revenues)	59	57	74	83	83
Parking Management revenue generated (\$ millions)	41.2	42.9	37.6	33	33
Parking Management operating expenditures (\$ millions)	23.6	24.6	28	27.3	27.3

¹ Rating on a scale of 1 to 4 with 4=best

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	8,144,407	4.20
Decrease Cost: Debt Service - Bethesda	(386,569)	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.	170,184	0.90
FY17 Recommended	7,928,022	5.10

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,516,152	17.50
Increase Cost: Silver Spring Lot 3 Parking Garage Operation and Maintenance	62,000	0.00
Increase Cost: Emergency Backup Batteries in Garages - Silver Spring	57,200	0.00
Increase Cost: Emergency Battery Backup in Garages - Bethesda	38,500	0.00

FY17 Recommended Changes	Expenditures	FTEs
Increase Cost: Emergency Backup Batteries in Garages - Wheaton	22,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	79,906	0.00
FY17 Recommended	5,775,758	17.50

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 PLDs, 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	11,494,230	16.03
Increase Cost: Solid Waste Services - Silver Spring	21,290	0.00
Increase Cost: Solid Waste Services - Bethesda	11,220	0.00
Increase Cost: Contractual Increase for Pay-on-Foot and Pay-by-Space Maintenance- Silver Spring	3,730	0.00
Increase Cost: Solid Waste Services - Wheaton	2,110	0.00
Increase Cost: Contractual Increases for Pay-on-Foot and Pay-By-Space Maintenance - Bethesda	1,500	0.00
Increase Cost: Contractual Increases for Pay-on-Foot and Pay-by-Space Maintenance - Wheaton	240	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(524,247)	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.	(53,322)	(0.80)
FY17 Recommended	10,956,751	15.23

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,556,419	1,610,885	1,567,816	1,640,378	1.8 %
Employee Benefits	561,694	610,367	580,742	593,867	-2.7 %
Parking District - Bethesda Personnel Costs	2,118,113	2,221,252	2,148,558	2,234,245	0.6 %
Operating Expenses	7,327,772	7,964,429	8,184,878	7,992,313	0.4 %
Debt Service Other	4,959,789	4,960,917	4,820,467	4,574,348	-7.8 %
Parking District - Bethesda Expenditures	14,405,674	15,146,598	15,153,903	14,800,906	-2.3 %
PERSONNEL					
Full-Time	29	29	29	29	---
Part-Time	0	0	0	0	---
FTEs	21.12	20.84	20.84	20.39	-2.2 %
REVENUES					
Electrical Permits and Licenses	1,106	0	0	0	---
Investment Income	15,243	107,190	27,990	39,990	-62.7 %
Miscellaneous Revenues	(1,053,755)	284,120	284,120	284,120	---
Other Charges and Fees	(350)	0	0	0	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Parking Fees	13,193,457	14,383,000	13,505,081	14,105,081	-1.9 %
Parking Fines	4,261,637	4,600,000	3,250,000	3,250,000	-29.3 %
Property Rentals	667,361	40,000	40,000	40,000	---
Property Tax	2,746,026	0	0	0	---
Smart Meters	0	316,000	0	0	-100.0 %
Parking District - Bethesda Revenues	19,830,725	19,730,310	17,107,191	17,719,191	-10.2 %

PARKING DISTRICT - SILVER SPRING

EXPENDITURES

Salaries and Wages	1,574,896	1,764,616	1,738,826	1,805,105	2.3 %
Employee Benefits	574,569	676,881	640,165	658,483	-2.7 %
Parking District - Silver Spring Personnel Costs	2,149,465	2,441,497	2,378,991	2,463,588	0.9 %
Operating Expenses	8,561,955	9,008,472	9,076,472	8,601,324	-4.5 %
Parking District - Silver Spring Expenditures	10,711,420	11,449,969	11,455,463	11,064,912	-3.4 %

PERSONNEL

Full-Time	20	20	20	20	---
Part-Time	0	0	0	0	---
FTEs	24.78	24.58	24.58	24.30	-1.1 %

REVENUES

Investment Income	29,670	63,540	67,090	95,840	50.8 %
Miscellaneous Revenues	(901,872)	6,825,000	7,600,000	0	-100.0 %
Other Charges/Fees	(2,623)	0	0	0	---
Parking Fees	10,254,175	11,805,800	10,661,253	10,661,253	-9.7 %
Parking Fines	2,713,531	2,256,250	1,869,689	1,869,689	-17.1 %
Property Rentals	8,804	0	0	0	---
Property Tax	7,641,713	0	0	0	---
Parking District - Silver Spring Revenues	19,743,398	20,950,590	20,198,032	12,626,782	-39.7 %

PARKING DISTRICT - MONTGOMERY HILLS

EXPENDITURES

Salaries and Wages	36,733	36,875	36,766	39,417	6.9 %
Employee Benefits	10,445	12,957	10,997	11,514	-11.1 %
Parking District - Montgomery Hills Personnel Costs	47,178	49,832	47,763	50,931	2.2 %
Operating Expenses	71,831	34,399	35,699	33,398	-2.9 %
Parking District - Montgomery Hills Expenditures	119,009	84,231	83,462	84,329	0.1 %

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.47	0.47	0.47	0.42	-10.6 %

REVENUES

Investment Income	1,322	13,100	2,990	4,270	-67.4 %
Miscellaneous Revenues	(12,685)	0	0	0	---
Parking Fees	35,481	45,000	45,000	45,000	---
Parking Fines	41,857	28,000	28,000	28,000	---
Property Tax	89,654	0	0	0	---
Parking District - Montgomery Hills Revenues	155,629	86,100	75,990	77,270	-10.3 %

PARKING DISTRICT - WHEATON

EXPENDITURES

Salaries and Wages	263,962	268,160	266,547	275,755	2.8 %
Employee Benefits	98,652	106,730	101,347	103,519	-3.0 %
Parking District - Wheaton Personnel Costs	362,614	374,890	367,894	379,274	1.2 %
Operating Expenses	767,928	970,289	977,289	989,330	2.0 %
Parking District - Wheaton Expenditures	1,130,542	1,345,179	1,345,183	1,368,604	1.7 %

PERSONNEL

Full-Time	3	3	3	3	---
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	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Part-Time	0	0	0	0	---
FTEs	3.52	3.44	3.44	3.42	-0.6 %
REVENUES					
Investment Income	2,210	7,930	5,000	7,140	-10.0 %
Miscellaneous Revenues	(189,020)	0	0	0	---
Parking Fees	869,850	960,000	905,000	815,000	-15.1 %
Parking Fines	572,066	600,000	546,000	511,000	-14.8 %
Property Tax	426,306	0	0	0	---
Parking District - Wheaton Revenues	1,681,412	1,567,930	1,456,000	1,333,140	-15.0 %
DEPARTMENT TOTALS					
Total Expenditures	26,366,645	28,025,977	28,038,011	27,318,751	-2.5 %
Total Full-Time Positions	52	52	52	52	---
Total Part-Time Positions	0	0	0	0	---
Total FTEs	49.89	49.33	49.33	48.53	-1.6 %
Total Revenues	41,411,164	42,334,930	38,837,213	31,756,383	-25.0 %

FY17 Recommended Changes

Expenditures FTEs

PARKING DISTRICT - BETHESDA

FY16 ORIGINAL APPROPRIATION **15,146,598 20.84**

Other Adjustments (with no service impacts)

Increase Cost: Emergency Battery Backup in Garages - Bethesda [Parking Facility Maintenance and Engineering]	38,500	0.00
Increase Cost: FY17 Compensation Adjustment	34,616	0.00
Increase Cost: Annualization of FY16 Personnel Costs	16,198	(0.07)
Increase Cost: Group Insurance Adjustment	12,594	0.00
Increase Cost: Solid Waste Services - Bethesda [Parking Operations]	11,220	0.00
Increase Cost: Contractual Increases for Pay-on-Foot and Pay-By-Space Maintenance - Bethesda [Parking Operations]	1,500	0.00
Increase Cost: Printing and Mail	836	0.00
Decrease Cost: Retiree Health Insurance Pre-funding - Bethesda	(20)	0.00
Decrease Cost: Risk Management Adjustment	(350)	0.00
Decrease Cost: Retirement Adjustment	(17,824)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Bethesda [Management Services and Property Development]	(25,745)	0.00
Decrease Cost: Charges from Finance	(30,648)	(0.38)
Decrease Cost: Debt Service - Bethesda [Financial Management Services]	(386,569)	0.00

FY17 RECOMMENDED **14,800,906 20.39**

PARKING DISTRICT - SILVER SPRING

FY16 ORIGINAL APPROPRIATION **11,449,969 24.58**

Other Adjustments (with no service impacts)

Increase Cost: Silver Spring Lot 3 Parking Garage Operation and Maintenance [Parking Facility Maintenance and Engineering]	62,000	0.00
Increase Cost: Emergency Backup Batteries in Garages - Silver Spring [Parking Facility Maintenance and Engineering]	57,200	0.00
Increase Cost: FY17 Compensation Adjustment	35,465	0.00
Increase Cost: Solid Waste Services - Silver Spring [Parking Operations]	21,290	0.00
Increase Cost: Annualization of FY16 Personnel Costs	17,024	0.01
Increase Cost: Group Insurance Adjustment	13,144	0.00
Increase Cost: Contractual Increase for Pay-on-Foot and Pay-by-Space Maintenance- Silver Spring [Parking Operations]	3,730	0.00
Decrease Cost: Retiree Health Insurance Pre-funding - Silver Spring	(20)	0.00
Decrease Cost: Risk Management Adjustment	(1,070)	0.00
Decrease Cost: Retirement Adjustment	(19,227)	0.00
Decrease Cost: Charges from Finance	(22,596)	(0.29)

	Expenditures	FTEs
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Silver Spring [Management Services and Property Development]	(27,750)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16 [Parking Operations]	(524,247)	0.00
FY17 RECOMMENDED	11,064,912	24.30

PARKING DISTRICT - MONTGOMERY HILLS

FY16 ORIGINAL APPROPRIATION	84,231	0.47
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	736	0.00
Increase Cost: Group Insurance Adjustment	262	0.00
Increase Cost: Annualization of FY16 Personnel Costs	220	(0.05)
Increase Cost: Charges from Finance	168	0.00
Decrease Cost: Retirement Adjustment	(233)	0.00
Decrease Cost: Risk Management Adjustment	(330)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Montgomery Hills [Management Services and Property Development]	(725)	0.00
FY17 RECOMMENDED	84,329	0.42

PARKING DISTRICT - WHEATON

FY16 ORIGINAL APPROPRIATION	1,345,179	3.44
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Emergency Backup Batteries in Garages - Wheaton [Parking Facility Maintenance and Engineering]	22,000	0.00
Increase Cost: FY17 Compensation Adjustment	5,404	0.00
Increase Cost: Annualization of FY16 Personnel Costs	3,382	0.01
Increase Cost: Solid Waste Services - Wheaton [Parking Operations]	2,110	0.00
Increase Cost: Group Insurance Adjustment	2,081	0.00
Increase Cost: Contractual Increases for Pay-on-Foot and Pay-by-Space Maintenance - Wheaton [Parking Operations]	240	0.00
Decrease Cost: Risk Management Adjustment	(170)	0.00
Decrease Cost: Charges from Finance	(2,199)	(0.03)
Decrease Cost: Retirement Adjustment	(3,943)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account - Wheaton [Management Services and Property Development]	(5,480)	0.00
FY17 RECOMMENDED	1,368,604	3.42

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Management Services and Property Development	2,871,188	11.60	2,658,220	10.70
Financial Management Services	8,144,407	4.20	7,928,022	5.10
Parking Facility Maintenance and Engineering	5,516,152	17.50	5,775,758	17.50
Parking Operations	11,494,230	16.03	10,956,751	15.23
Total	28,025,977	49.33	27,318,751	48.53

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
PARKING DISTRICT - BETHESDA						

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
EXPENDITURES						
FY17 Recommended	14,801	14,801	14,801	14,801	14,801	14,801
No inflation or compensation change is included in outyear projections.						
Emergency Battery Backup in Garages	0	(39)	0	(39)	0	(39)
Replacement every two years.						
Retiree Health Insurance Pre-funding	0	(5)	(11)	(14)	(17)	(17)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	27	27	27	27	27
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	14,801	14,783	14,816	14,774	14,810	14,771

PARKING DISTRICT - SILVER SPRING

EXPENDITURES

FY17 Recommended	11,065	11,065	11,065	11,065	11,065	11,065
No inflation or compensation change is included in outyear projections.						
Emergency Backup Batteries in Garages	0	(57)	0	(57)	0	(57)
Replacement every two years.						
Retiree Health Insurance Pre-funding	0	(4)	(8)	(10)	(12)	(12)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Silver Spring Lot 3 Parking Garage	0	62	62	62	62	62
Operating and Maintenance costs						
Labor Contracts	0	28	28	28	28	28
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	11,065	11,094	11,147	11,088	11,143	11,086

PARKING DISTRICT - MONTGOMERY HILLS

EXPENDITURES

FY17 Recommended	84	84	84	84	84	84
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 other negotiated items.						
Subtotal Expenditures	84	84	84	84	84	84

PARKING DISTRICT - WHEATON

EXPENDITURES

FY17 Recommended	1,369	1,369	1,369	1,369	1,369	1,369
No inflation or compensation change is included in outyear projections.						
Emergency Backup Batteries in Garages	0	(22)	0	(22)	0	(22)
Replacement every two years.						
Retiree Health Insurance Pre-funding	0	(1)	(1)	(1)	(2)	(2)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	4	4	4	4	4
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	1,369	1,351	1,373	1,351	1,372	1,350

FY17-22 Public Services Program: Fiscal Plan Bethesda Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2016	2017	2018	2019	2020	2021	2022
Assumptions							
Indirect Cost Rate	15.87%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
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	\$ 13,059,293	\$ 13,366,666	\$ 11,687,619	\$ 15,581,507	\$ 14,049,836	\$ 12,574,368	\$ 11,456,977
Revenues							
Charges for Services	\$ 13,505,081	\$ 14,105,081	\$ 15,405,081	\$ 15,405,081	\$ 15,405,081	\$ 15,405,081	\$ 15,405,081
Fines & Forfeits	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000
Miscellaneous	\$ 352,110	\$ 364,110	\$ 8,604,100	\$ 444,090	\$ 484,080	\$ 524,070	\$ 564,060
Subtotal Revenues	\$ 17,107,191	\$ 17,719,191	\$ 27,259,181	\$ 19,099,171	\$ 19,139,161	\$ 19,179,151	\$ 19,219,141
Transfers							
Transfers to General Fund	\$ (354,960)	\$ (380,332)	\$ (380,332)	\$ (367,533)	\$ (367,533)	\$ (367,533)	\$ (367,533)
Telecommunications NDA	\$ -	\$ (12,799)	\$ (12,799)	\$ -	\$ -	\$ -	\$ -
Indirect Costs	\$ (354,960)	\$ (367,533)	\$ (367,533)	\$ (367,533)	\$ (367,533)	\$ (367,533)	\$ (367,533)
Transfers to Special Funds : Tax Supported							
Bethesda Urban District	\$ (2,200,955)	\$ (1,502,000)	\$ (1,950,900)	\$ (2,009,079)	\$ (2,078,078)	\$ (2,148,253)	\$ (2,218,819)
Parking District Service Facility	\$ -	\$ -	\$ (144,900)	\$ (144,900)	\$ (144,900)	\$ (144,900)	\$ (144,900)
Transfer From Silver Spring PLD	\$ 1,500,000	\$ -	\$ (3,000,000)	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 29,110,569	\$ 29,203,524	\$ 33,615,567	\$ 32,304,066	\$ 30,743,385	\$ 29,237,733	\$ 28,089,766
CIP Current Revenue Appropriation Expenditure							
Other CIP Revenue Appropriation Expenditure	\$ (590,000)	\$ (2,715,000)	\$ (3,092,000)	\$ (3,155,000)	\$ (2,990,000)	\$ (2,435,000)	\$ (2,690,000)
Appropriations/Expenditures							
Operating Budget	\$ (10,333,436)	\$ (10,226,558)	\$ (10,384,007)	\$ (10,507,455)	\$ (10,634,686)	\$ (10,765,262)	\$ (10,899,273)
Existing Debt Service	\$ (4,820,467)	\$ (4,574,348)	\$ (4,575,040)	\$ (4,576,062)	\$ (4,570,138)	\$ (4,571,030)	\$ (3,050,203)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ 5,150	\$ 10,950	\$ 13,970	\$ 17,200	\$ 17,200
Battery Backup	\$ -	\$ -	\$ 38,500	\$ -	\$ 38,500	\$ -	\$ 38,500
Labor Agreement	\$ -	\$ -	\$ (26,663)	\$ (26,663)	\$ (26,663)	\$ (26,663)	\$ (26,663)
Subtotal PSP Operating Budget Appropriation	\$ (15,153,903)	\$ (14,800,906)	\$ (14,942,060)	\$ (15,099,230)	\$ (15,179,017)	\$ (15,345,756)	\$ (13,920,439)
Total Use of Resources	\$ (15,743,903)	\$ (17,515,906)	\$ (18,034,060)	\$ (18,254,230)	\$ (18,169,017)	\$ (17,780,756)	\$ (16,610,439)
Year End Fund Balance	\$ 13,366,666	\$ 11,687,619	\$ 15,581,507	\$ 14,049,836	\$ 12,574,368	\$ 11,456,977	\$ 11,479,326
Bond Restricted Reserve	\$ (7,956,369)	\$ (8,516,804)	\$ (8,551,496)	\$ (8,583,882)	\$ (8,608,307)	\$ (8,845,365)	\$ (8,877,573)
Year End Available Fund Balance	\$ 5,410,297	\$ 3,170,815	\$ 7,030,011	\$ 5,465,953	\$ 3,966,062	\$ 2,611,613	\$ 2,601,754
Available Fund Balance As A Percent of Next Year's PSP Expenses	37%	21%	47%	36%	26%	19%	19%
Target Balance	\$ 3,700,226	\$ 3,735,515	\$ 3,774,808	\$ 3,794,754	\$ 3,836,439	\$ 3,480,110	\$ 3,480,110

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 254 percent in FY17. The minimum requirement is 125 percent.
2. Revenue for the air rights lease for Garage 49 is assumed in FY16 through FY22.
3. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY18-22 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.
4. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses. The target was lowered from 50 percent based on an independent analysis of the parking lot district funds.

FY17-22 Public Services Program: Fiscal Plan Montgomery Hills Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2016	2017	2018	2019	2020	2021	2022
Assumptions							
Indirect Cost Rate	15.87%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
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	\$ 67,549	\$ 47,117	\$ 26,680	\$ 16,807	\$ 11,204	\$ 9,872	\$ 12,809
Revenues							
Charges for Services	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Fines & Forfeits	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000
Miscellaneous	\$ 2,990	\$ 4,270	\$ 8,540	\$ 12,810	\$ 17,080	\$ 21,350	\$ 25,620
Subtotal Revenues	\$ 75,990	\$ 77,270	\$ 81,540	\$ 85,810	\$ 90,080	\$ 94,350	\$ 98,620
Transfers							
Transfers to General Fund	\$ (12,960)	\$ (13,378)	\$ (9,495)	\$ (9,495)	\$ (9,495)	\$ (9,495)	\$ (9,495)
Indirect Costs	\$ (7,960)	\$ (8,378)	\$ (7,885)	\$ (7,885)	\$ (7,885)	\$ (7,885)	\$ (7,885)
Regional Services Center	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Special Funds : Tax Supported	\$ -	\$ -	\$ (1,610)	\$ (1,610)	\$ (1,610)	\$ (1,610)	\$ (1,610)
Parking District Service Facility	\$ -	\$ -	\$ (1,610)	\$ (1,610)	\$ (1,610)	\$ (1,610)	\$ (1,610)
Total Resources	\$ 130,579	\$ 111,009	\$ 98,725	\$ 93,122	\$ 91,790	\$ 94,727	\$ 101,934
Appropriations/Expenditures							
Operating Budget	\$ (83,462)	\$ (84,329)	\$ (81,329)	\$ (81,329)	\$ (81,329)	\$ (81,329)	\$ (81,329)
Labor Agreement	\$ -	\$ -	\$ (589)	\$ (589)	\$ (589)	\$ (589)	\$ (589)
Subtotal PSP Operating Budget Appropriation	\$ (83,462)	\$ (84,329)	\$ (81,918)	\$ (81,918)	\$ (81,918)	\$ (81,918)	\$ (81,918)
Total Use of Resources	\$ (83,462)	\$ (84,329)	\$ (81,918)	\$ (81,918)	\$ (81,918)	\$ (81,918)	\$ (81,918)
Year End Available Fund Balance	\$ 47,117	\$ 26,680	\$ 16,807	\$ 11,204	\$ 9,872	\$ 12,809	\$ 20,016
Available Fund Balance As A Percent of Next Year's PSP Expenses	56%	33%	21%	14%	12%	16%	24%
Target Balance	\$ 21,082	\$ 20,480	\$ 20,480	\$ 20,480	\$ 20,480	\$ 20,480	\$ 20,480

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY18-22 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.
2. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses. The target was lowered from 50 percent based on an independent analysis of the parking lot district funds.

FY17-22 Public Services Program: Fiscal Plan Silver Spring Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2016	2017	2018	2019	2020	2021	2022
Assumptions							
Indirect Cost Rate	15.87%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
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	\$ 18,808,969	\$ 18,313,183	\$ 11,772,319	\$ 11,492,307	\$ 9,131,343	\$ 6,676,993	\$ 4,208,727
Revenues							
Charges for Services	\$ 10,661,253	\$ 10,661,253	\$ 12,561,253	\$ 12,561,253	\$ 12,561,253	\$ 12,561,253	\$ 12,561,253
Fines & Forfeits	\$ 1,869,689	\$ 1,869,689	\$ 1,869,689	\$ 1,869,689	\$ 1,869,689	\$ 1,869,689	\$ 1,869,689
Miscellaneous	\$ 7,667,090	\$ 95,840	\$ 357,510	\$ 453,350	\$ 549,190	\$ 645,030	\$ 740,870
Subtotal Revenues	\$ 20,198,032	\$ 12,626,782	\$ 14,788,452	\$ 14,884,292	\$ 14,980,132	\$ 15,075,972	\$ 15,171,812
Transfers							
Transfers to General Fund	\$ (6,338,355)	\$ (2,492,734)	\$ 121,516	\$ (3,097,594)	\$ (3,221,162)	\$ (3,145,805)	\$ (3,273,902)
Tecommunications NDA	\$ (2,390,150)	\$ (487,452)	\$ (487,452)	\$ (405,260)	\$ (405,260)	\$ (405,260)	\$ (405,260)
Indirect Costs	\$ -	\$ (82,192)	\$ (82,192)	\$ -	\$ -	\$ -	\$ -
	\$ (390,150)	\$ (405,260)	\$ (405,260)	\$ (405,260)	\$ (405,260)	\$ (405,260)	\$ (405,260)
Transfers to Special Funds : Tax Supported							
Transfer to Wheaton PLD	\$ (3,948,205)	\$ (2,005,282)	\$ 608,968	\$ (2,692,334)	\$ (2,815,902)	\$ (2,740,545)	\$ (2,868,642)
Silver Spring Urban District	\$ -	\$ -	\$ -	\$ (200,000)	\$ (200,000)	\$ -	\$ -
Transfer to Bethesda PLD	\$ (2,448,205)	\$ (2,005,282)	\$ (2,391,032)	\$ (2,492,334)	\$ (2,615,902)	\$ (2,740,545)	\$ (2,868,642)
	\$ (1,500,000)	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 32,668,646	\$ 28,447,231	\$ 26,682,287	\$ 23,279,005	\$ 20,890,313	\$ 18,607,159	\$ 16,106,637
CIP Current Revenue Appropriation Expenditure	\$ (2,900,000)	\$ (5,610,000)	\$ (3,913,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)
Appropriations/Expenditures							
Operating Budget	\$ (10,355,463)	\$ (9,964,912)	\$ (10,148,016)	\$ (10,265,497)	\$ (10,390,436)	\$ (10,520,578)	\$ (10,656,758)
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	\$ -	\$ -	\$ 3,560	\$ 7,560	\$ 9,640	\$ 11,870	\$ 11,870
Battery Backup	\$ -	\$ -	\$ 57,200	\$ -	\$ 57,200	\$ -	\$ 57,200
Labor Agreement	\$ -	\$ -	\$ (27,724)	\$ (27,724)	\$ (27,724)	\$ (27,724)	\$ (27,724)
Lot 3 Parking Garage	\$ -	\$ -	\$ (62,000)	\$ (62,000)	\$ (62,000)	\$ (62,000)	\$ (62,000)
Subtotal PSP Operating Budget Appropriation	\$ (11,455,463)	\$ (11,064,912)	\$ (11,276,980)	\$ (11,447,661)	\$ (11,513,320)	\$ (11,698,432)	\$ (11,777,412)
Total Use of Resources	\$ (14,355,463)	\$ (16,674,912)	\$ (15,189,980)	\$ (14,147,661)	\$ (14,213,320)	\$ (14,398,432)	\$ (14,477,412)
Year End Available Fund Balance	\$ 18,313,183	\$ 11,772,319	\$ 11,492,307	\$ 9,131,343	\$ 6,676,993	\$ 4,208,727	\$ 1,629,225
Available Fund Balance As A Percent of Next Year's PSP Expenses	166%	104%	100%	79%	57%	36%	14%
Target Balance	\$ 2,766,228	\$ 2,819,245	\$ 2,861,915	\$ 2,878,330	\$ 2,924,608	\$ 2,944,353	\$ 2,944,353

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY18-22 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.
2. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses. The target was lowered from 50 percent based on an independent analysis of the parking lot district funds.

FY17-22 Public Services Program: Fiscal Plan Wheaton Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2016	2017	2018	2019	2020	2021	2022
Assumptions							
Indirect Cost Rate	15.87%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
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	\$ 1,486,093	\$ 773,000	\$ 490,452	\$ 143,827	\$ 41,300	\$ 227,695	\$ 178,495
Revenues							
Charges for Services	\$ 905,000	\$ 815,000	\$ 725,000	\$ 815,000	\$ 1,205,000	\$ 1,205,000	\$ 1,205,000
Fines & Forfeits	\$ 546,000	\$ 511,000	\$ 476,000	\$ 511,000	\$ 636,000	\$ 636,000	\$ 636,000
Miscellaneous	\$ 5,000	\$ 7,140	\$ 14,280	\$ 21,420	\$ 28,560	\$ 35,700	\$ 42,840
Subtotal Revenues	\$ 1,456,000	\$ 1,333,140	\$ 1,215,280	\$ 1,347,420	\$ 1,869,560	\$ 1,876,700	\$ 1,883,840
Transfers							
Transfers to General Fund	\$ (666,910)	\$ (90,084)	\$ (110,133)	\$ 93,161	\$ 93,161	\$ (106,839)	\$ (107,777)
Telecommunications NDA	\$ (59,910)	\$ (66,455)	\$ (66,455)	\$ (62,391)	\$ (62,391)	\$ (62,391)	\$ (62,391)
Indirect Costs	\$ -	\$ (4,064)	\$ (4,064)	\$ -	\$ -	\$ -	\$ -
	\$ (59,910)	\$ (62,391)	\$ (62,391)	\$ (62,391)	\$ (62,391)	\$ (62,391)	\$ (62,391)
Transfers to Special Funds : Tax Supported							
Wheaton Urban District	\$ (607,000)	\$ (23,629)	\$ (43,678)	\$ 155,552	\$ 155,552	\$ (44,448)	\$ (45,386)
Parking District Service Facility	\$ (607,000)	\$ (23,629)	\$ (24,358)	\$ (25,128)	\$ (25,128)	\$ (25,128)	\$ (26,066)
Transfer from Silver Spring PLD	\$ -	\$ -	\$ (19,320)	\$ (19,320)	\$ (19,320)	\$ (19,320)	\$ (19,320)
	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -
Total Resources	\$ 2,275,183	\$ 2,016,056	\$ 1,595,600	\$ 1,584,408	\$ 2,004,021	\$ 1,997,557	\$ 1,954,558
CIP Current Revenue Appropriation Expenditure	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (157,000)
Appropriations/Expenditures							
Operating Budget	\$ (1,345,183)	\$ (1,368,604)	\$ (1,317,313)	\$ (1,387,249)	\$ (1,642,776)	\$ (1,663,842)	\$ (1,685,463)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ 540	\$ 1,140	\$ 1,450	\$ 1,780	\$ 1,780
Battery Backup	\$ -	\$ -	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ 22,000
Labor Agreement	\$ -	\$ -	\$ (4,219)	\$ (4,219)	\$ (4,219)	\$ (4,219)	\$ (4,219)
Subtotal PSP Operating Budget Appropriation	\$ (1,345,183)	\$ (1,368,604)	\$ (1,294,773)	\$ (1,386,109)	\$ (1,619,326)	\$ (1,662,062)	\$ (1,661,683)
Total Use of Resources	\$ (1,502,183)	\$ (1,525,604)	\$ (1,451,773)	\$ (1,543,109)	\$ (1,776,326)	\$ (1,819,062)	\$ (1,818,683)
Year End Available Fund Balance	\$ 773,000	\$ 490,452	\$ 143,827	\$ 41,300	\$ 227,695	\$ 178,495	\$ 135,875
Available Fund Balance As A Percent of Next Year's PSP Expenses	56%	38%	10%	3%	14%	11%	8%
Target Balance	\$ 342,151	\$ 323,693	\$ 346,527	\$ 404,831	\$ 415,516	\$ 415,421	\$ 415,421

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY18-22 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.
2. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses. The target was lowered from 50 percent based on an independent analysis of the parking lot district funds.



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 FY17 Operating Budget for the Division of Transit Services is \$127,602,501, an increase of \$1,413,049 or 1.12 percent from the FY16 Approved Budget of \$126,189,452. Personnel Costs comprise 56.73 percent of the budget for 825 full-time position(s) and no part-time position(s), and a total of 842.47 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 43.27 percent of the FY17 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 \$18,863,850 is required.

Significant multi-program adjustments in Administration, Taxi Regulation, and Transit Operations Planning are due to corrections in staffing allocation across programs.

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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Implement Express Ride On Service between Clarksburg and Shady Grove Metrorail Station.
- ★ Enhance Call-n-Ride program by reducing age eligibility from 67 to 65, adding 445 participants to the program.
- ★ Implement Ride On Plus priority service from the Lakeforest Transit Center to the Medical Center Metrorail Station starting in FY18.
- ★ Program \$5 million in the Capital Budget and call upon the State to match that commitment to move the MD 355 Bus Rapid Transit (BRT) study to a Locally Preferred Alternative (LPA) stage.
- ★ Program \$6.5 million in the Capital Budget for the planning and design of a high-quality BRT on US 29 with the intent of getting this route operational in less than four years.

- ★ Piloting left-turn signal warning technology to improve pedestrian and transit passenger safety.

Accomplishments

- ✓ Implemented Safety Instructors at field depots.
- ✓ Completed Facility Planning studies for transit improvements at the Lakeforest Transit Center, Milestone Transit Center, Germantown Transit Center and Boyds. All four locations include design enhancements for buses and passengers, as well as additional commuter parking capacity.
- ✓ Implemented 18 span-of-service improvements within budget providing additional service for Montgomery County residents and employers. Developed scheduling adjustments for 25 additional Ride On service routes to help improve on-time performance.
- ✓ The Call-n-Ride program increased its income eligibility limits in each of its categories after decades of remaining unchanged. This increased the number of residents who are now eligible for program participation and also reduced co-payments for over 500 current participants.
- ✓ The new Call-n-Ride program swipe card system has continued to reduce the average cost per trip which was \$23 in 2012 to \$16 currently. With these savings, participants can take about three more trips per month.
- ✓ Increased customer outreach events by 25%.
- ✓ The Call-n-Ride program conducted an outdoor advertising campaign placing 30 bus side advertisements on Ride On buses and 50 ads on bus shelters in the County. The program also developed a new brochure to help disseminate information about program changes, and increased outreach to eligible residents by participating in Resource fairs at different community centers, seniors' events and other community fairs.

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

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

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,403,175	10.85
Increase Cost: Medicaid Transportation Program	352,672	1.70
Enhance: Reduce Call-n-Ride Age Eligibility from 67 to 65	138,000	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.	28,824	0.05
FY17 Recommended	7,922,671	12.60

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Hours of service	1,113,892	1,133,548	1,126,185	1,124,417	1,130,039
Number of reported collisions between Ride On buses and a person or object, per 100,000 miles driven	4.0	4.0	3.8	3.8	3.7
On time performance for Ride On buses	87.5%	87.5%	88.0%	88.5%	89.0%
Passengers per hour of service	23.6	22.9	23.0	23.1	23.1
Passengers transported (millions)	26.337	25.972	25.928	26.014	26.144
Ride On passengers transported per capita (Ratio of the number of passengers boarding a Ride On bus within a fiscal year and Montgomery County's population) ¹	26.7	26.2	26.0	26.0	26.0
Percent of Ride On customers who report a satisfactory customer service experience	N/A	80%	80%	80%	80%
Ride On complaints per 100,000 bus riders	24.3	23.7	23.7	23.7	23.7

¹ Definition: This measure is calculated annually comparing the number of Ride On passengers to the Montgomery County Population. It indicates whether the Ride On is maintaining a constant share of Montgomery County residents.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	102,188,606	765.60
Increase Cost: Motor Pool Adjustment	1,174,488	0.00
Add: Express Ride On Service Between Clarksburg and Shady Grove Metro	117,438	5.00
Decrease Cost: Implement Tobytown Service to Peak-Only Schedule	(60,000)	0.00
Decrease Cost: Perform Driver Training in Buses Rather than Leased Training Vans	(116,484)	0.00
Reduce: Annualization of FY16 Savings Plan Reductions - Sunday Ride On Service on Routes 42, 83, and 98	(1,574,667)	(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.	2,700,404	7.19
FY17 Recommended	104,429,785	769.79

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,466,035	18.19
Increase Cost: Council of Governments grant increase	15,405	0.00
Technical Adj: Commuter Assistance Grant	0	(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.	(5,939)	0.10
FY17 Recommended	3,475,501	18.19

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.

FY17 Recommended Changes	Expenditures	FTEs
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FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	858,951	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.	(203,794)	(2.00)
FY17 Recommended	655,157	5.00

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, and 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,630,390	6.13
Increase Cost: Kids Ride Free/ Seniors Ride Free	78,500	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.	18,855	0.50
FY17 Recommended	1,727,745	6.63

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,746,073	17.70
Decrease Cost: Elimination of One-Time Items Approved in FY16	(159,240)	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.	(1,739,925)	(10.70)
FY17 Recommended	1,846,908	7.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	318,766	1.28
Increase Cost: Germantown Transit Center Operation and Maintenance	42,500	0.00
Increase Cost: Montgomery Mall Transit Center Operation and Maintenance	29,000	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.	2,954	0.00
FY17 Recommended	393,220	1.28

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,081,305	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.	13,160	0.00
FY17 Recommended	1,094,465	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,007,953	0.00
Decrease Cost: Risk Management Adjustment	(206,885)	0.00
FY17 Recommended	2,801,068	0.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,488,198	5.44
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	767,783	12.54
FY17 Recommended	3,255,981	17.98

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	49,901,724	51,022,629	51,344,864	51,920,892	1.8 %
Employee Benefits	16,401,680	18,552,688	17,505,887	18,611,084	0.3 %
Mass Transit Personnel Costs	66,303,404	69,575,317	68,850,751	70,531,976	1.4 %
Operating Expenses	53,247,388	51,916,573	51,342,906	52,004,886	0.2 %
Mass Transit Expenditures	119,550,792	121,491,890	120,193,657	122,536,862	0.9 %
PERSONNEL					
Full-Time	810	810	810	808	-0.2 %
Part-Time	0	0	0	0	---
FTEs	820.69	821.40	821.40	826.08	0.6 %
REVENUES					
Bus Advertising	1,100,940	545,000	935,000	935,000	71.6 %
Insurance Recoveries	243,039	0	0	0	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Investment Income	0	7,710	0	0	-100.0 %
Miscellaneous Revenues	267,491	0	0	0	---
Motor Pool Charges/Fees	487,923	0	0	0	---
Other Charges/Fees	628,624	837,000	982,194	982,194	17.3 %
Other Fines/Forfeitures	11,514	0	0	0	---
Parking Fees	666,639	661,385	661,385	661,385	---
Parking Fines	813,243	405,000	405,000	405,000	---
Property Tax	68,879,640	107,000,412	106,834,291	95,144,257	-11.1 %
Ride On Fare Revenue	22,732,309	23,550,593	22,824,165	22,819,465	-3.1 %
State Aid: Call N' Ride	186,554	379,110	379,110	379,110	---
State Aid: Damascus Fixed Route	225,815	309,950	309,950	309,950	---
State Aid: Ride On	38,204,604	39,089,040	38,264,000	38,264,000	-2.1 %
Taxi Licensing Fees	555,763	531,000	531,000	531,000	---
Mass Transit Revenues	135,004,098	173,316,200	172,126,095	160,431,361	-7.4 %

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	1,056,755	1,373,507	1,373,507	1,462,021	6.4 %
Employee Benefits	371,590	375,290	375,290	397,913	6.0 %
Grant Fund - MCG Personnel Costs	1,428,345	1,748,797	1,748,797	1,859,934	6.4 %
Operating Expenses	3,760,801	2,948,765	2,948,765	3,205,705	8.7 %
Grant Fund - MCG Expenditures	5,189,146	4,697,562	4,697,562	5,065,639	7.8 %

PERSONNEL

Full-Time	15	15	15	17	13.3 %
Part-Time	0	0	0	0	---
FTEs	14.93	14.79	14.79	16.39	10.8 %

REVENUES

Federal Grants	1,898,483	1,763,357	1,763,357	1,939,694	10.0 %
State Grants	3,204,216	2,934,205	2,934,205	3,125,945	6.5 %
Grant Fund - MCG Revenues	5,102,699	4,697,562	4,697,562	5,065,639	7.8 %

DEPARTMENT TOTALS

Total Expenditures	124,739,938	126,189,452	124,891,219	127,602,501	1.1 %
Total Full-Time Positions	825	825	825	825	---
Total Part-Time Positions	0	0	0	0	---
Total FTEs	835.62	836.19	836.19	842.47	0.8 %
Total Revenues	140,106,797	178,013,762	176,823,657	165,497,000	-7.0 %

FY17 Recommended Changes

	Expenditures	FTEs
MASS TRANSIT		
FY16 ORIGINAL APPROPRIATION	121,491,890	821.40
<u>Changes (with service impacts)</u>		
Enhance: Reduce Call-n-Ride Age Eligibility from 67 to 65 [Medicaid and Senior Programs]	138,000	0.00
Add: Express Ride On Service Between Clarksburg and Shady Grove Metro [Ride On]	117,438	5.00
Reduce: Annualization of FY16 Savings Plan Reductions - Sunday Ride On Service on Routes 42, 83, and 98 [Ride On]	(1,574,667)	(8.00)
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	1,195,703	0.00
Increase Cost: Motor Pool Adjustment [Ride On]	1,174,488	0.00
Increase Cost: Group Insurance Adjustment	506,362	0.00
Increase Cost: Annualization of FY16 Personnel Costs	367,477	7.68
Increase Cost: Kids Ride Free/ Seniors Ride Free [Customer Service]	78,500	0.00
Increase Cost: Germantown Transit Center Operation and Maintenance [Transit Parking Facility Maintenance]	42,500	0.00
Increase Cost: Montgomery Mall Transit Center Operation and Maintenance [Transit Parking Facility Maintenance]	29,000	0.00

	Expenditures	FTEs
Increase Cost: Printing and Mail	13,028	0.00
Decrease Cost: Implement Tobytown Service to Peak-Only Schedule [Ride On]	(60,000)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(88,870)	0.00
Decrease Cost: Mystery Rider Contract	(100,000)	0.00
Decrease Cost: Perform Driver Training in Buses Rather than Leased Training Vans [Ride On]	(116,484)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16 [Transit Operations Planning]	(159,240)	0.00
Decrease Cost: Risk Management Adjustment [Fixed Costs]	(206,885)	0.00
Decrease Cost: Retirement Adjustment	(311,378)	0.00

FY17 RECOMMENDED

122,536,862 826.08

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION

4,697,562 14.79

Other Adjustments (with no service impacts)

Increase Cost: Medicaid Transportation Program [Medicaid and Senior Programs]	352,672	1.70
Increase Cost: Council of Governments grant increase [Commuter Services]	15,405	0.00
Technical Adj: Commuter Assistance Grant [Commuter Services]	0	(0.10)

FY17 RECOMMENDED

5,065,639 16.39

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Medicaid and Senior Programs	7,403,175	10.85	7,922,671	12.60
Ride On	102,188,606	765.60	104,429,785	769.79
Commuter Services	3,466,035	18.19	3,475,501	18.19
Taxi Regulation	858,951	7.00	655,157	5.00
Customer Service	1,630,390	6.13	1,727,745	6.63
Transit Operations Planning	3,746,073	17.70	1,846,908	7.00
Transit Parking Facility Maintenance	318,766	1.28	393,220	1.28
Passenger Facilities	1,081,305	4.00	1,094,465	4.00
Fixed Costs	3,007,953	0.00	2,801,068	0.00
Administration	2,488,198	5.44	3,255,981	17.98
Total	126,189,452	836.19	127,602,501	842.47

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTE\$	Total\$	FTE\$
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00
GRANT FUND - MCG					
Health and Human Services	Grant Fund	127,000	0.00	0	0.00
Total		409,694	0.00	282,694	0.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

MASS TRANSIT

Transit Services

Transportation 48-7

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
EXPENDITURES						
FY17 Recommended	122,537	122,537	122,537	122,537	122,537	122,537
No inflation or compensation change is included in outyear projections.						
Express Service from Clarksburg to Shady Grove Metro	0	588	588	588	588	588
Annualize for full year cost (10 months).						
MD 355 Priority Service	0	2,600	2,600	2,600	2,600	2,600
Operating costs for new service planned for FY18.						
Labor Contracts	0	1,271	1,271	1,271	1,271	1,271
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	122,537	126,997	126,997	126,997	126,997	126,997



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 FY17 Operating Budget for the Department of Health and Human Services is \$291,341,530, an increase of \$2,347,931 or 0.81 percent from the FY16 Approved Budget of \$288,993,599. Personnel Costs comprise 56.66 percent of the budget for 1,376 full-time position(s) and 329 part-time position(s), and a total of 1,608.88 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 43.34 percent of the FY17 budget.

This net increase is related to a variety of program enhancements and additions, partially offset by efficiencies.

Linkage to County Result Areas

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

- Affordable Housing in an Inclusive Community
- Children Prepared to Live and Learn
- Healthy and Sustainable Neighborhoods
- A Responsive, Accountable County Government
- Safe Streets and Secure Neighborhoods
- Vital Living for All of Our Residents

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Weighted percentage of DHHS customers satisfied with the services they received from DHHS staff	97.6	96.7	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)	56.9	56.1	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)	85.8	84.4	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)	84.2	77.7	84.0	84.0	84.0

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of reviewed HHS client cases that demonstrate beneficial impact from received services	95	92	92	92	92
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Quality Service Review)	86	87	71	75	75
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Service Integration Cases)	88	94	93	93	93
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Quality Service Review) ¹	77	74	67	70	70
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Service Integration Cases)	79	89	70	70	70

¹ Projected performance decline in this measure is attributed to larger caseloads matched with more complex client needs, resulting in less time to integrate others into decision-making and coordination.

Initiatives

- ★ The County Executive is fully supportive of ongoing work to establish a Mental Health Court in the Circuit and District Courts in FY17, which would require clinical support from the Department of Health and Human Services. If application to the Maryland Office of Problem-Solving Courts is successful, support for this function will be provided through a supplemental appropriation.
- ★ Add funding for a senior fellow to support the County's Age-Friendly Communities Initiative.
- ★ Add funds to provide additional mandated Adult Evaluation and Review (AERS) evaluations to identify available services to help seniors and adults with disabilities remain in the community while functioning at the highest possible level of independence and personal well-being.
- ★ Add funds to enhance Medical Adult Daycare subsidies, expanding service to 18 additional clients to attend an Adult Daycare program two days per week for socialization and medical supervision.
- ★ Enhance the Developmental Disability Supplement to support enrollment increases and service delivery for Developmental Disability providers.
- ★ Increase support for home delivered meals.
- ★ Continue funding support for the Children's Opportunity Fund jointly with Montgomery County Public Schools to address the social determinants that impact the achievement gap for vulnerable children.
- ★ Add funds to enhance implementation of the Building Educated Leaders for Life (BELL) program that provides summer academic and enrichment support for students who lack the reading and math skills to perform at grade level. This program is funded through a non-departmental account for the Children's Opportunity Fund in partnership with the Norman and Ruth Rales Foundation to support local fundraising efforts to raise additional funds.
- ★ Add funds to support school health staffing for the new Clarksburg/Damascus Middle School.
- ★ Add funds to support full-year operations of Somatic Health Services and positive youth development provided at Wheaton High School Wellness Center.
- ★ Add funds to support full-year operations of early childhood services in the Kennedy Cluster Project.
- ★ Add funds to enhance the Linkages to Learning Program at Maryvale Elementary School in Rockville.
- ★ Add funds to provide housing support for homeless unaccompanied minors.
- ★ Expand funding support for Family Navigation, Youth Services Bureau, and Pathways to Services programs in support of the Governor's new priorities for funding of Local Management Boards and targeting disconnected youth.
- ★ Add funds to support a unique public-private partnership leveraging State and private resources to preserve vital residential substance abuse treatment capacity at Avery Road Treatment Center at reduced taxpayer expense.

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- ★ Add funds to support full-year operations of Intensive In-Home Stabilization Services, Adult Behavioral Health Enhancement implementation, and Shared Outpatient Contract implementation.
 - ★ Add funds to enhance health services provided through the African American Health Program, Latino Health Initiative, and Asian American Health Initiative.
 - ★ Add funds to support a new Citizenship and Immigrant Integration Services Program.
 - ★ In addition to the funding for this Department, the recommended budget includes funds for community organizations that augment County services including \$774,570 for community organizations serving the disabled, \$1.0 million for organizations extending senior services, \$755,480 for organizations providing public health services, \$1.1 million for community organizations supplementing County behavioral health services, and \$2.2 million for organizations providing safety net services to County residents. These community organizations are critical to providing an effective network of services in a more cost-effective, culturally appropriate, and flexible way. Additionally, they are able to leverage community resources that are unavailable to County Government.
 - ★ The Villages Coordinator has established relationships with 16 active and 9 emerging villages in the County, and consulted with 20 communities interested in starting a Village, providing technical assistance such as grant writing, access to financial resources, strategic planning, and community survey development. An outreach plan was developed and implemented in the Latino and faith based communities including the creation of a brochure, a webpage, and a monthly email list archived on the Washington Area Villages Exchange.
 - ★ In August 2015, the County Executive received notice that the US Department of Veterans Affairs intends to lease space in the County to establish a Community Based Outpatient Clinic, following advocacy from the Commission on Veteran's Affairs
 - ★ The Federal Transit Administration awarded the County a two-year, \$138,000 Enhancing Montgomery's Mobility grant to increase public awareness of transportation options for seniors and people with disabilities, and to help expand the pool of volunteer drivers in the County.

Accomplishments

- ☑ The Specialty Behavioral Health Services Adult Drug Court Treatment Program provided services to 121 offenders, and graduated 21 clients in FY15. On average, 65.5 percent of Adult Drug Court clients have co-occurring mental health and substance use disorders.
- ☑ Public Health staff monitored over 2,000 travelers from West Africa; initiated an Ebola hotline; and provided Ebola technical guidance for hospitals, first responders, clinics, schools, and other agencies, as part of the coordinated Federal, State and Regional response to the Ebola epidemic in West Africa.
- ☑ Provided primary care for 3,919 uninsured children in FY15 through the Care for Kids Program, a 30 percent increase over FY14 due in part to the number of unaccompanied minors entering the County.
- ☑ Performed 5,963 inspections of restaurant and other food service facilities, including 31 new facilities in FY15.
- ☑ Case managed 15,067 children in MCPS with chronic health conditions including asthma, diabetes and life threatening allergic reactions; and handled 580,388 student visits to MCPS health rooms during FY15. Eighty-eight (88) percent of visits resulted in children returning to class.
- ☑ In FY15, the Community Support Network's Autism Waiver Program provided service coordination to 252 Montgomery County Public School (MCPS) students. The program has had three consecutive "perfect" audit ratings from the State.
- ☑ In FY15, Child Welfare Services exceeded their goal for cases closed to custody and guardianship by 40 percent, reaching 42 cases closed as compared to the goal of 12 cases.
- ☑ The Montgomery County Children's Resource and Referral Center supported 49 family child care providers in FY15 in obtaining their National Association of Family Child Care (NAFCC) Accreditation through coaching, training, and quality enhancement grants. This has placed Montgomery County as the jurisdiction with the highest number of NAFCC accredited providers in Maryland.

- ✓ In FY15, Linkages to Learning served 5,450 County residents in 29 schools. Over 1,600 of these individuals participated in community education and development activities, and over 3,800 received comprehensive behavioral health and/or family case management services resulting in more than 86,000 unduplicated units of service, a 20 percent increase from FY14.
- ✓ The Street Outreach Network partnered with Imagination Stage to implement a culturally based and healing informed program that uses drama and arts to address the growing needs of children fleeing violence, and to highlight each child's resiliency.
- ✓ Collaborated with Prince George's County and the District of Columbia to establish a Region Coordinating Council on Homelessness to develop and implement an actionable plan to work towards permanently ending homelessness in the Washington Metropolitan Area.
- ✓ Montgomery County joined the Zero: 2016 Initiative, a follow-up to the 100,000 Homes Campaign designed to help communities end Veterans homelessness, with funding support for permanent housing to serve 35 homeless veterans and their families.
- ✓ In FY15, Special Needs Housing received more than 5,400 requests for emergency assistance and provided more than 3,700 emergency assistance grants totaling approximately \$2.9 million dollars to resolve housing and utility emergencies.

Productivity Improvements

- ★ In FY15, Screening and Assessment Services for Children and Adolescents (SASCA) provided substance abuse screening and mental health assessments for 986 youth, and for the first time began providing services downcounty through the hire of a Spanish speaking psychiatric nurse for the Silver Spring clinic. Since SASCA began providing clinical case management services in the diversion program to support the completion of treatment, recidivism rates have decreased from 12 percent in FY13 to 6 percent in FY15.
- ★ The Community Food Rescue Project launched an online application to help quickly connect organizations with surplus nutritional food to agencies which can distribute food to those in need. Public Health staff provides ongoing food safety guidance.
- ★ The Montgomery Cares Program launched initiatives to better serve the 24,455 uninsured adults receiving service in FY15 by moving from an eligibility program to an enrollment program and by standardizing essential services, fees, and provider standards.
- ★ In FY15, the Dental Services Program implemented a new family-centered model of care for uninsured children, pregnant women and other adults, allowing eligible patients, regardless of age or program, to be seen at any of the five Dental Services sites.
- ★ The Office of Eligibility and Support Services (OESS) implemented Tuesday evening hours in FY15 to assist 918 customers during evening hours, an increase of 10 percent from FY08. This strategy helped address the overall increase in caseload from pre-recession rates (58 percent increase in Supplemental Nutrition Assistance, 113 percent in Medical Assistance, and 53 percent in Temporary Cash Assistance caseloads). OESS also completes more than 1/3 of overall Medicaid redeterminations in Maryland, and implemented additional Wednesday evening and Saturday hours to handle the volume. Across all programs, 80 percent of customers were served by a phone interview, reflecting increased efficiency and improved customer service.
- ★ Special Needs Housing implemented an intensive team process to reduce the length of time families spend in homelessness. Through this process the family meets with service providers to collaboratively develop a housing plan that addresses barriers and service needs. Home Energy Program streamlined their businesses processes and reduced case processing times to within the State mandated time frame of 45 days.

Program Contacts

Contact Victoria Buckland 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 FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	79,837,002	84,217,120	84,064,710	87,953,270	4.4 %
Employee Benefits	29,577,751	31,841,296	29,987,561	31,461,677	-1.2 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
County General Fund Personnel Costs	109,414,753	116,058,416	114,052,271	119,414,947	2.9 %
Operating Expenses	95,616,164	93,195,484	93,461,031	93,320,268	0.1 %
County General Fund Expenditures	205,030,917	209,253,900	207,513,302	212,735,215	1.7 %
PERSONNEL					
Full-Time	808	815	815	824	1.1 %
Part-Time	289	292	292	292	---
FTEs	1,161.66	1,168.70	1,168.70	1,175.42	0.6 %
REVENUES					
Core Health Services Funding	3,199,502	3,975,150	3,975,150	4,254,770	7.0 %
Federal Financial Participation Reimbursements	14,443,287	14,083,420	14,059,270	14,125,270	0.3 %
Health and Human Services Fees	1,501,385	1,332,800	1,382,530	1,420,200	6.6 %
Health Inspection: Restaurants	1,787,730	1,737,820	1,775,370	1,783,800	2.6 %
Health Inspections: Living Facilities	264,393	240,730	258,040	258,040	7.2 %
Health Inspections: Swimming Pools	625,320	526,330	530,500	534,600	1.6 %
Marriage Licenses	252,045	305,000	260,000	260,000	-14.8 %
Medicaid/Medicare Reimbursement	4,367,792	2,543,575	3,344,910	3,305,160	29.9 %
Miscellaneous Revenues	66,642	0	31,000	36,000	---
Nursing Home Reimbursement	684,334	666,850	704,020	704,020	5.6 %
Other Fines/Forfeitures	1,695	1,400	1,650	1,650	17.9 %
Other Intergovernmental	3,669,319	4,131,373	2,502,940	1,800,240	-56.4 %
Other Licenses/Permits	45,250	71,170	48,320	45,820	-35.6 %
County General Fund Revenues	30,908,694	29,615,618	28,873,700	28,529,570	-3.7 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	32,733,299	33,170,688	33,170,688	34,174,165	3.0 %
Employee Benefits	11,739,164	12,126,315	12,126,315	11,488,724	-5.3 %
Grant Fund - MCG Personnel Costs	44,472,463	45,297,003	45,297,003	45,662,889	0.8 %
Operating Expenses	40,981,060	34,442,696	34,442,696	32,943,426	-4.4 %
Grant Fund - MCG Expenditures	85,453,523	79,739,699	79,739,699	78,606,315	-1.4 %
PERSONNEL					
Full-Time	544	544	544	552	1.5 %
Part-Time	40	35	35	37	5.7 %
FTEs	427.21	424.96	424.96	433.46	2.0 %
REVENUES					
Federal Grants	18,444,986	18,699,791	18,699,791	16,070,765	-14.1 %
HB669 Social Services State Reimbursment	36,169,407	35,909,183	35,909,183	36,176,980	0.7 %
Medicaid/Medicare Reimbursement	2,938,465	0	0	0	---
Miscellaneous Revenues	175,298	77,967	77,967	0	-100.0 %
Other Charges/Fees	12,436	0	0	0	---
Other Intergovernmental	87,436	131,711	131,711	0	-100.0 %
State Grants	21,155,136	24,921,047	24,921,047	26,358,570	5.8 %
Grant Fund - MCG Revenues	78,983,164	79,739,699	79,739,699	78,606,315	-1.4 %
DEPARTMENT TOTALS					
Total Expenditures	290,484,440	288,993,599	287,253,001	291,341,530	0.8 %
Total Full-Time Positions	1,352	1,359	1,359	1,376	1.3 %
Total Part-Time Positions	329	327	327	329	0.6 %
Total FTEs	1,588.87	1,593.66	1,593.66	1,608.88	1.0 %
Total Revenues	109,891,858	109,355,317	108,613,399	107,135,885	-2.0 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		

	Expenditures	FTEs
FY16 ORIGINAL APPROPRIATION	209,253,900	1,168.70
<u>Changes (with service impacts)</u>		
Enhance: Enrollment Increases and Service Delivery for Developmental Disability Service Providers [Community Support Network for People with Disabilities]	1,053,395	0.00
Add: Somatic Health Services at Wheaton High School Wellness Center [School Health Services]	347,670	2.00
Enhance: Community First Choice AERS [Assessment and Continuing Case Management Services]	200,000	0.00
Enhance: Health Services Provided Through the African American Health Program, Latino Health Initiative, and Asian American Health Initiative [Office of Community Affairs]	171,848	0.00
Add: School Health Staffing for New Clarksburg/Damascus Middle School [School Health Services]	126,840	1.56
Enhance: Housing Support for Homeless Unaccompanied Minors [Positive Youth Development]	125,000	0.00
Enhance: Medical Adult Daycare Services to 18 Additional Clients [Assessment and Continuing Case Management Services]	100,000	0.00
Add: Citizenship and Immigrant Integration Services Program [Office of Community Affairs]	50,000	0.00
Enhance: Home Delivered Meals [Senior Nutrition Program]	30,000	0.00
Add: Age-Friendly Communities Senior Fellow [Senior Community Services]	24,132	0.29
Enhance: Linkages to Learning Program at Maryvale Elementary School [Linkages to Learning]	24,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	2,016,402	0.00
Increase Cost: Group Insurance Adjustment	691,433	0.00
Increase Cost: Annualization of FY16 Personnel Costs	516,029	1.47
Increase Cost: Reduce Budgeted Lapse	375,000	0.00
Increase Cost: Annualization of FY16 Lapsed Positions	347,845	0.00
Increase Cost: Annualization of Positive Youth Services at Wheaton High School Wellness Center [Positive Youth Development]	271,300	0.00
Increase Cost: Avery Road Treatment Center Operating Contract [Treatment Services Administration]	213,954	0.00
Increase Cost: Annualization of Implementing Early Childhood Services in the Kennedy Cluster [Early Childhood Services]	208,312	0.00
Increase Cost: Annualization of Contract for Intensive In-Home Stabilization Services [24-Hour Crisis Center]	200,000	0.00
Increase Cost: Replace State Funding Shortfall for the Collaboration Council to Support Family Navigation, Pathways to Services, and Youth Services Bureau Programs	162,500	0.00
Increase Cost: Convert Four Temporary Positions to Term Merit Positions [Office of Eligibility and Support Services]	128,623	0.30
Increase Cost: Annualization of Adult Behavioral Health Enhancement [Outpatient Behavioral Health Services - Adult]	112,500	0.00
Increase Cost: Annualization of Shared Outpatient Psychiatrist Contract [Behavioral Health Planning and Management]	110,000	0.00
Increase Cost: Increase Charges from Public Information Office for MC311 [Office of the Director]	80,434	1.10
Increase Cost: Annualization of FY16 Developmental Disability Enhancement to Increase the Differential Between Wages Paid to Direct Service Personnel and the County Minimum Wage [Community Support Network for People with Disabilities]	48,896	0.00
Increase Cost: Risk Management Adjustment	35,689	0.00
Increase Cost: Printing and Mail	13,108	0.00
Decrease Cost: Mental Health Association Emergency Preparedness Contract [24-Hour Crisis Center]	(20,000)	0.00
Decrease Cost: Playground Equipment Maintenance and Repair [Early Childhood Services]	(20,000)	0.00
Decrease Cost: African Immigrant and Refugee Foundation Contract Due to Low Performance [Child and Adolescent School and Community Based Services]	(22,560)	0.00
Decrease Cost: Motor Pool Adjustment	(36,170)	0.00
Decrease Cost: Supportive Services for Emergency Family Shelter [Shelter Services]	(38,420)	0.00
Decrease Cost: Funds for Temporary Clerical Services [Community Support Network for People with Disabilities]	(41,940)	0.00
Decrease Cost: Handicap Rental Assistance Program (HRAP) due to Underutilization [Rental & Energy Assistance Program]	(50,000)	0.00
Decrease Cost: Behavioral Health Specialist - Montgomery Cares Holy Cross - Aspen Hill Clinic [Health Care for the Uninsured]	(50,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(51,700)	0.00
Decrease Cost: Parent Resource Centers Due to Low Utilization of Families in Need [Early Childhood Services]	(52,170)	0.00
Decrease Cost: Montgomery County Public Schools Social Worker Contract [Child and Adolescent School and Community Based Services]	(62,985)	0.00
Decrease Cost: Top Banana Grocery Delivery Services Due to Cessation of Provider Service [Senior Nutrition Program]	(71,740)	0.00
Decrease Cost: One-time Cost for the Strategic Plan of the Child Care Expansion and Quality Enhancement Initiative [Office of the Director]	(75,000)	0.00
Decrease Cost: Funds for Lease Costs at 11 N. Washington Street [Community Support Network for People with Disabilities]	(88,900)	0.00
Decrease Cost: Partner with the Collaboration Council to Realign County Resources in Support of the Governor's Priorities for Disconnected Youth [Office of the Director]	(250,000)	0.00
Decrease Cost: Contractual IT, Cellphone Charges, Computer Equipment, and Building Maintenance [Office of the Chief Operating Officer]	(283,616)	0.00

	Expenditures	FTEs
Decrease Cost: Align Montgomery Cares Behavioral Health Service Reimbursement Model with Statewide Trends [Health Care for the Uninsured]	(397,615)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(400,419)	0.00
Decrease Cost: Miscellaneous Operating - Office of the Chief Operating Officer [Office of the Chief Operating Officer]	(412,000)	0.00
Decrease Cost: Montgomery Cares Caseload Due to Affordable Care Act Implementation [Health Care for the Uninsured]	(767,203)	0.00
Decrease Cost: Retirement Adjustment	(1,111,157)	0.00
FY17 RECOMMENDED	212,735,215	1,175.42

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION	79,739,699	424.96
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Federal Programs

Enhance: Maryland Health Benefit Exchange (State 20A2071)	1,124,357	5.00
Add: Alcohol and Drug Abuse Administration Federal Treatment Grant (200A773)	240,000	2.00
Add: Overdose Misuse Prevention Program (2002444)	45,000	0.00
Reduce: Pregnant Women and Children Grant (F62053A)	0	(1.00)
Eliminate: Asthma Management (F64123A)	(20,000)	0.00
Eliminate: Child Care Resource and Referral (20A1339)	(67,500)	0.00
Reduce: Early Detection & Control Breast & Cervical Cancer (F62078A)	(114,409)	0.00
Eliminate: Maryland Health Benefit Exchange (Federal 20A1651)	(3,991,771)	(5.00)

Other Adjustments (with no service impacts)

Technical Adj: Miscellaneous Grant Changes	913,952	8.35
Technical Adj: AIDS Case Management Grant (20A1189) [STD/HIV Prevention and Treatment Program]	896,063	4.49
Increase Cost: House Bill 669 Funding	267,798	(3.00)
Shift: Expanded Breast Cancer Grant (200A992) [Community Health Services]	232,592	2.31
Increase Cost: Alcohol and Drug Abuse State Treatment Grant - Avery Road Treatment Center [Treatment Services Administration]	213,954	0.00
Increase Cost: Housing Opportunities for Persons with AIDS Grant (F64133A) [STD/HIV Prevention and Treatment Program]	201,344	0.00
Technical Adj: Care Coordination Grant (F62087A) [Community Health Services]	75,000	2.00
Shift: Cancer Outreach and Case Management Grant (F64022A) [Community Health Services]	(253,710)	(2.41)
Technical Adj: Ryan White II, Consortia Grant (F62077A) [STD/HIV Prevention and Treatment Program]	(896,054)	(4.24)

FY17 RECOMMENDED	78,606,315	433.46
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Function Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Aging and Disability Services	41,454,170	166.43	43,241,334	167.09
Behavioral Health and Crisis Services	42,536,067	210.70	43,781,449	213.45
Children, Youth and Family Services	78,785,235	525.43	80,071,585	531.73
Public Health Services	70,719,455	489.20	70,332,835	492.61
Special Needs Housing	20,677,751	64.50	20,767,871	64.50
Administration and Support	34,820,917	137.40	33,146,456	139.50
Total	288,993,595	1,593.66	291,341,530	1,608.88

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

COUNTY GENERAL FUND

EXPENDITURES

FY17 Recommended	212,735	212,735	212,735	212,735	212,735	212,735
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Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	1,544	1,544	1,544	1,544	1,544
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
High School Wellness Center (P640902)	0	19	19	822	831	831
Progress Place Relocation and Personal Living Quarters (P601401)	0	10	10	75	75	75
School Based Health & Linkages to Learning Centers (P640400)	0	108	131	154	154	154
Subtotal Expenditures	212,735	214,416	214,439	215,330	215,339	215,339



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 department's operating budget.

Program Descriptions

Community First Choice

This program area administers and operates Maryland's new Long Term Care Medicaid program, Community First Choice (CFC). CFC Supports Planners and Nurse Monitors provide 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,744,814	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.	15,937	0.00
FY17 Recommended	2,760,751	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of callers to the Aging and Disability Resource Unit that received the referrals/information they need ¹	91	N/A	90	90	90

¹ No survey conducted in FY15 due to changes at the State level.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	867,967	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.	66,820	0.00
FY17 Recommended	934,787	9.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of seniors and adults with disabilities that avoid institutional placement while receiving case management services	96.0	96.0	95.0	95.0	95.0
Number on Social Services to Adults (SSTA) waiting list ¹	237	173	200	200	200

¹ During FY15, SSTA was fully staffed, allowing the program to reduce the number of individuals on the wait list.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,954,706	63.55
Enhance: Community First Choice AERS	200,000	0.00
Enhance: Medical Adult Daycare Services to 18 Additional Clients	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.	440,345	0.00
FY17 Recommended	8,695,051	63.55

Service Area Administration

This program area provides leadership and direction for the administration of Aging and Disability.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	478,881	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.	(3,899)	0.00
FY17 Recommended	474,982	3.00

Community Support Network for People with Disabilities

Community Support Network for People with Disabilities (CSN) provides services that enable individuals to remain in their home or in the least restrictive environment and provides general support, guidance, and assistance to clients with developmental disabilities and their families. This program area coordinates and monitors services and supports (including crisis management, intervention, and school-to-work transition assistance) to clients with developmental disabilities eligible to receive services through the State Developmental Disabilities Administration (Coordination of Community Services Program); provides service coordination to eligible young people that are funded under the Maryland Home and Community Based Services Waiver for Children with Autism Spectrum Disorder (Autism Waiver Program); and provides financial assistance to State-funded providers who serve adults with developmental disabilities. The My Turn program provides summer camp placements, support, and programmatic/financial assistance to families with children with developmental disabilities ages three to 13 years old. The Customized Employment Public Intern program provides supported employment for adults with developmental disabilities. CSN also conducts site visits to group homes that serve developmentally disabled clients in the County and monitors contracts that provide services to people with various disabilities including visual and hearing impairments.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of adults with developmental disabilities provided case management services that remain at the same level of independence after receiving supportive services in the Coordination of Community Services Program	99	100	99	99	99

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	15,638,266	36.50
Enhance: Enrollment Increases and Service Delivery for Developmental Disability Service Providers	1,053,395	0.00
Increase Cost: Annualization of FY16 Developmental Disability Enhancement to Increase the Differential Between Wages Paid to Direct Service Personnel and the County Minimum Wage	48,896	0.00
Decrease Cost: Funds for Temporary Clerical Services	(41,940)	0.00

FY17 Recommended Changes	Expenditures	FTEs
Decrease Cost: Funds for Lease Costs at 11 N. Washington Street	(88,900)	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.	(84,256)	0.25
FY17 Recommended	16,525,461	36.75

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Assisted Living Services - Percentage of clients remaining in community placement (i.e., not entering institutional setting) ¹	97	100	100	100	100

¹ Since Adult Protective Services (APS) always has a wait list, and Assisted Living Services derives referrals from APS, the percentage of clients served is projected to be 100% from FY16-FY18.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,090,244	7.57
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(38,490)	0.00
FY17 Recommended	2,051,754	7.57

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. Home Care 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, occupational therapy intervention, and escorted transportation.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Home Care Services - Number of clients served annually	326	447	437	447	447
Home Care Services - Percentage of clients with no unmet personal care needs	92	97	97	97	97

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,489,849	15.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(144,806)	0.00
FY17 Recommended	4,345,043	15.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Ombudsman Services - Percentage of complaints resolved and partially resolved	88	91	92	92	92

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	777,645	6.50

FY17 Recommended Changes	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.	17,563	0.00
FY17 Recommended	795,208	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	984,106	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.	107,721	0.00
FY17 Recommended	1,091,827	0.00

Senior Community Services

This program area provides funds for services that help seniors to remain independent in the community including: providing technical assistance to community 'villages', services for caregivers, legal services, representative payee services, health insurance counseling, "visitor" services, grocery shopping, transportation and mobility management, subsidized employment, and socialization for seniors with visual impairments.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of clients receiving Representative Payee services that report adequate funds for food, medical care, and shelter	96	95	95	95	95

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,804,947	9.31
Add: Age-Friendly Communities Senior Fellow	24,132	0.29
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,119	0.12
FY17 Recommended	2,845,198	9.72

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of unduplicated customers served in the Senior Nutrition Program	6,265	6,384	6,776	7,145	7,538

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,622,745	3.00
Enhance: Home Delivered Meals	30,000	0.00
Decrease Cost: Top Banana Grocery Delivery Services Due to Cessation of Provider Service	(71,740)	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.	140,267	0.00
FY17 Recommended	2,721,272	3.00

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Community First Choice	2,744,814	13.00	2,760,751	13.00
Aging and Disability Resource Unit	867,967	9.00	934,787	9.00
Assessment and Continuing Case Management Services	7,954,706	63.55	8,695,051	63.55
Service Area Administration	478,881	3.00	474,982	3.00
Community Support Network for People with Disabilities	15,638,266	36.50	16,525,461	36.75
Assisted Living Services	2,090,244	7.57	2,051,754	7.57
Home Care Services	4,489,849	15.00	4,345,043	15.00
Ombudsman Services	777,645	6.50	795,208	6.50
Respite Care	984,106	0.00	1,091,827	0.00
Senior Community Services	2,804,947	9.31	2,845,198	9.72
Senior Nutrition Program	2,622,745	3.00	2,721,272	3.00
Total	41,454,170	166.43	43,241,334	167.09

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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 240.777.1058 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

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	95	95	95	95	95

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,824,891	36.90
Increase Cost: Annualization of Contract for Intensive In-Home Stabilization Services	200,000	0.00
Decrease Cost: Mental Health Association Emergency Preparedness Contract	(20,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	59,787	0.00
FY17 Recommended	5,064,678	36.90

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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	95.8	95.2	96.0	96.0	96.0
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	77.4	77.8	77.0	77.0	77.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	8,087,060	15.50
Add: Alcohol and Drug Abuse Administration Federal Treatment Grant (200A773)	240,000	2.00
Increase Cost: Annualization of Shared Outpatient Psychiatrist Contract	110,000	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.	186,580	0.00
FY17 Recommended	8,623,640	17.50

Service Area Administration

This program provides leadership, oversight, and guidance for the administration of Behavioral Health and Crisis Services.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	561,665	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.	2,404	0.00
FY17 Recommended	564,069	3.50

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, senior center directors; and mental health training to providers of services for seniors. This program also provides mental health services to persons who are deaf or hearing impaired.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of surveyed homebound seniors reporting an improvement in their quality of life as measured by Mental Health Statistics Improvement Program Consumer Survey Scale	78	94	86	86	86

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	786,692	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.	7	(1.00)
FY17 Recommended	786,699	1.00

Treatment Services Administration

Provides overall management of the Federal and State Behavioral Health Administration grant and Medicaid funded community based programs, and oversees operations of the addiction continuum of private providers.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of decrease in substance abuse for patients completing treatment (Level 1 Outpatient Treatment) ¹	73.7	83.0	75.0	75.0	75.0

¹ Percent decrease in substance abuse goal is set at 75% by the State of Maryland.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,904,516	3.00
Increase Cost: Alcohol and Drug Abuse State Treatment Grant - Avery Road Treatment Center	213,954	0.00
Increase Cost: Avery Road Treatment Center Operating Contract	213,954	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.	188,191	0.00
FY17 Recommended	6,520,615	3.00

Access to Behavioral Health Services

This program area includes Access to Behavioral Health Services, Community Case Management Services, and Urine Monitoring Program. 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 and Rehabilitation 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 unit particularly targets the re-entry needs of mentally-ill individuals in the criminal justice system. The Urine Monitoring Program serves clients referred by the courts, social service agencies, or behavioral health providers, and others required to submit to breathalyzer and urine surveillance or who require or request such screening and testing to support recovery from substance abuse.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,647,701	32.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,800	1.00
FY17 Recommended	3,711,501	33.00

Forensic Services - Adult

Adult Forensic Services is composed of two programs: Clinical Assessment and Transition Services (CATS); and 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of successful Jail Addiction Services clients that were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	76	79	78	78	78

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,374,603	19.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(173,238)	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	2,201,365	19.00

Outpatient Behavioral Health Services - Adult

Adult Outpatient Behavioral Health Services provides comprehensive addiction, mental health 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 programs including assessment and diagnostic evaluation, group and individual treatment, 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. Service capacity includes treatment for adults with Limited English Proficiency and those with specialized cultural and language needs. Peer-led and other Recovery Support Services are offered at each site.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of clients showing improvement in functioning and decreased symptoms - based on the symptoms list	76	82	82	82	82
Percentage of clients that completed treatment plan upon discharge (% is based on discharged clients)	52	38	48	48	48

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,238,773	19.50
Increase Cost: Annualization of Adult Behavioral Health Enhancement	112,500	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.	(41,904)	0.75
FY17 Recommended	3,309,369	20.25

Outpatient Behavioral Health Services - Child

Child Outpatient Behavioral Health Services offers comprehensive substance use prevention, mental health treatment, and care coordination services for Montgomery County youth and their families, including for the most vulnerable. Services are individualized, child focused, family driven, culturally and linguistically appropriate and accessible via office, school, and community based settings. Child Outpatient Behavioral Health Services strives to serve the behavioral health needs of youth and families along a continuum of care from prevention to treatment. There are two outpatient behavioral health clinics that provide assessment, psychiatric treatment, and individual and family therapy for children and adolescents with emotional and behavioral issues. The Home Based Treatment Team provides mobile treatment specifically for children and families involved with Child Welfare Services. There are also programs dedicated to serving youth and families involved with the Department of Juvenile Services (Violence Prevention Initiative), and to preventing substance use and promoting healthy behaviors and lifestyles (Prevention Program). In addition, the Screening and Assessment Services for Children and Adolescents (SASCA) program provides substance use and mental health screening and referral, and collaborates with the State Attorney's Office and the Montgomery County Police Department to provide youth with an alternative to involvement with Department of Juvenile Services.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of offenders under age 18 that 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 ¹	92	94*	88	88	88
Percentage of clients that meet their treatment goals at the time of discharge	65	69	72	72	72

¹ * This measure is by definition a 12-month follow-up of clients, so actual FY15 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY14.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,582,100	28.25

FY17 Recommended Changes	Expenditures	FTEs
Add: Overdose Misuse Prevention Program (2002444)	45,000	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.	(106,306)	0.00
FY17 Recommended	5,520,794	28.25

Trauma Services

Trauma Services is comprised of two programs: The Abused Persons Program (APP) for partner violence and The Victim Assistance and Sexual Assault Program (VASAP) for sexual assaults and general/violent crimes. Trauma Services provides comprehensive, individualized and culturally appropriate clinical and victim assistance services to domestic violence victims and offenders, sexual assault victims, and victims of general crime of all ages. 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, sexual violence and human trafficking victims also includes information and referral, lethality assessments, crisis intervention, safety planning, and placement in emergency shelter. Services are provided on-site at the Family Justice Center, at 1301 Piccard Drive and at 8818 Georgia Avenue. Programs for victims of sexual assault include 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, crisis intervention and linkage to counseling.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of adult victims of sexual assault and general crime that show a decrease in symptoms after treatment (as measured by Post-Traumatic Stress Disorder Checklist - Civilian clinical scales)	82	83	82	82	82
Percentage of child victims of sexual assault and general crime that show a decrease in symptoms after treatment (as measured by the Child's Reaction to Traumatic Events Scale clinical scales) ¹	90	73	83	83	83
Percentage of clients receiving therapy that demonstrate improvement on a domestic violence rating scale	85	89	80	80	80

¹ According to clinical observations, in FY15 the program served a number of child/teen crime victims with very complex needs, which resulted in a decline in the overall program performance. The cases include unaccompanied minors with a complex history of trauma as well as teens who were victimized more than once in the same year.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,960,350	29.55
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,196	0.00
FY17 Recommended	4,965,546	29.55

Specialty Behavioral Health Services

Specialty Behavioral Health Services is comprised of the Adult Drug Court Program and the Medication Assisted Treatment Program (MAT). The Adult Drug Court program is a collaborative effort between the Department of Health and Human Services, Circuit Court, Office of the Public Defender, State Attorney's Office, Department of Corrections and Rehabilitation, Adult Probation and Parole, Montgomery County Police Department, and the Montgomery County Sheriff's Office. It provides intensive treatment services to chronic substance abusing offenders who are before Circuit Court for violation of probation and /or new criminal offenses. The MAT program serves adult residents of Montgomery County, who are diagnosed with substance use disorders. Individuals served in MAT are opiate dependent, uninsured, and have not been able to succeed in other venues of treatment. The MAT program is a comprehensive opioid treatment program and provides medical management with methadone maintenance therapy, and psychiatric services including medication for those with co-occurring mental health disorders. Treatment includes individual, group, family therapy, drug testing, case management, crisis services, discharge planning, and pharmacotherapy.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,567,716	21.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(54,543)	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	2,513,173	21.50

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
24-Hour Crisis Center	4,824,891	36.90	5,064,678	36.90
Behavioral Health Planning and Management	8,087,060	15.50	8,623,640	17.50
Mental Health Services: Seniors & Persons with Disabilities	786,692	2.00	786,699	1.00
Service Area Administration	561,665	3.50	564,069	3.50
Treatment Services Administration	5,904,516	3.00	6,520,615	3.00
Access to Behavioral Health Services	3,647,701	32.00	3,711,501	33.00
Forensic Services - Adult	2,374,603	19.00	2,201,365	19.00
Outpatient Behavioral Health Services - Adult	3,238,773	19.50	3,309,369	20.25
Outpatient Behavioral Health Services - Child	5,582,100	28.25	5,520,794	28.25
Trauma Services	4,960,350	29.55	4,965,546	29.55
Specialty Behavioral Health Services	2,567,716	21.50	2,513,173	21.50
Total	42,536,067	210.70	43,781,449	213.45



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 educational, 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 240.777.1223 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

Program Descriptions

Service Area Administration

This program provides leadership and direction for the administration of Children, Youth, and Family.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	705,407	4.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,992	(1.00)
FY17 Recommended	731,399	3.50

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,313,857	6.50
Decrease Cost: African Immigrant and Refugee Foundation Contract Due to Low Performance	(22,560)	0.00
Decrease Cost: Montgomery County Public Schools Social Worker Contract	(62,985)	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.	40,455	0.00
FY17 Recommended	3,268,767	6.50

Infants and Toddlers

This program provides evaluation, assessment, family support, and early intervention services to families with children from birth up to four years of age (or 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of children served	4,946	5,057	4,600	4,600	4,600
Percentage of families that understand their child's special needs	95.3	97.0	90.0	90.0	90.0
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			5,550,308	13.03	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			353,723	11.00	
FY17 Recommended			5,904,031	24.03	

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 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of families receiving in-home services that do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services	97	96	97	97	97
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			23,555,426	206.80	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			281,065	(2.00)	
FY17 Recommended			23,836,491	204.80	

Linkages to Learning

Linkages to Learning is a community school partnership with an integrated focus on health, social services, community development and engagement to support student learning, stronger families and healthier communities. Linkages to Learning services include comprehensive behavioral health or social wraparound services to mitigate the effects of poverty and reduce non-academic barriers to learning. 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. Services are provided in elementary and middle school communities with high indicators of poverty.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of clients receiving mental health services that demonstrated maintained or improved behavior at termination of treatment, regardless of reason for termination	72	73	73	73	73
Percentage of clients satisfied with services	99	100	99	99	99
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			6,170,421	5.00	
Enhance: Linkages to Learning Program at Maryvale Elementary School			24,000	0.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			8,778	0.00	
FY17 Recommended			6,203,199	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, four 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,731,161	11.00
Increase Cost: Annualization of Positive Youth Services at Wheaton High School Wellness Center	271,300	0.00
Enhance: Housing Support for Homeless Unaccompanied Minors	125,000	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.	32,420	0.00
FY17 Recommended	5,159,881	11.00

Early Childhood Services

This program focuses on increasing the quality of early care and education programs available to young children throughout Montgomery County through technical assistance, consultation, and training for child care providers. Family Support Services' focus is 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 teacher. The services include parent engagement activities, 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of Head Start, licensed child care centers, non-public nursery, and family based child care students that demonstrate 'full readiness' upon entering kindergarten ¹	55	TBD*	N/A	N/A	N/A
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 ²	100	100	100	100	100

¹ *FY15 data will be released by MSDE in the Spring of 2016 and will serve as a new baseline due to implementation issues with the prior data collection instrument.

² The data represents 6 months only. A full year of data is not presently available.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,530,181	13.00
Increase Cost: Annualization of Implementing Early Childhood Services in the Kennedy Cluster	208,312	0.00
Decrease Cost: Playground Equipment Maintenance and Repair	(20,000)	0.00
Decrease Cost: Parent Resource Centers Due to Low Utilization of Families in Need	(52,170)	0.00
Eliminate: Child Care Resource and Referral (20A1339)	(67,500)	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.	34,610	0.00
FY17 Recommended	3,633,433	13.00

Child Care Subsidies

The Child Care Subsidies program and its functions have been merged into the Office of Eligibility and Support Services.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of families authorized to receive a subsidy	465	613	600	600	600

FY17 Recommended Changes	Expenditures	FTEs
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FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,752,859	15.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,012,176)	(9.00)
FY17 Recommended	3,740,683	6.50

Office of Eligibility and Support Services

The Office of Eligibility and Support Services (OESS) serves low-income families and individuals facing significant challenges in meeting basic needs to include food, medical coverage, shelter, and child care. The Child Care Subsidies program and its functions have been merged into OESS. OESS determines eligibility for Temporary Cash Assistance (TCA); Temporary Disability Assistance Program (TDAP); Refugee Cash Assistance; Supplement Nutrition Assistance Program (SNAP- formerly known as Food Stamps); and, the Affordable Care Act which includes Community Medical Assistance, Maryland Children's Health Program, Medical Assistance for Families and Children and Refugee Medical Assistance. This program also administers the County's Working Parents Assistance (WPA) Program that provides child care subsidy for county residents who are over the income eligibility for Maryland Child Care Subsidy Program (CCSP).

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities	56	58	55	55	55
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)	191	229	230	230	230

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	26,475,615	250.10
Increase Cost: Convert Four Temporary Positions to Term Merit Positions	128,623	0.30
Reduce: Pregnant Women and Children Grant (F62053A)	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.	989,463	8.00
FY17 Recommended	27,593,701	257.40

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Child and Adolescent School and Community Based Services	3,313,857	6.50	3,268,767	6.50
Infants and Toddlers	5,550,308	13.03	5,904,031	24.03
Service Area Administration	705,407	4.50	731,399	3.50
Child Welfare Services	23,555,426	206.80	23,836,491	204.80
Linkages to Learning	6,170,421	5.00	6,203,199	5.00
Positive Youth Development	4,731,161	11.00	5,159,881	11.00
Early Childhood Services	3,530,181	13.00	3,633,433	13.00
Child Care Subsidies	4,752,859	15.50	3,740,683	6.50
Office of Eligibility and Support Services	26,475,615	250.10	27,593,701	257.40
Total	78,785,235	525.43	80,071,585	531.73



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 Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

Program Descriptions

Cancer and Tobacco Prevention

The Tobacco Use Prevention and Cessation Program and the Cancer Prevention, Education, Screening and Treatment Program are two 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, as well as the establishment of tobacco-control programs.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,210,743	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.	39,006	0.00
FY17 Recommended	1,249,749	3.00

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 (Healthy Montgomery) and Special Projects, as well as oversight for medical clinical volunteers, the Commission on Health, contracts, grants, and partnership development.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,828,458	12.85
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	61,267	(1.00)
FY17 Recommended	1,889,725	11.85

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 records 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of investigations on reportable communicable diseases that follow appropriate protocols to limit further spread of the disease ¹	100	100	100	100	100

¹ The data reported are for the calendar year (CY) and represent year to date (YTD) as of the date of the report.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,092,361	17.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	61,448	(0.40)
FY17 Recommended	2,153,809	17.10

Health Care and Group Residential Facilities

This program inspects and licenses nursing homes, domiciliary homes (large assisted living facilities with less intensive care than nursing homes), and group homes serving children, elderly, and mentally ill 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of nursing homes with actual harm deficiencies	9	12	10	10	10

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,695,374	12.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(73,024)	0.00
FY17 Recommended	1,622,350	12.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of Public Health Services (PHS) programs with Continuity of Operations (COOP) plans that have been reviewed and updated within the past 12 months	100	100	100	100	100

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,181,400	9.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(71,439)	0.00
FY17 Recommended	1,109,961	9.30

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,627,434	42.65
Technical Adj: AIDS Case Management Grant (20A1189)	896,063	4.49
Increase Cost: Housing Opportunities for Persons with AIDS Grant (F64133A)	201,344	0.00
Technical Adj: Ryan White II, Consortia Grant (F62077A)	(896,054)	(4.24)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(209,182)	(1.00)
FY17 Recommended	7,619,605	41.90

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,657,610	20.65
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(58,956)	1.00
FY17 Recommended	2,598,654	21.65

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of clients with active infectious tuberculosis that receive and are scheduled to complete Directly Observed Therapy and successfully complete the treatment regimen	93	88	95	95	95

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,899,363	17.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(22,108)	0.00
FY17 Recommended	1,877,255	17.00

Health Care for the Uninsured

This program area includes the Montgomery Cares, Care for Kids, Maternity Partnership, and Health Care for the Homeless 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of vulnerable populations that have a primary care visit - Children ¹	30.5	41.0	41.0	41.0	41.0
Percent of vulnerable populations that have a primary care visit - Adults ²	28.2	24.0	26.0	26.0	26.0
Percentage of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program	97	97	97	97	97

¹ Due to changes in methodology, FY15 will serve as a new baseline and is not directly comparable to past years. Changes in the number of people accessing health care are unpredictable due to the unknown impact of implementation of the Affordable Care Act with enrollment in expanded Medicaid and Qualified Health Plans.

² Due to changes in methodology, FY15 will serve as a new baseline and is not directly comparable to past years. Changes in the number of people accessing health care are unpredictable due to the unknown impact of implementation of the Affordable Care Act with enrollment in expanded Medicaid and Qualified Health Plans.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	14,193,143	6.00
Decrease Cost: Behavioral Health Specialist - Montgomery Cares Holy Cross - Aspen Hill Clinic	(50,000)	0.00
Decrease Cost: Align Montgomery Cares Behavioral Health Service Reimbursement Model with Statewide Trends	(397,615)	0.00
Decrease Cost: Montgomery Cares Caseload Due to Affordable Care Act Implementation	(767,203)	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.	238,328	1.00
FY17 Recommended	13,216,653	7.00

Community Health Services

Community Health Services provides preventive health access services to uninsured and underinsured populations, using a family-centered approach. 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of Infants At Risk (IAR) referrals that received a follow-up visit within 10 days by Community Health Service (CHS) nurse	95	95	95	95	95

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,729,852	43.80
Shift: Expanded Breast Cancer Grant (200A992)	232,592	2.31
Technical Adj: Care Coordination Grant (F62087A)	75,000	2.00
Reduce: Early Detection & Control Breast & Cervical Cancer (F62078A)	(114,409)	0.00
Shift: Cancer Outreach and Case Management Grant (F64022A)	(253,710)	(2.41)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	43,031	(1.90)
FY17 Recommended	4,712,356	43.80

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Dental Services - Percentage of children that complete their dental treatment plan	74	53	53	53	53
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			2,454,471	16.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			(11,484)	0.00	
FY17 Recommended			2,442,987	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of swimming pools found to be in compliance upon regular inspection	91	90	90	90	90
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			3,603,565	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.			(78,706)	0.00	
FY17 Recommended			3,524,859	30.00	

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of students that return to class and are ready to learn after a health room visit	88	87	87	87	87
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			25,545,681	258.45	
Add: Somatic Health Services at Wheaton High School Wellness Center			347,670	2.00	
Add: School Health Staffing for New Clarksburg/Damascus Middle School			126,840	1.56	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			294,681	0.00	
FY17 Recommended			26,314,872	262.01	

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Cancer and Tobacco Prevention	1,210,743	3.00	1,249,749	3.00
Communicable Disease and Epidemiology	2,092,361	17.50	2,153,809	17.10
Health Care and Group Residential Facilities	1,695,374	12.00	1,622,350	12.00
Public Health Emergency Preparedness & Response	1,181,400	9.30	1,109,961	9.30
Service Area Administration	1,828,458	12.85	1,889,725	11.85
STD/HIV Prevention and Treatment Program	7,627,434	42.65	7,619,605	41.90
Tuberculosis Services	1,899,363	17.00	1,877,255	17.00
Women's Health Services	2,657,610	20.65	2,598,654	21.65
Health Care for the Uninsured	14,193,143	6.00	13,216,653	7.00
Community Health Services	4,729,852	43.80	4,712,356	43.80
Dental Services	2,454,471	16.00	2,442,987	16.00
Environmental Health Regulatory Services	3,603,565	30.00	3,524,859	30.00
School Health Services	25,545,681	258.45	26,314,872	262.01
Total	70,719,455	489.20	70,332,835	492.61



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 veterans, 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 240.777.4565 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

Program Descriptions

Service Area Administration

This program provides leadership and direction for the administration of Special Needs Housing, and advises the Inter-Agency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	398,982	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.	20,231	0.00
FY17 Recommended	419,213	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of households remaining housed at least 12 months after placement in permanent supportive housing	97	95	95	95	95

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,526,250	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.	(30,677)	0.00
FY17 Recommended	2,495,573	9.90

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average number of households receiving a rental subsidy each month	1,676	1,731	1,720	1,720	1,720
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			4,796,382	14.00	
Decrease Cost: Handicap Rental Assistance Program (HRAP) due to Underutilization			(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.			53,704	0.00	
FY17 Recommended			4,800,086	14.00	

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, financial, and legal programs that address housing barriers. The goal is to place single adults and families in stable and permanent housing as rapidly as possible.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average length of stay by homeless families in emergency shelter	117	98	95	95	95
Number of families placed in emergency shelters	99	119	110	110	110
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			7,113,335	3.00	
Decrease Cost: Supportive Services for Emergency Family Shelter			(38,420)	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.			154,258	0.00	
FY17 Recommended			7,229,173	3.00	

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.

FY17 Recommended Changes			Expenditures	FTEs
FY16 Approved			5,842,802	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.			(18,976)	0.00
FY17 Recommended			5,823,826	34.60

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Permanent Supportive Housing Services	2,526,250	9.90	2,495,573	9.90
Service Area Administration	398,982	3.00	419,213	3.00
Rental & Energy Assistance Program	4,796,382	14.00	4,800,086	14.00

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Shelter Services	7,113,335	3.00	7,229,173	3.00
Housing Stabilization Services	5,842,802	34.60	5,823,826	34.60
Total	20,677,751	64.50	20,767,871	64.50

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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 Victoria Buckland of the HHS - Administration and Support at 240.777.1211 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

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).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,825,290	26.15
Enhance: Maryland Health Benefit Exchange (State 20A2071)	1,124,357	5.00
Increase Cost: Increase Charges from Public Information Office for MC311	80,434	1.10
Decrease Cost: One-time Cost for the Strategic Plan of the Child Care Expansion and Quality Enhancement Initiative	(75,000)	0.00
Decrease Cost: Partner with the Collaboration Council to Realign County Resources in Support of the Governor's Priorities for Disconnected Youth	(250,000)	0.00
Eliminate: Maryland Health Benefit Exchange (Federal 20A1651)	(3,991,771)	(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.	1,430,186	(1.00)
FY17 Recommended	5,143,496	26.25

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	19,979,100	88.75
Decrease Cost: Contractual IT, Cellphone Charges, Computer Equipment, and Building Maintenance	(283,616)	0.00
Decrease Cost: Miscellaneous Operating - Office of the Chief Operating Officer	(412,000)	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.	377,278	2.00
FY17 Recommended	19,660,762	90.75

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, Takoma-East Silver Spring (TESS) Center, and 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percentage of African Americans who demonstrate an increase in knowledge after taking diabetes education classes	91	82	85	85	85

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	8,016,527	22.50
Enhance: Health Services Provided Through the African American Health Program, Latino Health Initiative, and Asian American Health Initiative	171,848	0.00
Add: Citizenship and Immigrant Integration Services Program	50,000	0.00
Eliminate: Asthma Management (F64123A)	(20,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	123,823	0.00
FY17 Recommended	8,342,198	22.50

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Office of the Director	6,825,290	26.15	5,143,496	26.25
Office of the Chief Operating Officer	19,979,100	88.75	19,660,762	90.75
Office of Community Affairs	8,016,527	22.50	8,342,198	22.50
Total	34,820,917	137.40	33,146,456	139.50



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 FY17 Operating Budget for the Office of Community Use of Public Facilities is \$11,292,468, an increase of \$446,193 or 4.11 percent from the FY16 Approved Budget of \$10,846,275. Personnel Costs comprise 27.77 percent of the budget for 28 full-time position(s) and one part-time position(s), and a total of 29.07 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 72.23 percent of the FY17 budget.

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

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Program Measures					
Percentage of available time in school auditoriums, gyms, all purpose rooms/cafeterias used by the community ¹	45	45	50	50	50
Percentage of available use time in County buildings used by the community	52	45	50	50	50
Percentage of Interagency Coordinating Board (ICB) members satisfied with CUPF's support of ICB	98	100	95	95	95
Percentage of School Childcare Selection Committee members who felt the selection process resulted in placement of a highly-qualified provider	N/A	81	85	85	85
Hours of paid school use	533,207	548,136	548,500	548,500	548,500
Hours of paid school field use ²	63,059	58,720	60,000	60,000	60,000
Hours of paid community use on Maryland National Capital Park and Planning Commission (M-NCPPC) fields ³	94,664	91,398	92,000	92,000	92,000
Hours of use for government buildings	12,361	13,404	13,500	13,500	13,500
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza ⁴	7,763	8,846	8,900	8,900	8,900
Percentage of school, field, and government building users satisfied with the reservation process	86	86	85	85	85
Percentage of government building free use ⁵	47	59	55	55	55

¹ Availability is based on estimates. FY15 numbers for gyms based on middle and high schools only, which increased 2% over FY14.

² An unusually late winter and rainy spring impacted field use.

- ³ Inclement weather closed fields more often in FY15 than in FY14.
- ⁴ The Silver Spring Civic Building continues to be a popular venue for a multitude of events and activities.
- ⁵ New sites added to CUPF's inventory included RBCH and District 3 Police station.

Initiatives

- ★ Community Use of Public Facilities will enhance quality of services by funding additional maintenance on ballfields and county buildings with high community use, as well as increasing the funding for the Community Access Program.
- ★ Enhance accessibility for organizations serving vulnerable youth and low income residents via outreach, technical assistance, reduced fees, changes to the school subsidy program previously available for only classroom, but expanded to include government building meeting rooms and all purpose rooms in schools.
- ★ Improve customer service and provide faster response to access school staff and respond to customer needs with additional staff dedicated to after hours and weekend support.
- ★ Replace the aging audiovisual equipment in the Silver Spring Civic Building with newer, more efficient and reliable equipment. This upgrade will reduce ongoing maintenance costs and improve customer service.
- ★ Reduce the amount of time to process customer reservations during peak seasons in schools and other public buildings from four weeks to one week through ActiveMONTGOMERY, reallocation of staff resources, and new application processing procedures.
- ★ Enhance customer service with the complete migration from a server-based facility reservation to a cloud-based system, ActiveMONTGOMERY. This will create a one-stop shopping experience for County residents to request reservations for Recreation, Montgomery Parks, MCPS, and County facilities. Facility availability can be checked online before an application is submitted and ActiveMONTGOMERY offers secure, Payment Card Industry (PCI) compliant credit card transactions. In conjunction with the effort, CUPF is streamlining fees and policies where feasible to improve customer service.

Accomplishments

- ☑ A total of 65 groups, of which 32% were new users, received support in their use of the Silver Spring Civic Building and Veterans Plaza through the Community Access Program.
- ☑ Administered a before and after school selection bid in collaboration with MCPS, as required by Executive Regulation 14-15AMIII, Before and After School Childcare in Public Schools at nine sites.

Productivity Improvements

- ★ Enhance the community's access and use of ballfields, the Silver Spring Civic Building, and high use County buildings, using surplus funds over several years.
- ★ Continued to make schools, parks and other public facilities welcoming resources for the community. In FY15, 1,236,386 hours were logged in the CUPF database, an increase of 11% over FY14 by community groups, public partners, schools, and County agencies.
- ★ Posted virtual tours of high school auditoriums, gyms, cafeterias, and rooms in the Silver Spring Civic Building on the CUPF website. This improvement assisted potential users in deciding if a site will meet their needs, reducing school staff time in giving tours or canceling reservations.

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 FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	1,941,044	2,108,832	2,287,751	2,337,201	10.8 %
Employee Benefits	686,782	777,719	745,199	798,488	2.7 %
Community Use of Public Facilities Personnel Costs	2,627,826	2,886,551	3,032,950	3,135,689	8.6 %
Operating Expenses	6,978,363	7,959,724	7,710,479	8,156,779	2.5 %
Community Use of Public Facilities Expenditures	9,606,189	10,846,275	10,743,429	11,292,468	4.1 %
PERSONNEL					
Full-Time	26	27	27	28	3.7 %
Part-Time	1	1	1	1	---
FTEs	26.74	27.74	27.74	29.07	4.8 %
REVENUES					
Facility Rental Fees	10,998,118	10,955,160	10,955,160	10,939,718	-0.1 %
Investment Income	14,832	36,860	33,540	47,910	30.0 %
Community Use of Public Facilities Revenues	11,012,950	10,992,020	10,988,700	10,987,628	---

FY17 Recommended Changes

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY16 ORIGINAL APPROPRIATION	10,846,275	27.74
<u>Changes (with service impacts)</u>		
Enhance: Athletic Fields Maintained by Montgomery National Park and Planning Corporation (multi-year initiative using excess fund balance) [Community Access to Public Space]	150,000	0.00
Enhance: Special Maintenance at Silver Spring Civic Building and other highly used government buildings (multi-year initiative using excess fund balance) [Community Access to Public Space]	125,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Charges from General Services: Maintenance of Silver Spring Civic Building and other Government Buildings [Community Access to Public Space]	120,000	0.00
Increase Cost: Annualization of FY16 Personnel Costs	93,506	0.04
Shift: Active Montgomery - Fiscal Assistant Term Position from Department of Recreation [Community Access to Public Space]	74,462	1.00
Increase Cost: FY17 Compensation Adjustment	50,307	0.00
Increase Cost: Charges from Department of Finance [Community Access to Public Space]	35,648	0.29
Increase Cost: Active Montgomery Transaction Fees [Community Access to Public Space]	32,220	0.00
Increase Cost: Group Insurance Adjustment	17,969	0.00
Increase Cost: Increase in Other MCPS Reimbursable Costs [Community Access to Public Space]	13,962	0.00
Increase Cost: Office Lease [Community Access to Public Space]	9,450	0.00
Increase Cost: Printing and Mail	434	0.00
Decrease Cost: Retiree Health Insurance Pre-funding [Community Access to Public Space]	(20)	0.00
Decrease Cost: Motor Pool Adjustment	(1,025)	0.00
Decrease Cost: Credit Card Charges [Community Access to Public Space]	(3,777)	0.00
Shift: Telecommunications Chargeback Elimination [Community Access to Public Space]	(20,850)	0.00

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(22,754)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(70,929)	0.00
Decrease Cost: Utility Reimbursements to MCPS [Community Access to Public Space]	(157,410)	0.00
FY17 RECOMMENDED	11,292,468	29.07

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY17 Recommended	11,292	11,292	11,292	11,292	11,292	11,292
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY17	0	(74)	(74)	(74)	(74)	(74)
Items recommended for one-time funding in FY17, including (Active Montgomery - Fiscal Assistant term position), will be eliminated from the base in the outyears.						
Athletic Fields Maintained by MNPPC	0	0	0	0	0	(150)
Increase in Other MCPS Reimbursable Costs	0	14	28	43	57	57
Reimbursements to MCPS for staff, maintenance, and supplies are periodically adjusted to reflect increases in those costs.						
Office Lease	0	12	25	39	53	53
These costs assume the current lease remains in effect.						
Retiree Health Insurance Pre-funding	0	(5)	(10)	(13)	(16)	(16)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County workforce.						
Special Maintenance at Silver Spring Civic Building and other highly used government buildings	0	0	0	0	(125)	(125)
Utility Reimbursements to MCPS	0	39	78	98	79	14
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
Labor Contracts	0	34	34	34	34	34
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	11,292	11,312	11,373	11,419	11,300	11,085

FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Community Use of Public Facilities				
FISCAL PROJECTIONS	FY16 ESTIMATE	FY17 REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.98%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
CPI (Fiscal Year)	0.8%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.35%	0.50%	1.00%	1.50%	2.50%	2.50%	3.00%
BEGINNING FUND BALANCE	5,910,061	5,846,732	4,946,538	4,006,104	3,017,021	1,907,800	1,061,863
REVENUES							
Charges For Services	10,955,160	10,939,718	11,247,082	11,583,259	11,900,057	12,250,408	12,584,544
Miscellaneous	33,540	47,910	47,910	47,910	47,910	47,910	47,910
Subtotal Revenues	10,988,700	10,987,628	11,294,992	11,631,169	11,947,967	12,298,318	12,632,454
INTERFUND TRANSFERS (Net Non-CIP)	(308,600)	(595,354)	(600,901)	(568,698)	(568,698)	(368,698)	(368,698)
Transfers To The General Fund	(468,600)	(755,354)	(760,901)	(728,698)	(728,698)	(528,698)	(528,698)
Indirect Costs	(461,270)	(515,821)	(521,368)	(521,368)	(521,368)	(521,368)	(521,368)
Other: DCM	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
Telecommunication NDA	0	(32,203)	(32,203)	0	0	0	0
Community Access at SSCB: Subsidy	0	(200,000)	(200,000)	(200,000)	(200,000)	0	0
Transfers From The General Fund	160,000	160,000	160,000	160,000	160,000	160,000	160,000
From General Fund: After School	25,000	25,000	25,000	25,000	25,000	25,000	25,000
From General Fund: Elections	135,000	135,000	135,000	135,000	135,000	135,000	135,000
TOTAL RESOURCES	16,590,161	16,239,006	15,640,629	15,068,574	14,396,290	13,837,420	13,325,619
PSP OPER. BUDGET APPROP/ EXPS.							
Operating Budget	(10,743,429)	(11,292,468)	(11,614,913)	(11,970,697)	(12,362,259)	(12,767,611)	(13,187,267)
Labor Agreement	n/a	0	(33,723)	(33,723)	(33,723)	(33,723)	(33,723)
Utility Reimbursement to MCPS		n/a	(38,676)	(78,125)	(98,364)	(79,407)	(14,407)
Increase in Other MCPS Reimbursable Costs		n/a	(14,022)	(28,255)	(42,701)	(57,363)	(57,363)
Office Lease		n/a	(12,463)	(25,425)	(38,905)	(52,925)	(52,925)
Retiree Health Insurance Pre-Funding	n/a	n/a	4,810	10,210	13,000	16,010	16,010
Active Montgomery Fiscal Assistant	n/a	n/a	74,462	74,462	74,462	74,462	74,462
Field Maintenance			0	0	0	0	150,000
Special Maintenance Projects			0	0	0	125,000	125,000
Subtotal PSP Oper Budget Approp / Exp's	(10,743,429)	(11,292,468)	(11,634,525)	(12,051,553)	(12,488,490)	(12,775,557)	(12,980,213)
TOTAL USE OF RESOURCES	(10,743,429)	(11,292,468)	(11,634,525)	(12,051,553)	(12,488,490)	(12,775,557)	(12,980,213)
YEAR END FUND BALANCE	5,846,732	4,946,538	4,006,104	3,017,021	1,907,800	1,061,863	345,406
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	35.2%	30.5%	25.6%	20.0%	13.3%	7.7%	2.6%
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. The ICB must review and approve any changes in fees. 3. The fiscal plan assumes additional programmed expenses for ballfield maintenance and high use building maintenance using surplus funds over several years. 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. 3. Community Use of Public Facilities has a fund balance policy target of 10% of resources.							

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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 FY17 Operating Budget for the Department of Public Libraries is \$41,700,518, an increase of \$940,293 or 2.31 percent from the FY16 Approved Budget of \$40,760,225. Personnel Costs comprise 80.01 percent of the budget for 215 full-time position(s) and 209 part-time position(s), and a total of 386.56 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 19.99 percent of the FY17 budget.

The increase in FY17 funding will expand the library materials collection for emerging customer needs, access to libraries via extended weekend hours at four branches, and library programming for workforce development, STEM, and Civic Engagement.

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
- 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Total use of library services (number of services provided) ¹	24,147,766	24,787,100	26,071,253	26,076,345	27,565,287

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average use of library services for children per year, for each child under 5 ²	32	36	41	45	47
Total use of library adult learning programs, services, and events ³	107,472	118,436	131,109	145,662	161,685
Average cost per total library usage ⁴	\$1.36	\$1.54	\$1.52	\$1.60	\$1.53

¹ Total use of library services includes program attendance, use of bookable rooms (includes meeting rooms and collaboration spaces), use of materials in the library, use of electronic resources, questions answered, visits to MCPL branches and the MCPL website, use of technologies in branches (includes computer use, copiers and printers), library cards issued and other services. Projected measures account for estimations of service increases due to the County Executive's proposals for materials funding, library hours, and programming expansion, and the net estimated effects of library closures for Refresh and renovation, including use of nearby branches and interim facilities.

² Measures the approximate annual use of library services by children under five in the County. Services include use of picture books, story times, discovery rooms, the summer reading program, electronic products, Go!Kits, and other services. Projections are based upon observed increased use of picturebook collection and storytime attendance as trend indicators, including the County Executive's recommended increase to the library materials budget.

³ This new measure shows the total use of services for adult learning, such as English Conversation Clubs, business counseling, bi-lingual programs, book discussion groups, educational seminars, on-line courses, and other services. Projections are based upon observed increases in use; the County Executive's recommendations for increased library materials, programming resources, and library weekend hours; and MCPL service goals for increasing workforce development materials and programs.

⁴ This new measure estimates the average cost of each library service provided (see Total Use of Library Services measure). Projections fluctuate based upon personnel costs driven by labor agreements, inflation, and net changes in service levels for individual years due to changed investment in library materials, service hours, programming resources, and closures for refresh and renovation, including use of nearby branches and interim facilities.

Initiatives

- ★ Open Wheaton Interim Library at the Wheaton Volunteer Rescue Squad (next to the current library) this Spring, and sustain it during the construction of the new Wheaton Library and Community Recreation Center. Library Hours will remain the same as the current branch's hours.
- ★ Enhance Library Programming for workforce and economic development; computer coding; Science, Technology, Engineering, & Math (STEM); civic engagement and participation; Seniors; and New Americans.
- ★ Enhance the Library Materials collection for emerging customer needs and demands, including: new formats such as "Language Kits" that support language learning; STEM; new formats that support early literacy; career, test preparation, skills development, and other workforce development tools; the ability to earn an on-line High School diploma; and a "Library of Things" collection supporting the Makerspace at the Rockville Memorial branch, tools related to making objects, and content creation.
- ★ Expand evening library hours during summer month weekends (Friday and Saturday nights) beyond Rockville Memorial branch, to four more urban anchor destination libraries: Silver Spring, Bethesda, Gaithersburg, and Germantown.
- ★ With the increased funding for materials, MCPL will purchase additional items for the World Languages collection, and continue to implement procedures to get materials into customers' hands more quickly. MCPL will continue to market system-wide services and programs, including many of the "firsts" that were initiated at Silver Spring Library. MCPL will complete planning and bidding for FY16 Refresh Projects: Aspen Hill, Davis, and Little Falls. MCPL will implement digital signage at all branch locations, 3D Printing at all branches, and in-branch bill payment by credit card. MCPL will establish a mobile app and convert its website to a responsive, mobile friendly design. MCPL will develop a new Strategic Plan (to be implemented in FY17). MCPL will work with MCPS to ensure all public school students have a library card from MCPL.

Accomplishments

- ✓ MCPL made substantial progress in its All Children Excel (ACE) program. MCPL expanded access to the National Association of Counties (NACo) award-winning self-guided STEM learning Go! Kits. These kits for children contain mini iPads, educational toys and books and can now be borrowed at nine library branches. MCPL trained staff in the latest techniques for advancing early literacy and STEM learning. MCPL deployed self-guided STEM learning stations throughout the system. The stations were featured in the national publication *School Library Journal*. MCPL also introduced a new Readers' Advisory service, Beanstack, to connect children and caregivers with book recommendations.
- ✓ MCPL made several enhancements to its library collection, including: adding Flipster, a second e-magazine resource including many popular titles; implementing Novelist Select, a readers' advisory database, to help library customers find read-a-likes; introducing a

new email readers' advisory service, "What Do I Check Out Next?" to provide reading recommendations to library customers; and creating or expanding Vietnamese collections at Gaithersburg and Silver Spring Libraries and Amharic collections (including DVDs) at Silver Spring, Gaithersburg and White Oak Libraries. Based on community inputs, MCPL expanded the Libraries' Chinese, Korean (Children's), and Farsi language collections.

- ✓ MCPL held more than 1,000 conversation club programs in library branches for attendees to practice language skills and provided 66,048 hours of English language instruction through Libraries' partners at the Gilchrist Center. MCPL was awarded a National Association of Counties (NACo) award for MCPL's partnership model, "Libraries and Communities: Collaborative Partnerships for Success" and received an Honorable Mention Innovation Award from the Urban Libraries Council for MCPL's "Service Beyond Our Walls" model.
- ✓ MCPL opened a new, state-of-the-art Silver Spring Library on June 20, 2015, and increased weekly branch hours by over 10% since FY14, at 16 branches. MCPL opened the KID Museum partnership Makerspace at the Davis Library. MCPL also provided meeting space for groups such as the Richard Montgomery High School's Robotics Club that has used the space to build award-winning robots. MCPL held health, cooking, small business, and other programs at library branches across the County.

Productivity Improvements

- ★ MCPL started shipping new, high demand materials directly to library branches, and instituted a new model for fulfilling customer holds that reduces transfers between branches and cuts down on wait times and costs.
- ★ MCPL implemented improved public printing, copying, and scanning (new for MCPL) infrastructure at no additional cost than the older technology; and upgraded the Library system's catalog and account services to a robust cloud-based system that increased features for customers, improved system speed and reliability, and reduced staff time required to manage the system.
- ★ MCPL kicked off the Library Refurbishment and 21st Century Library Enhancements refresh cycle with a successful refresh of Twinbrook and Kensington Park Libraries. Customers at Twinbrook have expressed delight at the service improvements made in just six months of construction. Kensington Park will be reopening on March 28th. Refresh projects for Aspen Hill, Davis, and Little Falls libraries have completed design phase, and will be moving into the construction phase in Summer 2016. State Aid of \$0.8 million was successfully secured for the FY16 projects and \$1.5 million in aid has been proposed by the Governor for three projects in FY17 (White Oak, Bethesda, and Quince Orchard).
- ★ MCPL partnered with MCPS to provide library cards to all 756 students at Gaithersburg Elementary School, develop a Memorandum Of Understanding (MOU) to expand that effort for all schools, and provided free lunches and library programs to local free and reduced lunch program student participants over the summer. MCPL partnered with Casa de Maryland to make citizenship classes, citizen application assistance, citizen workshops and ESOL classes available at several library branches, and with Abren Enhun Support Association to develop cultural programming and resources to meet the needs of Montgomery County's Ethiopian community

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 customers use MCPL services in over 24 million ways annually, including: asking questions; attending programs; receiving literacy training; checking out books, e-books, and DVDs; using adaptive and innovative technologies; printing, copying, and scanning; using public and small group/single meeting/collaboration spaces; using materials inside the library; getting a new library card; using public computers to apply for jobs and other tasks; and visiting the library branches and library website. Library Services are available to all County residents, Maryland residents, and those working in Montgomery County, free of charge.

Montgomery County is committed to providing state-of-the-art library facilities and new models of service. Facilities include 20 library branches, the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, the MCPLEXPRESS@Mid-County Recreation Center kiosk, and the Collection Management Center. New models of service include: All Children Excel (ACE) services that

inspire children to learn how to read, succeed in school, and understand Science, Technology, Engineering, and Math (STEM) concepts; Outreach and programming services that bring library services to our customers beyond library walls and help customers learn and grow through play, dialogue, and performance; a Library Refresh program that comprehensively improves each branch every seven years; and a 21st Century Library Enhancements program that continuously improves system-wide library technologies and other service infrastructure.

Libraries respond to the needs of diverse populations by providing relevant and inspiring collections and by building community through facilities that foster civic engagement and learning. MCPL has world language collections in Spanish, Chinese, Vietnamese, French, Korean, Russian, Farsi, and Amharic. MCPL has staff who can communicate in some of these languages. MCPL offers programs on multiple topics including discussion of topics of the day, useful skills, practical matters for everyday life, and learning. MCPL has resources to service the needs of customers with special challenges, including assistive technology and materials, and services to incarcerated persons.

Libraries support a competitive workforce with basic literacy programs, up-to-date technologies, and other resources to help children and adults learn to find, evaluate, and use information they need for their jobs, health, education, and other needs. MCPL offers 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). MCPL offers collections, programs, and partnerships that support New Americans and customers with limited written and spoken English skills in increasing their proficiency. MCPL offers access to hundreds of internet-capable computers, productivity and content creation software, access to wireless internet access and electrical power, and a diversity of spaces for collaborators and learners to meet.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of items checked out (circulation) and materials used in a library ¹	10,246,667	9,943,874	10,451,276	10,158,752	10,777,552
Number of library visits ²	4,503,647	4,648,012	5,039,417	4,867,485	5,124,144
Percentage of library customers satisfied based on the library customer survey results ³	91.7%	N/A	92.3%	N/A	93.0%
Information questions answered ⁴	1,798,667	2,213,442	2,246,415	2,056,701	2,165,588
Total hours of rooms booked ⁵	14,293	94,959	92,137	83,474	82,794

¹ This measure includes physical items checked out, and items used in a branch (combining two separately listed measures in prior publications). FY15 decrease reflects system outage which prevented system from recording circulations and disrupted actual services substantially. Projected measures account for the County Executive's proposed increase to the library materials budget, increased library hours, MCPL's Library Link partnership with MCPS, and the net estimated effects of library closures for Refresh and Renovation, including use of nearby branches and interim facilities.

² Projected measures account for the County Executive's proposed increase to the library materials budget, increased library hours, MCPL's Library Link partnership with MCPS, and the net estimated effects of library closures for Refresh and Renovation, including use of nearby branches and interim facilities.

³ MCPL conducts a customer satisfaction survey every two years. No survey conducted in FY15.

⁴ Measure increased between FY14 and FY15 due to the continued impact of changes in methodology, and increased library hours and related staffing. Projected measures account for the net estimated effects of library closures for Refresh and renovation, including use of nearby branches and interim facilities. The methodology of recording questions has been changed from a periodic survey to a daily survey of all branches, all questions, all service points.

⁵ Measure increased between FY14 and FY15 due to improvements that allow MCPL to book all public and small group rooms on-line and record those results, coupled with a large increase in group study, tutor, and discovery rooms as a part of Capital projects and other special projects. Projected measures account for the net estimated effects of library closures for Refresh and renovation, including use of nearby branches and interim facilities, and growth in the number of available rooms as Refresh projects complete.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	27,736,903	338.11
Enhance: Expand Access to Libraries via Extended Weekend Hours at Four Branches and Expand Library Programming for Workforce and Economic Development, STEM, and Civic Engagement	300,120	3.60
Increase Cost: Shift Differential	38,100	0.00
Increase Cost: Multilingual Pay	32,730	0.00
Add: Wheaton Interim Library Operating Expenses	8,000	0.00
Increase Cost: Telecommunications Costs for Silver Spring Library	7,932	0.00
Decrease Cost: Silver Spring Employee Parking	(16,830)	0.00
Decrease Cost: FY16 Savings Plan - Hours at Branches (Kensington Park, Little Falls, Twinbrook)	(438,010)	(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.	(36,738)	(2.00)

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	27,632,207	333.21

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.

The Public Services Administration (PSA) team oversees and supports the day-to-day operations of the library's branches. The Branch Operations and Customer Service function is responsible for branch library services policy and procedures; customer service, and the daily operation of the system's 21 library branches, including department facilities issues in coordination with the Department of General Services. The Human Resources and Community Engagement function 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. That function is also responsible for community engagement functions, including virtual services, marketing, community outreach, substitute staffing operations, programming steering committees, and strategic partnerships. The Strategic Planning and Facilities function 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 function also manages development and execution of the department's Capital Improvements Program projects.

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's 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Attendance at library programs ¹	148,653	218,957	241,951	244,951	247,401
Number of visits to the library's website ²	3,251,041	3,367,280	3,569,300	3,890,600	4,240,700

¹ Programs increased between FY14 and FY15 due to the 9.6% increase in library hours and related staffing increase in FY15, plus the programming of the MCPL Outreach Team. Projected measures account for the County Executive's recommended increase to MCPL programming resources in FY17, and the net estimated effects of library closures for Refresh and renovation, including use of nearby branches and interim facilities.

² Visits to the website are projected to increase with further improvements being made to the site, and an increase in electronic materials available via the website per the County Executive's recommendation to increase the library materials budget by 10% in FY17.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,951,917	23.00
Enhance: Coordinate Library Programming for Workforce and Economic Development, STEM, Civic Engagement	73,680	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.	204,268	1.00
FY17 Recommended	4,229,865	25.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Library electronic database usage ¹	1,147,498	825,934	854,842	884,761	915,728
eBooks and eAudioBooks borrowed ²	960,355	988,456	1,087,302	1,196,032	1,243,873

¹ Decrease between FY14 and FY15 reflects the movement of the "Safari Technology Books" database product out of this measure and into the Ebooks and EAudioBooks program measure (because the database product is an on-line e-book). Use was also depressed in FY15 by a prolonged systems issue that prevented customers from accessing e-books for several weeks in FY15. Projected measures account for current observed growth in FY16 versus FY15 eBook circulation, and projected further increased use due to the County Executive's proposed FY17 increase for library materials.

² FY15 growth was depressed by a prolonged systems issue that prevented customers from accessing e-books for several weeks in FY15. Projected measures account for current observed growth in FY16 versus FY15 eBook circulation, and projected further increased use due to the County Executive's proposed increase for library materials for FY17.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	9,071,405	27.45
Enhance: Enhance the Library Materials Collection for Emerging Customer Needs and Demands	726,200	0.00
Enhance: Collections Management Staffing	16,830	(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.	24,011	1.00
FY17 Recommended	9,838,446	28.35

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	20,569,406	22,659,297	22,353,146	23,273,329	2.7 %
Employee Benefits	9,342,670	10,323,615	9,759,388	10,051,420	-2.6 %
County General Fund Personnel Costs	29,912,076	32,982,912	32,112,534	33,324,749	1.0 %
Operating Expenses	6,684,346	7,725,023	7,506,622	8,323,479	7.8 %
County General Fund Expenditures	36,596,422	40,707,935	39,619,156	41,648,228	2.3 %
PERSONNEL					
Full-Time	210	215	215	215	---
Part-Time	210	219	219	209	-4.6 %
FTEs	383.56	387.56	387.56	385.56	-0.5 %
REVENUES					
Facility Rental Fees	6,891	14,000	14,000	14,000	---
Library Fees	25,689	20,000	20,000	20,000	---
Library Fines	955,969	1,421,220	1,421,220	1,000,000	-29.6 %
Miscellaneous Revenues	214,259	240,000	240,000	240,000	---
Other Fines/Forfeitures	0	10,000	10,000	10,000	---
Other Intergovernmental	0	20,000	20,000	20,000	---
State Reimbursement: Library Operations	2,344,321	2,902,000	2,902,000	2,997,000	3.3 %
State Reimbursement: Library Staff Retirement	3,022,172	2,201,000	2,201,000	2,845,000	29.3 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
County General Fund Revenues	6,569,301	6,828,220	6,828,220	7,146,000	4.7 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	29,495	37,427	37,427	37,427	---
Employee Benefits	12,795	2,863	2,863	2,863	---
Grant Fund - MCG Personnel Costs	42,290	40,290	40,290	40,290	---
Operating Expenses	10,625	12,000	12,000	12,000	---
Grant Fund - MCG Expenditures	52,915	52,290	52,290	52,290	---
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	1.00	1.00	1.00	1.00	---
REVENUES					
Federal Grants	625	0	0	0	---
State Grants	133,960	52,290	52,290	52,290	---
Grant Fund - MCG Revenues	134,585	52,290	52,290	52,290	---
DEPARTMENT TOTALS					
Total Expenditures	36,649,337	40,760,225	39,671,446	41,700,518	2.3 %
Total Full-Time Positions	210	215	215	215	---
Total Part-Time Positions	210	219	219	209	-4.6 %
Total FTEs	384.56	388.56	388.56	386.56	-0.5 %
Total Revenues	6,703,886	6,880,510	6,880,510	7,198,290	4.6 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	40,707,935	387.56
<u>Changes (with service impacts)</u>		
Enhance: Enhance the Library Materials Collection for Emerging Customer Needs and Demands [Collection Management]	726,200	0.00
Enhance: Expand Access to Libraries via Extended Weekend Hours at Four Branches and Expand Library Programming for Workforce and Economic Development, STEM, and Civic Engagement [Branch Library Services]	300,120	3.60
Enhance: Coordinate Library Programming for Workforce and Economic Development, STEM, Civic Engagement [Administration, Virtual Services, Outreach and Operations Support]	73,680	1.00
Enhance: Collections Management Staffing [Collection Management]	16,830	(0.10)
Add: Wheaton Interim Library Operating Expenses [Branch Library Services]	8,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	661,298	0.00
Increase Cost: Group Insurance Adjustment	263,594	0.00
Increase Cost: Shift Differential [Branch Library Services]	38,100	0.00
Increase Cost: Multilingual Pay [Branch Library Services]	32,730	0.00
Increase Cost: Telecommunications Costs for Silver Spring Library [Branch Library Services]	7,932	0.00
Increase Cost: Printing and Mail	3,458	0.00
Decrease Cost: Motor Pool Adjustment	(10,592)	0.00
Decrease Cost: Silver Spring Employee Parking [Branch Library Services]	(16,830)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(215,932)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(227,034)	0.00
Decrease Cost: Retirement Adjustment	(283,251)	0.00
Decrease Cost: FY16 Savings Plan - Hours at Branches (Kensington Park, Little Falls, Twinbrook) [Branch Library Services]	(438,010)	(6.50)
FY17 RECOMMENDED	41,648,228	385.56

	Expenditures	FTEs
GRANT FUND - MCG		
FY16 ORIGINAL APPROPRIATION	52,290	1.00
FY17 RECOMMENDED	52,290	1.00

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Branch Library Services	27,736,903	338.11	27,632,207	333.21
Administration, Virtual Services, Outreach and Operations Support	3,951,917	23.00	4,229,865	25.00
Collection Management	9,071,405	27.45	9,838,446	28.35
Total	40,760,225	388.56	41,700,518	386.56

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	149,846	1.70	155,764	1.70

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	41,648	41,648	41,648	41,648	41,648	41,648
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY17	0	25	25	25	25	25
This item annualizes the Program Manager II position added in the FY17 budget.						
Labor Contracts	0	471	471	471	471	471
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	41,648	42,145	42,145	42,145	42,145	42,145

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Coordinate Library Programming for Workforce and Economic Development, STEM, Civic Engagement	73,680	1.00	98,240	1.00
Total	73,680	1.00	98,240	1.00

Montgomery County, Maryland Public Libraries



BRANCHES

- | | | | |
|--------------------------|--------------------------|--------------------------------------|--------------------------|
| 1. Aspen Hill ❖ | 7. Marilyn J. Praisner ❖ | 13. Noyes Library for Young Children | 18. Rockville Memorial ❖ |
| 2. Bethesda ❖ | 8. Gaithersburg ❖ | 14. Olney ❖ | 19. Silver Spring ❖ |
| 3. Chevy Chase | 9. Germantown ❖ | 15. Poolesville | 20. Twinbrook |
| 4. Correctional Facility | 10. Kensington Park | 16. Potomac | 21. Wheaton Interim ❖ |
| 5. Damascus ❖ | 11. Little Falls | 17. Quince Orchard ❖ | 22. White Oak ❖ |
| 6. Davis | 12. Long Branch ❖ | | * Clarksburg (proposed) |

❖ Open on Sundays

MCPL Express @ Mid-County Recreation Center will provide materials for checkout, a book return, and holds service.

See <http://www.montgomerycountymd.gov/library> for a full listing of Library Hours and Holidays, Services, and Policies.

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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 FY17 Operating Budget for the Department of Recreation is \$34,410,714, an increase of \$1,997,808 or 6.16 percent from the FY16 Approved Budget of \$32,412,906. Personnel Costs comprise 62.93 percent of the budget for 127 full-time position(s) and six part-time position(s), and a total of 431.71 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 37.07 percent of the FY17 budget.

The increase in FY17 funding is from staffing changes, opening of the North Potomac Community Recreation Center with a Senior Center, re-opening of the Ross Boddy Neighborhood Recreation Center, and the addition of several positive youth development initiatives.

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 \$9,852,390 is required to cover general obligation bond and long-term lease costs. Additionally, it should be noted that the Department manages an estimated \$8,231,028 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Total number of repeat participants in recreation programming	51,744	57,014	58,000	58,000	58,000
Total percent of County residents registered through the Department of Recreation	7.3	7.5	7.6	7.7	7.8
Percent of customers who report that they are satisfied based on the Recreation customer survey results (median percent that meet or exceed expectations)	95.6	95.7	96.0	96.0	96.0
Percentage of youth registered in positive youth development programs who report program participation benefits	91.1	91.8	92.0	92.0	92.0

Initiatives

-
- ★ Grand Opening of the North Potomac Community Recreation Center scheduled for September 2016, which will include a full Senior facility. The Senior Programs Team plans (with community partners and other County departments) to add an additional nutrition program, utilizing Federal funds through the Department of Health and Human Services' Aging and Disability Services division, as well as offer classes, programs, and services in Fall/Winter of 2016.
 - ★ Grand Reopening of the Ross Boddy Neighborhood Recreation Center scheduled for October 2016 with the addition of a new gymnasium, expanded social hall, and many new upgrades.
 - ★ Support community partners with the launch of the Child First afterschool program, geared towards providing a comprehensive enrichment program including family engagement opportunities at South Lake and Burnt Mills Elementary Schools.
 - ★ Expand opportunities for young people with the year-round implementation of a youth soccer program to enhance the successful FUTSAL indoor soccer program in Youth Development; new programming will build stronger relationships with community non-profits and work closely with schools in anti-gang efforts.
 - ★ Continue the Excel Beyond the Bell program with expanded County support.
 - ★ Continued expansion of opportunities for young people to develop new skills that help to ensure they are ready for adulthood:
 - Engage High School and Middle School students with the County Executive at the 2Changealife Youth Forum;
 - Expand Youth Advisory Committee to seven Excel Beyond the Bell locations offering students the opportunity for civic engagement; and
 - Provide stimulating and engaging programs such as Fashion Boot Camp, Tech Connect, and the Chill Program.

Accomplishments

- ☑ Successfully launched and implemented activeMontgomery single sign-on registration portal.
- ☑ Senior Programs Team received a National Association of Counties (NACo) Achievement Award in 2014 for its work on the countywide Senior Initiative and a 2015 NACo Achievement Award for the Senior Transportation Initiative.
- ☑ Continued to provide essential services during out-of-school time and to change the landscape of communities throughout the County. Highlighting some of our high-volume popular youth programs: Fun, Food, Fitness (*mobile recreation through TeenWorks*) in the East County provided breakfast & lunch to youth daily during summer months, receiving a NaCo Achievement Award and recognition by the National Recreation and Parks Association; TeenWorks established a youth outreach team providing peer-to-peer marketing opportunities; Excel Beyond the Bell established a dedicated referral registration period enhancing outreach to struggling & under-served youth; and Summer Meals provided 95,325 meals at recreation sites.
- ☑ Aquatics continues to host and assist in management of high profile programs, such as Chinese Dive team practice site and performance venue, METRO Swim Meet where current and potential Olympic swim athletes compete, and host Landmark College Division swim meet.
- ☑ Hosted and coordinated the state-wide Maryland Senior Olympics (MSO), for individuals 50 years of age and older in 2015 with an anticipated continuous growth in participation in the years to come.
- ☑ Senior Programs Team continue to work with our community partners to expand programs and services for seniors, including exercise and health promotion programs, classes, the Heartwell Nurse program, Flu Shots, and a wide-variety of lectures of interest to seniors.
- ☑ Provided affordable summer programs for almost 11,000 young people.
- ☑ Provide primary logistic organization and execution of high profile countywide events such as July 4th fireworks and entertainment at both Wheaton and Germantown, Jazz Festival, and Thanksgiving Parade.
- ☑ Continued growth of the financial assistance program (*RecAssist*) providing the community with an improved needs-based service; the number of families served continues to increase as we note a greater portion of funding utilized. Total financial assistance anticipated for FY17 is \$1,000,000.

- ✓ In response to concerns by Montgomery Village residents, established the "Safe Way Home" youth-driven volunteer program. Watkins Mills High School RecZone participants serve as volunteer escorts to provide safe routes home from school for Elementary School students.
- ✓ Expanding our Countywide Sports program in outreach efforts by partnering with Montgomery County Public Schools, athletic directors, and other organizations throughout the county to provide a girls-in-sports initiative, introducing Middle School teen girls to non-traditional athletic opportunities.
- ✓ Collaborating with Strathmore Music Center through RecXtra programming to expand instrumental opportunities for young people at three East County Middle Schools by establishing an after-school strings program.
- ✓ The Senior Programs team has established several new programs/initiatives with other Departments/Agencies in the County to provide programs and services related to senior needs including Elder Abuse, Home Safety & Awareness, Financial Exploitation, Dental Care for the Uninsured, "Coffee with a Cop," several community technology fairs, additional inter-generational programs, and a host of other programs and services.
- ✓ "Try It Out Sports" initiative for FY16 marked the first year for "HERtime2shine," a one-day event that celebrates and spotlights women and girls in sports.
- ✓ The Therapeutic Recreation unit has provided opportunities for a student with a disability and a family member without a disability to help the community and earn Student Services Learning hours.
- ✓ As a follow-up to the BeActive Montgomery program initialized in FY14, implemented a Wellness, Fitness and Performance program to address healthy living and healthy eating within our community. The Department is now serving healthy foods at FUTSAL indoor soccer on Friday night, teaching Club Rec children about healthy eating, and is being recognized by both National Recreation and Parks Association (NRPA) and the Alliance for a Healthier Generation (AHG) for its progressive programs and for implementing the AHG standards.

Productivity Improvements

- ★ activeMontgomery Implementation: This system was implemented in FY15 supporting a transition from three independent databases to one combined cloud-based database providing customer service to residents and allowing a one-stop shopping experience between Parks, Community Use of Public Facilities (CUPF), and Recreation.
- ★ The department internally restructured in FY15 to provide better service to customers, improve revenue collections, increase participation in the department's programs, and develop more innovative programming and community events, allowing the management team to place a greater focus on growing and improving programs and services.
- ★ Continued to work closely with CountyStat and other resources to improve performance measures, data collection, and customer feedback tools and resources, allowing for increased reporting tools and more detailed data and outcomes.

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 361 days a year. The outdoor pools and the spray park operate from Memorial Day through Labor Day weekend.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,975,646	119.62
Increase Cost: Convert Four Temporary Positions to Permanent Merit Positions	174,459	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.	25,385	1.00
FY17 Recommended	6,175,490	120.62

Countywide Programs

The Countywide Programs team offers recreation and skill development opportunities for all ages in leisure areas such as classes in arts, dance, music, exercise and fitness; sports leagues, clinics, and tournaments; Therapeutic Recreation programs and Inclusion Services; Summer Camps, Clinics, and Fun Centers; Trips and Tours; and Special Events. Classes, programs and leagues are scheduled across the entire County in Recreation Centers, MCPS schools, Parks, and other public/private facilities. Countywide Program listings and registration details can be found in the Montgomery County Guide to Recreation and Parks Programs which is published four seasons each year, or online at www.ActiveMontgomery.Org

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of people with disabilities served by Therapeutic Recreation Programs	3,472	3,817	3,500	3,500	3,500

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,632,163	81.44
Increase Cost: Convert One Temporary Position to Permanent Merit Position	17,180	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(94,804)	(3.60)
FY17 Recommended	5,554,539	77.84

Recreation Areas and Community Centers

The Department has 21 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, fitness room memberships, and services offered at each facility. Designated facility sites offer afterschool programs such for children and youth such as Club Rec and Club Friday at affordable prices.

The Division is divided into three geographic service areas. Area supervisors and staff plan and coordinate recreation services and activities in their area. They also assist with the delivery of services, perform customer assessments of programs, provide staff support to area Recreation Advisory Boards, and serve as liaisons with schools and community groups in the area. Area staff also manage local community-based activities, such as community days, festivals, and other special events.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,203,345	92.32
Increase Cost: Convert 13 Temporary Positions to Permanent Merit Positions	542,560	2.32
Add: Open North Potomac Community Recreation Center	425,696	4.62
Add: Re-open Ross Boddy Neighborhood Recreation Center	113,138	2.62
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(475,452)	(2.02)
FY17 Recommended	5,809,287	99.86

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 its five senior centers. County residents 55 and over are eligible for this program if they are within the service area for one of the centers. Senior Centers in this program include: Damascus, Holiday Park, Margaret Schweinhaut, Long Branch, and White Oak. Also available are mini trips to local attractions and businesses. These trips are generally local and scheduled for a few hours in length.

55+ Active Adult Programs: These programs serve groups of 20-70 individuals who meet in community recreation centers or other facilities near their homes one to three days each week. These programs offer special interest classes, trips, social activities, and food services at selected sites.

Although not listed specifically under the Senior Programs section, the Department offers a wide variety of programming for Baby Boomers and Senior Adults through the classes, trips and tours, aquatics, and sports teams.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,831,810	22.26
Add: Senior Center at North Potomac	145,211	2.94
Increase Cost: Annualization of FY16 Personnel Costs	6,529	0.31
Decrease Cost: Reduce Jewish Council for the Aging Trips to Level of Actual Participation	(60,600)	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.	130,973	0.69
FY17 Recommended	2,053,923	26.20

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, sports, 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	496,640	5.92

FY17 Recommended Changes	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.	9,506	0.00
FY17 Recommended	506,146	5.92

Management Services

This team includes the Department's infrastructure support group primarily engaged in furnishing general overall operational or specialized management services on a day-to-day basis. The program is targeted for customer service, training, IT maintenance, software, computers and point of sale management, personnel/payroll, accounting functions, budget & planning, procurement and contractual review and other fiscal matters, as well as technology improvements. Also included in this team is the Department's graphic designer, who designs the web page, publications, and the Recreation Guide. This unit also manages a robust financial assistance program that allows thousands of low-income residents to have access to programs, facilities, and activities they could not otherwise afford.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,148,590	20.22
Increase Cost: Charges from Department of Finance for Accountant/Auditor Position	42,010	0.33
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(125,300)	0.00
Decrease Cost: activeMontgomery Expenses	(347,844)	(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.	83,827	1.00
FY17 Recommended	2,801,283	20.55

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	869,587	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.	3,896	0.00
FY17 Recommended	873,483	0.50

Fixed Costs

Fixed Costs include costs associated with utilities, property insurance, Workers' Compensation insurance, and grants to the city of Takoma Park.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,897,499	0.00
Decrease Cost: Utility rate decreases	(80,000)	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.	231,419	0.00
FY17 Recommended	4,048,918	0.00

Administration/Policy Management

The Department's Administration staff provides the management and supervisory oversight to accomplish the agency's 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,612,799	14.00
Increase Cost: Annual and Event Sponsorships	174,000	0.00
Increase Cost: Convert One Temporary Position to Permanent Merit Position	14,884	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.	343,318	0.33
FY17 Recommended	2,145,001	14.33

Youth Development Programs

In support of the County Executive's Positive Youth Development Initiative, Montgomery County Recreation's Youth Development Team is generating an enhanced and vibrant approach to service delivery that reaches out to all young people while targeting vulnerable youth. Program staff delivers a wide variety of teen and youth programs, which take place in high schools, middle, and elementary schools, meeting youth where they are and providing safe environments. These include High School Rec Zones Excel Beyond the Bell, Rec Extra, Teen Works, Youth Advisory Committee, and a wide variety of teen cafes, events, and activities. Many of these activities are in partnership with Montgomery County Public Schools and the Montgomery County Collaboration Council.

The Youth Development Team uses recreation to ensure young people are productive, healthy, and connected during out-of-school time. Our positive youth development strategies include opportunities, programs, and services which emphasize health & wellness, youth leadership & social equity, workforce development, and connection to caring adult role models.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of Excel Beyond the Bell youth participating multiple years	71	70	72	72	72
Percent of Excel Beyond the Bell youth reporting making positive life choices	84	84	85	85	85

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,744,827	61.01
Increase Cost: Increase County Funding for Collaboration Council for Excel Beyond the Bell due to Changing Priorities of Governor's Office for Children	271,000	0.00
Add: Child First Elementary School After School Pilot	240,000	0.00
Add: Anti-Gang Initiative - Year Round Outdoor Soccer League For At Risk Youth	167,398	2.28
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,419	2.60
FY17 Recommended	4,442,644	65.89

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	15,439,816	16,135,833	15,854,081	17,411,161	7.9 %
Employee Benefits	3,809,062	3,998,254	3,961,874	4,162,994	4.1 %
Recreation Personnel Costs	19,248,878	20,134,087	19,815,955	21,574,155	7.2 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Operating Expenses	10,553,316	12,205,147	12,067,147	12,756,358	4.5 %
Recreation Expenditures	29,802,194	32,339,234	31,883,102	34,330,513	6.2 %
PERSONNEL					
Full-Time	109	112	112	127	13.4 %
Part-Time	1	0	0	6	---
FTEs	410.37	413.78	413.78	427.89	3.4 %
REVENUES					
Facility Rental Fees	780,568	794,600	794,600	794,600	---
Investment Income	11,567	10,940	26,150	26,150	139.0 %
Miscellaneous Revenues	190,182	84,365	84,365	84,365	---
Miscellaneous Revenues - Parks ActiveNet	0	102,263	102,263	45,232	-55.8 %
Other Charges/Fees	(140)	0	0	0	---
Property Tax	34,586,397	35,717,163	35,719,851	37,432,378	4.8 %
Recreation Fee Subsidy	0	0	(1,000,000)	(1,000,000)	---
Recreation Fees	9,215,624	10,465,942	10,965,942	10,965,942	4.8 %
Recreation Revenues	44,784,198	47,175,273	46,693,171	48,348,667	2.5 %

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	68,206	68,437	68,437	74,502	8.9 %
Employee Benefits	7,554	5,235	5,235	5,699	8.9 %
Grant Fund - MCG Personnel Costs	75,760	73,672	73,672	80,201	8.9 %
Grant Fund - MCG Expenditures	75,760	73,672	73,672	80,201	8.9 %

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	3.14	3.51	3.51	3.82	8.8 %

REVENUES

Federal Grants	0	73,672	73,672	80,201	8.9 %
Grant Fund - MCG Revenues	0	73,672	73,672	80,201	8.9 %

DEPARTMENT TOTALS

Total Expenditures	29,877,954	32,412,906	31,956,774	34,410,714	6.2 %
Total Full-Time Positions	109	112	112	127	13.4 %
Total Part-Time Positions	1	0	0	6	---
Total FTEs	413.51	417.29	417.29	431.71	3.5 %
Total Revenues	44,784,198	47,248,945	46,766,843	48,428,868	2.5 %

FY17 Recommended Changes

	Expenditures	FTEs
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RECREATION

FY16 ORIGINAL APPROPRIATION

32,339,234 413.78

Changes (with service impacts)

Add: Open North Potomac Community Recreation Center [Recreation Areas and Community Centers]	425,696	4.62
Add: Child First Elementary School After School Pilot [Youth Development Programs]	240,000	0.00
Add: Anti-Gang Initiative - Year Round Outdoor Soccer League For At Risk Youth [Youth Development Programs]	167,398	2.28
Add: Senior Center at North Potomac [Senior Adult Programs]	145,211	2.94
Add: Re-open Ross Boddy Neighborhood Recreation Center [Recreation Areas and Community Centers]	113,138	2.62

Other Adjustments (with no service impacts)

Increase Cost: Convert 13 Temporary Positions to Permanent Merit Positions [Recreation Areas and Community Centers]	542,560	2.32
Increase Cost: FY17 Compensation Adjustment	536,260	0.00
Increase Cost: Increase County Funding for Collaboration Council for Excel Beyond the Bell due to Changing Priorities of Governor's Office for Children [Youth Development Programs]	271,000	0.00

	Expenditures	FTEs
Increase Cost: Convert Four Temporary Positions to Permanent Merit Positions [Aquatics]	174,459	0.00
Increase Cost: Annual and Event Sponsorships [Administration/Policy Management]	174,000	0.00
Increase Cost: Group Insurance Adjustment	68,500	0.00
Increase Cost: Charges from Department of Finance for Accountant/Auditor Position [Management Services]	42,010	0.33
Increase Cost: Risk Management Adjustment	24,403	0.00
Increase Cost: Convert One Temporary Position to Permanent Merit Position [Countywide Programs]	17,180	0.00
Increase Cost: Convert One Temporary Position to Permanent Merit Position [Administration/Policy Management]	14,884	0.00
Increase Cost: Contractual Services Increase	7,100	0.00
Increase Cost: Motor Pool Adjustment	2,441	0.00
Increase Cost: Printing and Mail	1,801	0.00
Decrease Cost: Reduce Jewish Council for the Aging Trips to Level of Actual Participation [Senior Adult Programs]	(60,600)	0.00
Decrease Cost: Utility rate decreases [Fixed Costs]	(80,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(88,000)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Management Services]	(125,300)	0.00
Decrease Cost: Retirement Adjustment	(127,212)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(147,806)	0.00
Decrease Cost: activeMontgomery Expenses [Management Services]	(347,844)	(1.00)
FY17 RECOMMENDED	34,330,513	427.89

GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION	73,672	3.51
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY16 Personnel Costs [Senior Adult Programs]	6,529	0.31
FY17 RECOMMENDED	80,201	3.82

Program Summary

Program Name	FY16 APPR	FTEs	FY17 REC	FTEs
	Expenditures		Expenditures	
Aquatics	5,975,646	119.62	6,175,490	120.62
Countywide Programs	5,632,163	81.44	5,554,539	77.84
Recreation Areas and Community Centers	5,203,345	92.32	5,809,287	99.86
Senior Adult Programs	1,831,810	22.26	2,053,923	26.20
Recreation Outreach Services	496,640	5.92	506,146	5.92
Management Services	3,148,590	20.22	2,801,283	20.55
Planned Lifecycle Asset Replacement (PLAR)	869,587	0.50	873,483	0.50
Fixed Costs	3,897,499	0.00	4,048,918	0.00
Administration/Policy Management	1,612,799	14.00	2,145,001	14.33
Youth Development Programs	3,744,827	61.01	4,442,644	65.89
Total	32,412,906	417.29	34,410,714	431.71

Charges to Other Departments

Charged Department	Charged Fund	FY16	FTES	FY17	FTES
		Total\$		Total\$	
RECREATION					
Urban Districts	Silver Spring Urban District	155,903	0.90	151,479	0.90
Health and Human Services	Grant Fund	73,672	3.51	0	0.00
CIP	Capital Fund	58,605	0.50	62,501	0.50
Total		288,180	4.91	213,980	1.40

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
RECREATION						
EXPENDITURES						
FY17 Recommended	34,331	34,331	34,331	34,331	34,331	34,331
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY17	0	641	641	641	641	641
Reflects the annualization of positions added in the FY17 budget, including conversion of temporary positions to permanent merit positions, as well as positions associated with the opening of the North Potomac Community Recreation Center, the re-opening of the Ross Boddy Neighborhood Recreation Center, and a new year-round outdoor Soccer League for at risk youth.						
Elimination of One-Time Items Recommended in FY17	0	(83)	(83)	(83)	(83)	(83)
Reflects one-time operating expenses from FY17 that are eliminated in subsequent years for the opening of the North Potomac Community Recreation Center and the re-opening of the Ross Boddy Neighborhood Recreation Center.						
activeMontgomery Expenses	0	15	30	46	63	80
Reflects an increase in activeMontgomery transaction fees over time.						
Labor Contracts	0	167	167	167	167	167
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Good Hope Neighborhood Recreation Center (P720918)	0	66	149	149	149	149
Wheaton Library and Recreation Center (P361202)	0	0	986	946	946	946
Subtotal Expenditures	34,331	35,137	36,221	36,197	36,214	36,231

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Open North Potomac Community Recreation Center	143,774	4.62	187,113	4.62
Re-open Ross Boddy Neighborhood Recreation Center	42,913	2.62	57,218	2.62
Senior Center at North Potomac	111,365	2.94	133,637	2.94
Anti-Gang Initiative - Year Round Outdoor Soccer League For At Risk Youth	95,643	2.28	116,881	2.28
Convert 13 Temporary Positions to Permanent Merit Positions	542,560	2.32	1,082,735	2.32
Total	936,255	14.78	1,577,584	14.78

RECREATION

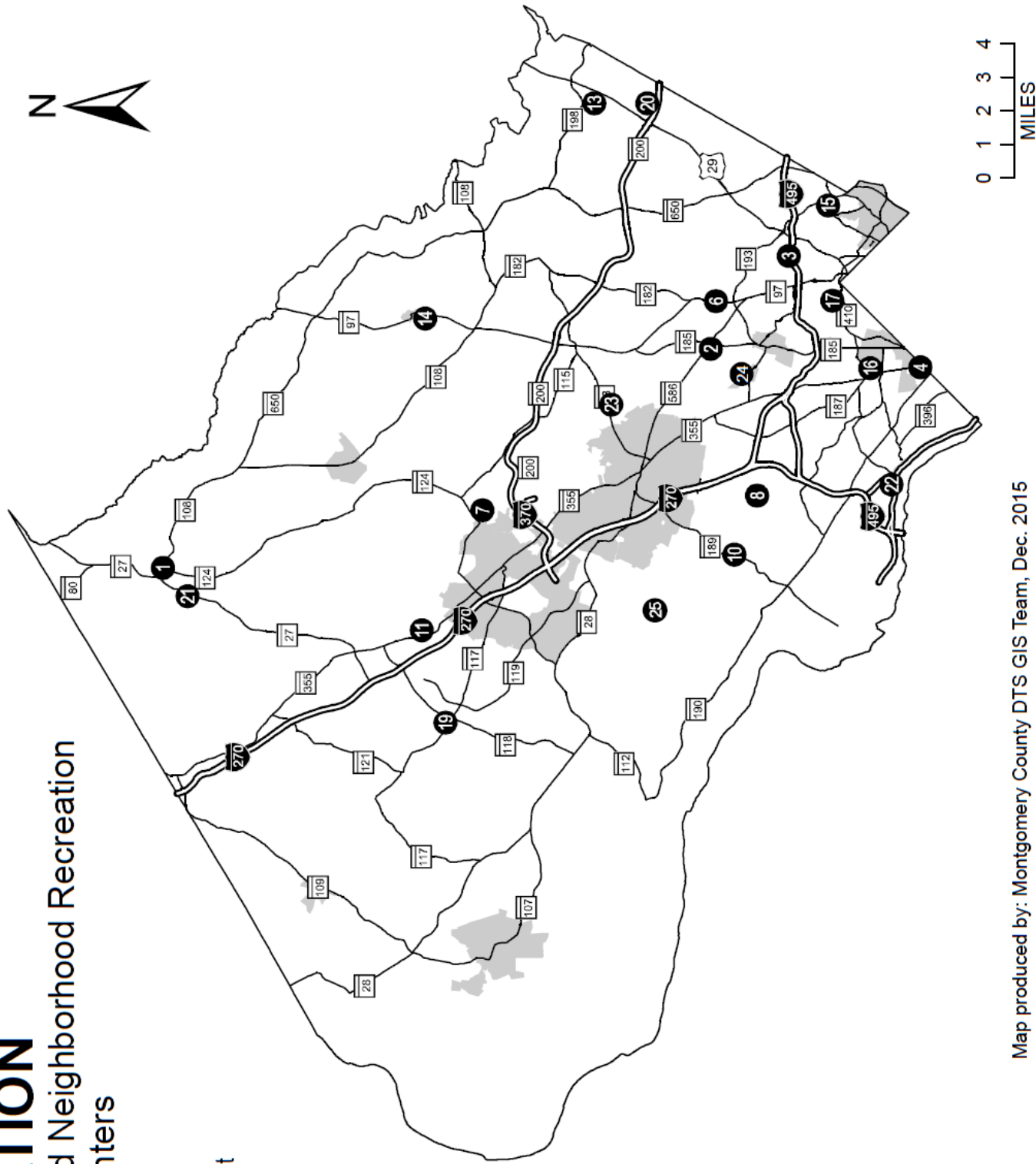
Community and Neighborhood Recreation and Senior Centers

Senior Centers

1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
15. Long Branch
25. North Potomac

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
25. North Potomac

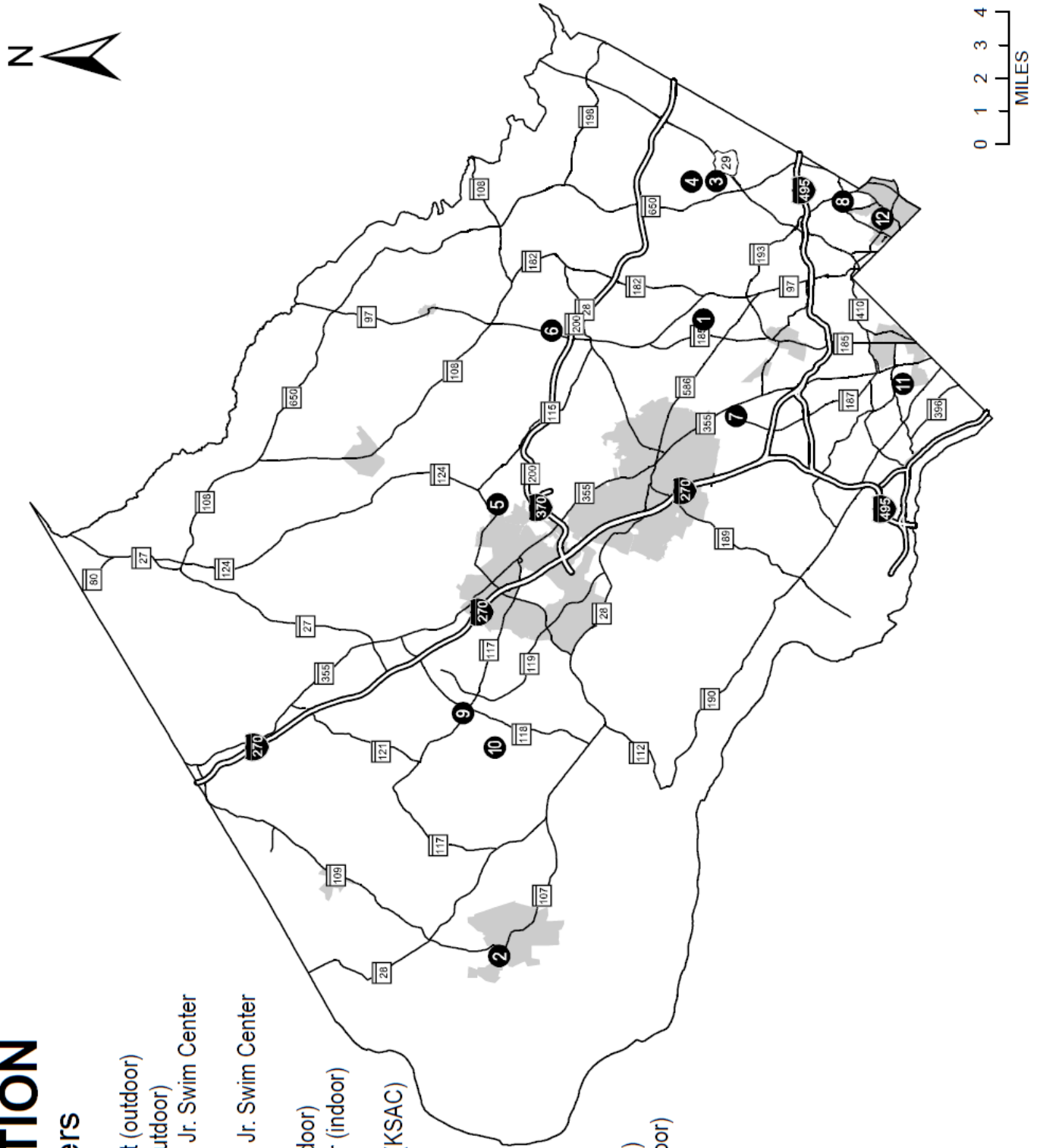


Map produced by: Montgomery County DTS GIS Team, Dec. 2015

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)



Map produced by:
Montgomery County
DTS GIS Team



Agriculture

Mission Statement

The Office of Agriculture exists to promote agriculture as a viable component of the County's economic sector, as well as the preservation of farmland as a resource for future agricultural production capabilities.

County Government Reorganization

In Spring 2015, the County Executive announced restructuring the Department of Economic Development which includes the creation of the Office of Agriculture in order to support and promote the viability of the agriculture industry in Montgomery County. The new Office of Agriculture Services will include Agricultural Services, Soil Conservation, and University of Maryland-Extension which were previously housed in the Department of Economic Development.

Budget Overview

The total recommended FY17 Operating Budget for the Office of Agriculture is \$1,001,957. Personnel Costs comprise 63.53 percent of the budget for eight full-time position(s) and one part-time position(s), and a total of 4.15 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 36.47 percent of the FY17 budget.

Linkage to County Result Areas

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

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

Initiatives

- ★ Add funds to support operations of the new Office of Agriculture to provide agricultural related programs and services to the agriculture industry and farm communities.

Accomplishments

- ☑ Collaborated with the Maryland Agricultural Education Foundation (MAEF) to implement "Ag in the Classroom" on a weekly basis in the County's elementary schools.
- ☑ Connected with over 4,300 fourth grade students who participated in the Close Encounters with Agriculture (CEWA) program, a multi-phased program that teaches children about modern agriculture, maintaining a healthy environment, and leading a healthy lifestyle.
- ☑ Partnered with the Montgomery County Food Council to research the feasibility of a food hub in Montgomery County as a catalyst for small table crop production in the Agricultural Reserve by providing supply chain, equipment, and purchasing support to farms.
- ☑ Co-sponsored a workshop and public forum with the Montgomery County Food Council to help promote Maryland Department of the Environment's new regulations for composting facilities. The agricultural community can play a role in helping the County recycle its organic waste into a soil conditioner that can be used to increase the productivity of farmland or sold to generate additional farm income.

- ✓ Partnered with Microsoft, the National Institute of Standards and Technology (NIST), and a variety of local technology companies to explore the potential of new technologies on behalf of County farmers.
- ✓ Expanded the Small Farmer training workshops through the University of Maryland-Extension to residents interested in topics that cover farm management, integrated pest management, soil productivity, nutrient management, and other farm related topics.
- ✓ Office of Agriculture staff worked with 207 farmers to provide Fuel Energy Tax Renewals for Agricultural Producers Certificates.
- ✓ Hosted a Farm Trucking Forum for the State Highway Administration (SHA) to update and educate farmers on the policies and regulations for farm trucks registered with the Department of Motor Vehicles.
- ✓ Created and implemented a statewide series of grain marketing educational workshops titled "Winning the Game" resulting in 70 farmers receiving education to assist them with making effective business decisions related to cost of production and marketing of their products.

Program Contacts

Contact Jeremy Criss of the Office of Agriculture at 240-590-2830 or Pofen Salem of the Office of Management and Budget at 240-777-2773 for more information regarding this department's operating budget.

Program Descriptions

Agricultural Services

The Office of Agriculture oversees the day to day operations and functions for all agricultural agencies located at the one-stop Agricultural History Farm Park in Derwood. The Office serves as a liaison between the Executive Branch and the agricultural community and provides agricultural program coordination with all of the agricultural agency partners including the University of Maryland-Extension, the Montgomery Soil Conservation District, the Natural Resource Conservation Service and the Farm Service Agency.

The Agricultural Services Division 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 through the New Farmer Program Pilot or in partnership with the Montgomery County Food Council to provide assistance in local food production, food recovery and food recycling initiatives.

The Division serves as the primary resource for implementing and evaluating agricultural policies and programs, provides farmers with zoning and master plan technical assistance, and coordinates the County's Weed Control, Deer Donation, and Agricultural Education programs. It achieved the Agricultural Preservation Phase I goal in 2009 which was to acquire easements to protect 70,000 acres of farmland in the Agricultural Reserve and is currently working on the Phase II goal to further protect the farmland encumbered by Transferable Development Rights (TDRs) that encompass over 50,000 acres.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Acres of land under easements inspected by Agricultural Services	2,048	2,314	2,300	2,300	2,300
Cumulative farm acres protected ¹	*70,400	*70,400	*70,400	*70,400	*70,400
Number of farm businesses assisted	160	160	207	200	200

¹ *The number represents the cumulative acres protected through the Phase I and II preservation goals.

FY17 Recommended Changes	Expenditures	FTEs
FY16 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.	646,298	2.25
FY17 Recommended	646,298	2.25

Soil Conservation

The Montgomery Soil Conservation District (MSCD) is 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 assists 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 achieve 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 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.	214,383	1.90
FY17 Recommended	214,383	1.90

University of Maryland - Extension (UMD-Extension)

The Montgomery County Cooperative Extension Office serves as the agricultural outreach and 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, and consumer education with a focus on promoting positive parenting skills and healthy 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 staff 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, television, and print media.

FY17 Recommended Changes	Expenditures	FTEs
FY16 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.	141,276	0.00
FY17 Recommended	141,276	0.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	476,905	---
Employee Benefits	0	0	0	159,655	---
County General Fund Personnel Costs	0	0	0	636,560	---
Operating Expenses	0	0	0	365,397	---
County General Fund Expenditures	0	0	0	1,001,957	---
PERSONNEL					
Full-Time	0	0	0	8	---
Part-Time	0	0	0	1	---
FTEs	0.00	0.00	0.00	4.15	---
REVENUES					
Other Intergovernmental	0	0	0	56,255	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
County General Fund Revenues	0	0	0	56,255	—

FY17 Recommended Changes

	Expenditures	FTEs
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COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION 0 0.00

Other Adjustments (with no service impacts)

Shift: DED Agricultural Services to the Office of Agriculture	875,438	4.15
Shift: FY17 Operating Expenses	113,835	0.00
Increase Cost: FY17 Compensation Adjustment	21,289	0.00
Increase Cost: Group Insurance Adjustment	2,750	0.00
Decrease Cost: Motor Pool Adjustment	(1,159)	0.00
Decrease Cost: Retirement Adjustment	(10,196)	0.00

FY17 RECOMMENDED 1,001,957 4.15

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Agricultural Services	0	0.00	646,298	2.25
Soil Conservation	0	0.00	214,383	1.90
University of Maryland - Extension (UMD-Extension)	0	0.00	141,276	0.00
Total	0	0.00	1,001,957	4.15

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	0	0.00	323,051	2.10
CIP	Capital Fund	0	0.00	250,066	2.25
Total		0	0.00	573,117	4.35

Future Fiscal Impacts

Title	FY17	FY18	CE RECOMMENDED (\$000s)			
			FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	1,002	1,002	1,002	1,002	1,002	1,002
Labor Contracts	0	(10)	(10)	(10)	(10)	(10)
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	1,002	992	992	992	992	992



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.

Restructure County Economic Development Efforts

During FY2015, the County Executive made a decision to privatize the core functions of Department of Economic Development (DED) based on community input, the neighboring jurisdictions' models, and the profound changes in the region's economy and the competitive landscape. This is part of a larger effort to increase Montgomery County's economic competitiveness. Other efforts also include completion of a comprehensive economic strategy as a blueprint for future economic success and restructuring workforce development to create a central coordinating organization for all workforce strategies and programs for both employers and employees. By restructuring economic development functions, Montgomery County seeks to strengthen private-sector involvement in economic development, to be more nimble and adaptive to market changes and community needs, and to improve operational efficiency and effectiveness.

Budget Overview

The total recommended FY17 Operating Budget for the new non-profit corporations and for the programs of DED transferred to other County agencies are as follows; Montgomery County Economic Development Corporation \$4,xxx,xxx, WorkSource Montgomery Corporation \$xxx,xxx, Other County Agencies \$x,xxx,xxx. The total recommended FY17 Operating Budget of \$x,xxx,xxx is identical to DED's FY16 approved operating budget.

Linkage to County Result Areas

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

- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-Program Measures					
Jobs created by business expansions, attractions, and start-ups through DED Involvement	1,643	572	N/A	N/A	N/A
Jobs retained (location decision, lease renewals) through DED involvement	1,098	687	N/A	N/A	N/A

Measure	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Total new capital investment by business expansions, attractions, and start-ups through DED involvement (in \$ millions)	\$160	4.6	N/A	N/A	N/A

Program Contacts

Contact Peter Bang of the Department of Economic Development at 240.777.2008 or Pofen Salem of the Office of Management and Budget at 240.777.2773 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of new business starts	43	38	N/A	N/A	N/A
Net new commercial space occupied by business expansions, attractions, and start-ups through DED involvement (s.f.)	934,856	271,782	N/A	N/A	N/A
Number of businesses attracted	13	14	N/A	N/A	N/A
Number of businesses expanded	16	7	N/A	N/A	N/A
Number of businesses retained	2	27	N/A	N/A	N/A
Number of companies that received business assistance (permits, zoning, exports, B2B, introductions, land-use, etc.)	1,315				

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,196,660	12.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,196,660)	(12.00)
FY17 Recommended	0	0.00

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of participants satisfied with DED sponsored technical assistance and training programs	93	88	N/A	N/A	N/A
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			785,402	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.			(785,402)	(4.00)	
FY17 Recommended			0	0.00	

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of job seekers placed in jobs by Workforce Services	6,898	4,854	N/A	N/A	N/A
Number of unique businesses assisted by Workforce Services (recruitments, trainings, lay-offs)	470	521	N/A	N/A	N/A
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			4,407,518	3.00	
Shift: Funding to WorkSource Montgomery Non-Departmental Account			(728,206)	(3.00)	
Shift: Funding from DED to WorkSource Montgomery Non-Departmental Account			(3,572,311)	0.00	

FY17 Recommended Changes	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.	(107,001)	0.00
FY17 Recommended	0	0.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	853,239	4.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(853,239)	(4.40)
FY17 Recommended	0	0.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	376,053	2.00

FY17 Recommended Changes	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.	(376,053)	(2.00)
FY17 Recommended	0	0.00

Finance and Administration

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

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,241,450	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.	(6,241,450)	(7.00)
FY17 Recommended	0	0.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,186,710	3,239,476	2,799,187	0	-100.0 %
Employee Benefits	966,284	975,499	828,317	0	-100.0 %
County General Fund Personnel Costs	4,152,994	4,214,975	3,627,504	0	-100.0 %
Operating Expenses	7,630,203	7,073,036	7,780,889	0	-100.0 %
County General Fund Expenditures	11,783,197	11,288,011	11,408,393	0	-100.0 %
PERSONNEL					
Full-Time	39	38	38	0	-100.0 %
Part-Time	2	2	2	0	-100.0 %
FTEs	33.40	32.40	32.40	0.00	-100.0 %
REVENUES					
Miscellaneous Revenues	83,560	163,300	163,300	0	-100.0 %
Other Intergovernmental	0	48,710	48,710	0	-100.0 %
County General Fund Revenues	83,560	212,010	212,010	0	-100.0 %
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	3,788,010	3,572,311	3,572,311	0	-100.0 %
Grant Fund - MCG Expenditures	3,788,010	3,572,311	3,572,311	0	-100.0 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
REVENUES					

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Federal Grants	4,023,149	3,572,311	3,265,175	0	-100.0 %
State Grants	231,104	0	307,136	0	---
Grant Fund - MCG Revenues	4,254,253	3,572,311	3,572,311	0	-100.0 %

DEPARTMENT TOTALS

Total Expenditures	15,571,207	14,860,322	14,980,704	0	-100.0 %
Total Full-Time Positions	39	38	38	0	-100.0 %
Total Part-Time Positions	2	2	2	0	-100.0 %
Total FTEs	33.40	32.40	32.40	0.00	-100.0 %
Total Revenues	4,337,813	3,784,321	3,784,321	0	-100.0 %

FY17 Recommended Changes

	Expenditures	FTEs
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COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION	11,288,011	32.40
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Other Adjustments (with no service impacts)

Shift: CoStar Licenses to Conference Center Non-Departmental Account	(4,000)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(39,400)	0.00
Decrease Cost: FY16 Savings Plan	(115,042)	(1.25)
Shift: Minotiry Business Support and Outreach to Office of Procurement	(255,109)	(1.00)
Shift: Small Business Navigation and Special Projects to Offices of the County Executive	(370,484)	(2.00)
Decrease Cost: Elimination of One-Time Items Approved in FY16	(375,000)	0.00
Shift: Operating Support for the American Film Institute to Department of General Services	(597,004)	0.00
Shift: Administration of Economic Development Fund and Small Business Financing Support to Department of Finance	(600,142)	(2.00)
Shift: Funding to WorkSource Montgomery Non-Departmental Account [Workforce Services]	(728,206)	(3.00)
Shift: Agricultural Services to the Office of Agriculture	(948,579)	(4.15)
Shift: Fiscal Management and Operating Support of Incubators to MEDCO Grant Non-Departmental Account	(3,416,621)	0.00
Shift: Funding to Montgomery County Economic Development Corporation Non-Departmental Account	(3,838,424)	(19.00)

FY17 RECOMMENDED	0	0.00
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GRANT FUND - MCG

FY16 ORIGINAL APPROPRIATION	3,572,311	0.00
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Other Adjustments (with no service impacts)

Shift: Funding from DED to WorkSource Montgomery Non-Departmental Account [Workforce Services]	(3,572,311)	0.00
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FY17 RECOMMENDED	0	0.00
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Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Marketing and Business Development	2,196,660	12.00	0	0.00
Business Empowerment	785,402	4.00	0	0.00
Workforce Services	4,407,518	3.00	0	0.00
Agricultural Services	853,239	4.40	0	0.00
Special Projects	376,053	2.00	0	0.00
Finance and Administration	6,241,450	7.00	0	0.00
Total	14,860,322	32.40	0	0.00

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTES	Total\$	FTES
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	320,000	2.10	0	0.00
CIP	Capital Fund	263,104	2.50	0	0.00
NDA - Conference Center	General Fund	118,314	1.00	0	0.00
Economic Development Fund	Economic Development Fund	129,166	1.00	0	0.00
Total		830,584	6.60	0	0.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
Subtotal Expenditures	0	0	0	0	0	0

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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.

County Government Reorganization

In Spring 2015, the County Executive announced restructuring the Department of Economic Development (DED) which includes transitioning staff management and administrative responsibilities of the Economic Development Fund to the Fiscal Management Division of the Department of Finance.

Budget Overview

The total recommended FY17 Operating Budget for the Economic Development Fund is \$2,577,780, an increase of \$724,189 or 39.07 percent from the FY16 Approved Budget of \$1,853,591. Personnel Costs comprise 4.43 percent of the budget for 1 full-time position(s) and no part-time position(s), and a total of 1.00 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 95.57 percent of the FY17 budget.

Linkage to County Result Areas

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

- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **Strong and Vibrant Economy**

Initiatives

- ★ Add funds to expand the MOVE Program to reduce the County's commercial office space vacancies. Since the announcement of the expanded criteria in January 2015 to increase financial assistance from \$4 to \$8 per square foot for any industry sector except retail and restaurant, the County has attracted 23 new businesses and 132 new jobs to Montgomery County.
- ★ Add funds to disburse grant payment for the National Oceanic and Atmospheric Administration retention project.
- ★ Add funds to disburse grant payment for the Bytegrid data center retention project.

Accomplishments

- ☑ Provided grants through the Biotechnology Supplement Program for 95 investments, totaling more than \$13.5 million in 12 Montgomery County biotech companies in 2015.
- ☑ Facilitated the attraction of Rapid Financial Services to create 87 new jobs to the Montgomery County. The company will generate more than 120 additional jobs within the next four years.
- ☑ Facilitated the retention and expansion of Sucampo Pharmaceuticals, a biotech business which is expected to create 100 new jobs in the next five years.
- ☑ Facilitated the retention and expansion of VariQ Corporation, a rapidly growing IT business expected to create nearly 160 new jobs in the next three years.

Program Contacts

Contact Peter Bang of the Department of Finance at 240.777.2008 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

Program Descriptions

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 Finance through its Fiscal Management Division. Finance identifies and develops prospects that meet the criteria for a grant or loan from the EDF and then develops an assistance package. Frequently, Finance 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,853,591	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.	724,189	0.00
FY17 Recommended	2,577,780	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 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
FY17 Recommended	0	0.00

Small Business Revolving Loan Program

The Small Business Revolving Loan Program was established in FY00. 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
FY17 Recommended	0	0.00

Budget Summary

	Actual	Budget	Estimate	REC	%Chg
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	FY15	FY16	FY16	FY17	Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	100,322	101,987	102,943	90,866	-10.9 %
Employee Benefits	25,986	27,013	26,758	23,312	-13.7 %
Economic Development Fund Personnel Costs	126,308	129,000	129,701	114,178	-11.5 %
Operating Expenses	1,958,262	1,724,591	4,394,942	2,463,602	42.9 %
Economic Development Fund Expenditures	2,084,570	1,853,591	4,524,643	2,577,780	39.1 %
PERSONNEL					
Full-Time	1	1	1	1	---
Part-Time	0	0	0	0	---
FTEs	1.00	1.00	1.00	1.00	---
REVENUES					
Investment Income	28,438	55,970	33,253	33,253	-40.6 %
Loan Payments	107,932	94,970	94,970	94,970	---
Miscellaneous Revenues	85,210	0	0	0	---
Economic Development Fund Revenues	221,580	150,940	128,223	128,223	-15.1 %

FY17 Recommended Changes

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY16 ORIGINAL APPROPRIATION	1,853,591	1.00
<u>Changes (with service impacts)</u>		
Enhance: MOVE Program	500,000	0.00
Add: ByteGrid Project	120,238	0.00
Add: National Oceanic and Atmospheric Administration (NOAA) Retention Project	114,773	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY17 Compensation Adjustment	4,374	0.00
Shift: Budget for CoStar Licenses from Department of Economic Development	4,000	0.00
Increase Cost: Group Insurance Adjustment	625	0.00
Decrease Cost: Retirement Adjustment	(1,103)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(18,718)	0.00
FY17 RECOMMENDED	2,577,780	1.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY17 Recommended	2,578	2,578	2,578	2,578	2,578	2,578
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	2	2	2	2	2
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	2,578	2,580	2,580	2,580	2,580	2,580

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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 FY17 Operating Budget for the Department of Housing and Community Affairs is \$44,183,222, an increase of \$3,568,984 or 8.79 percent from the FY16 Approved Budget of \$40,614,238. Personnel Costs comprise 20.04 percent of the budget for 87 full-time position(s) and three part-time position(s), and a total of 82.95 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 79.96 percent of the FY17 budget.

DHCA expects the total signed agreements for affordable housing projects through the PILOT program to abate \$13.7 million in taxes in FY17.

County Government Reorganization

In October 2015, the County Executive transmitted to the County Council recommended amendments to Chapter 10B, Common Ownership Communities of the Montgomery County Code which includes transfer of the Common Ownership Communities (COC) program from the Office of Consumer Protection to the Department of Housing and Community Affairs. Transfer of these responsibilities is designed to advance the core mission of the COC and will enhance adjudication of disputes, create cohesive staff and technology support, and increase overall public awareness.

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:

- ◆ **Affordable Housing in an Inclusive Community**
- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Invest \$47 million in Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$16 million from the Affordable Housing Acquisition and Preservation CIP project. This increases dedicated funding 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. Since FY08, \$803 million has been invested in support of affordable housing leveraging \$947 million in non-County funding.

- ★ Enhance the Common Ownership Communities (COC) program through the addition of program staff, funding for information technology improvements, and education and outreach. These resources will aid in successful implementation of Bill 50-15 and provide overall support to the COC.
- ★ Continue to use resources from the MHI fund to support rental assistance programs in DHCA, Health and Human Services (HHS), and the Housing Opportunities Commission (HOC). Over 2,000 households were assisted in FY16 and over 2,100 are projected to be assisted in FY17.
- ★ Complete renovations at Progress Place (a DGS, HHS, and DHCA collaboration), which includes the relocation of several Montgomery County supportive housing service providers to a new, consolidated location in Silver Spring. The relocation will furnish providers with a new and improved space while integrating 21 units of supportive, transitional housing within the facility.
- ★ In collaboration with the Maryland-National Capital Park and Planning Commission, launch a rental housing study to identify the County's rental housing needs and to develop holistic and sustainable approaches to meet the needs of County residents.
- ★ Continue the County's commitment to inclusive transit-oriented development by completing Fenwick Lane Condos, a project that consists of the acquisition, rehabilitation, and conversion of a 79,462 square foot eight-story office building into 102 market rate, for-sale condominiums located in downtown Silver Spring that will be available as affordable workforce housing.
- ★ Continue to receive funding from Federal Grants (Community Development Block Grant (CDBG), the HOME Investment Partnership Grant, and the Emergency Solutions Grant), which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.
- ★ Continue to participate in the administration of the State and Federally-funded Weatherization Programs which provide 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 providing an effective network of services in a more cost-effective, culturally appropriate, and flexible way. Additionally, they are able to leverage community resources that may be unavailable to the County Government. For details, please see Community Grants: County Executive in the Non-Departmental Accounts section.

Accomplishments

- ☑ Continued the County's commitment to inclusive transit-oriented development by completing The Bonifant, a new, mixed-income senior project located in downtown Silver Spring next to the new Silver Spring Library. Of the 149 units, 139 are affordable to seniors earning between 30 percent and 60 percent of the Area Median Income (AMI).
- ☑ Continued the County's commitment to affordable senior housing by completing Churchill Senior Living II. This six-story, 133-unit senior rental community will be located on the west side of Father Hurley Boulevard in Germantown. One hundred twenty-one (121) of the 133 units will be reserved for seniors at or below 60 percent of the Area Medium Income (AMI) with an additional five units for seniors at or below 50 percent of the AMI.
- ☑ Complete Thayer Avenue, a newly constructed 52-unit apartment building located in Silver Spring. Forty-two (42) of the 52 units are affordable under the Low Income Housing Tax Credit (LIHTC) guidelines serving families earning between 50 percent and 60 percent of the Area Median Income (AMI).
- ☑ Completed the Long Branch Walkway and Pedestrian Bridge, a safe ADA compliant pedestrian and bicycle pathway that connects the Silver Spring's Long Branch Community Center, the Long Branch Library, and the communities on both sides of the Long Branch Creek.

Productivity Improvements

- ★ Analyze and redesign departmental data repositories with the goal of supporting improved integration with other departments or

initiatives (montgomerycountymd.gov/open) and established, or upcoming, standards.

- Continue to refine the Annual Rent Survey, which aims to increase adherence to the voluntary rent guideline and introduce rental market transparency by capturing countywide rent data on a per-unit basis and allows for rent analysis. This information is planned to be published on montgomerycountymd.gov/open.

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; and
- 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Total affordable housing units preserved ¹	2,544	2,646	2,627	2,686	2,708
Total affordable housing units produced	1,180	983	773	717	500
Cost per unit of affordable housing units produced ²	67,886	64,317	66,194	37,821	45,559
Cost per unit of affordable housing units preserved	7,361	3,346	7,895	9,355	12,064

¹ Preservation increases projected in FY14-18 due to increases in MHI rental assistance funding.

² DHCA projects a few well-leveraged housing developments to come on-line in FY17 and FY18. These projects effectively reduce the projected cost per-unit in those fiscal years. The reverse is true for FY15 and projected FY16. The average cost per-unit in this category during those fiscal years is approximately \$65,000.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	27,170,941	9.40
Enhance: Rental Assistance Program Based on Additional Estimated Recordation Tax Allocation	1,668,320	0.00
Enhance: Affordable Housing Initiatives	1,445,190	0.00
Restore: Montgomery Housing Partnership (MHP) - Focused Neighborhood Assistance	120,000	0.00
Decrease Cost: Debt Service Other	(2,200)	0.00
Decrease Cost: Miscellaneous Operating Expenses	(3,412)	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.	(130,840)	(1.00)

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	30,267,999	8.40

Affordable 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 and rehabilitate single-family housing units, and rehabilitate group homes (GH) for the special needs population. In addition, this program is responsible for the Work Force Housing Program.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of housing units improved/rehabilitated ¹	127	50	120	120	15

¹ Projections for FY16 and FY17 are based on the County benefiting from non-departmentally administered, State-sponsored, weatherization assistance. DHCA directly administered a State-sponsored EmPOWER Maryland grant, which expired in FY15; however, DHCA decided not to renew the program as the grant's administrative allowance was not sufficient to cover administrative costs.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	823,409	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.	15,552	0.00
FY17 Recommended	838,961	9.50

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of cases that achieve voluntary compliance in code enforcement cases before a citation is written	93	93	93	93	93
Number of housing code enforcement repeat offenses: More than 2 cases in a 2 year period	73	69	69	69	69

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,704,243	24.10
Decrease Cost: Motor Pool Adjustment	(10,220)	0.00
Decrease Cost: Takoma Park / HOC Code Enforcement	(19,544)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(77,220)	0.00
Decrease Cost: Annualization of FY16 Savings Plan Reduction - Code Enforcement	(102,353)	(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.	9,230	0.40
FY17 Recommended	2,504,136	23.50

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of contracts awarded and monitored	37	34	40	40	40

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,999,855	5.70
Add: Community Development Block Grant: Asian Pacific American Legal Resource Center, Inc. - Legal Services for Asian Immigrants	45,000	0.00
Add: Community Development Block Grant: Ethiopian Community Center in Maryland, Inc. - Breast Cancer Awareness	45,000	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - Job Developer for Low-Income Residents	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Assessment Center (HBCAC) Housing Locator	45,000	0.00
Add: Community Development Block Grant: Rockville Economic Development, Inc. - Maryland Women's Business Center	45,000	0.00
Add: Community Development Block Grant: The ARC of Montgomery County, Inc. - Transitioning Youth Retail Project	45,000	0.00
Add: Community Development Block Grant: The National Center for Children and Families, Inc. - FutureBound Transitional Housing Program	45,000	0.00
Add: Community Development Block Grant: Diaspora Resources of Ethiopians in the America's Metropolises, Dream North American Corp. - Elderly Service Plus Center Project	44,997	0.00
Add: Community Development Block Grant: Diaspora Resources of Ethiopians in the America's Metropolises, Dream North American Corp. - Elderly Service Plus Center Project	44,951	0.00
Add: Community Development Block Grant: Baby's Bounty MC, Inc. - Health, Safety, & Wellness Newborn Bundles	39,519	0.00
Add: Community Development Block Grant: Greater Washington Boys & Girls Clubs, Inc. - Power Hour	38,655	0.00
Add: Community Development Block Grant: The Armand Center for Conflict Resolution, Inc. - Supervised Visitation	36,826	0.00
Add: Community Development Block Grant: Housing Opportunities Community Partners, Inc. - Kid's STEM Program	20,000	0.00
Decrease Cost: Adjustment for Individual Grants	(539,948)	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.	54,041	0.00
FY17 Recommended	5,053,896	5.70

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	97	97	97	97	97
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	36.7	52.5	50.0	50.0	50.0
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	38.2	45.8	45.0	45.0	45.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,060,809	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.	11,687	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	1,072,496	7.50

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,782,610	7.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(77,475)	0.00
FY17 Recommended	1,705,135	7.60

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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of rental licenses issued	96,185	99,003	100,900	102,900	104,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	439,988	3.00
Increase Cost: Printing and Mail	1,367	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(75,880)	(0.60)
FY17 Recommended	365,475	2.40

Notes: Expenses in the Licensing and Registration program related to Common Ownership Communities (COC) activities have been shifted to the COC program.

Housing Administration

This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, and landlord tenant mediation. This program was formerly included as part of Housing Development and Loan Programs.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	343,961	3.50
Increase Cost: Increase Hours of Project Search Intern	12,600	0.25
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	60,456	0.00
FY17 Recommended	417,017	3.75

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).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,288,422	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.	118,042	1.00
FY17 Recommended	1,406,464	11.00

Common Ownership Community Program

This program ensures fair and equitable relations between the governing bodies of homeowner associations, condominium associations, and cooperatives, and the individuals living within these common ownership communities and encourages the maintenance and improvement of housing. Activities include 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 Common Ownership Communities.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing ¹	68%	60%	60%	70%	80%

¹ CCOC is moving from the Office of Consumer Protection to the Department of Housing and Community Affairs beginning in FY17.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
Shift: Common Ownership Communities Investigator III From the Office of Consumer Protection	190,089	1.00
Enhance: Common Ownership Communities - Outreach and Education	80,000	0.00
Enhance: Common Ownership Communities - Investigator III	75,010	1.00
Enhance: Common Ownership Communities - Information Technology Systems Development	75,000	0.00
Enhance: Common Ownership Communities - Office Services Coordinator	52,500	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.	79,044	0.60
FY17 Recommended	551,643	3.60

Notes: Expenses in the Licensing and Registration program related to Common Ownership Communities (COC) activities have been shifted to the COC program.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,097,571	3,325,239	3,307,445	3,556,163	6.9 %
Employee Benefits	1,203,982	1,295,661	1,255,159	1,358,287	4.8 %
County General Fund Personnel Costs	4,301,553	4,620,900	4,562,604	4,914,450	6.4 %
Operating Expenses	728,033	933,207	890,340	964,954	3.4 %
County General Fund Expenditures	5,029,586	5,554,107	5,452,944	5,879,404	5.9 %
PERSONNEL					
Full-Time	82	85	85	87	2.4 %
Part-Time	3	3	3	3	---
FTEs	38.60	41.60	41.60	44.25	6.4 %
REVENUES					
Board of Appeals Fees	7,750	0	8,750	8,750	---
Common Ownership Community Fees	0	0	0	675,000	---
Health Inspection: Restaurants	(193)	0	0	0	---
Landlord-Tenant Fees	5,013,344	5,436,018	5,436,018	5,635,073	3.7 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Miscellaneous Revenues	7,673	20,000	20,000	20,000	---
Other Charges/Fees	10,601	16,450	7,700	24,379	48.2 %
Other Fines/Forfeitures	18,632	50,000	50,000	40,000	-20.0 %
County General Fund Revenues	5,057,807	5,522,468	5,522,468	6,403,202	15.9 %

MONTGOMERY HOUSING INITIATIVE

EXPENDITURES

Salaries and Wages	1,274,890	1,335,209	1,372,700	1,376,685	3.1 %
Employee Benefits	472,276	475,865	476,941	469,722	-1.3 %
Montgomery Housing Initiative Personnel Costs	1,747,166	1,811,074	1,849,641	1,846,407	2.0 %
Operating Expenses	27,661,802	25,787,697	28,663,691	29,079,075	12.8 %
Debt Service Other	65,630	63,480	63,480	0	-100.0 %
Montgomery Housing Initiative Expenditures	29,474,598	27,662,251	30,576,812	30,925,482	11.8 %

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	14.70	14.70	14.70	14.70	---

REVENUES

Asset Management Fee	0	32,188	32,188	50,000	55.3 %
Commitment Fee	0	150,000	150,000	200,000	33.3 %
Investment Income	2,039,820	1,468,200	2,125,040	2,125,040	44.7 %
Land Sale Proceeds	0	0	2,451,020	0	---
Loan Payments	4,584,067	1,825,000	1,825,000	1,975,000	8.2 %
MHI Transfer Tax	56,217	800,000	800,000	225,000	-71.9 %
Miscellaneous Revenues	146,848	75,006	75,006	75,006	---
MPDU Revenues	1,623,181	1,400,000	1,400,000	1,250,000	-10.7 %
Other Financing Sources	65,630	63,480	63,480	61,280	-3.5 %
Recordation Tax	8,573,787	8,382,680	10,010,000	10,051,000	19.9 %
Montgomery Housing Initiative Revenues	17,089,550	14,196,554	18,931,734	16,012,326	12.8 %

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	1,541,809	1,593,154	1,593,154	1,564,832	-1.8 %
Employee Benefits	557,809	579,711	579,711	530,176	-8.5 %
Grant Fund - MCG Personnel Costs	2,099,618	2,172,865	2,172,865	2,095,008	-3.6 %
Operating Expenses	5,144,153	5,225,015	5,225,015	5,283,328	1.1 %
Grant Fund - MCG Expenditures	7,243,771	7,397,880	7,397,880	7,378,336	-0.3 %

PERSONNEL

Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	24.00	24.00	24.00	24.00	---

REVENUES

Federal Grants	5,478,311	5,541,028	5,783,128	5,783,128	4.4 %
Investment Income	196,060	0	0	0	---
Loan Payments	750,507	1,000,000	1,000,000	1,000,000	---
Other Charges/Fees	390	314,752	314,752	295,208	-6.2 %
Other Intergovernmental	383,101	0	0	0	---
State Grants	407,257	542,100	300,000	300,000	-44.7 %
Grant Fund - MCG Revenues	7,215,626	7,397,880	7,397,880	7,378,336	-0.3 %

DEPARTMENT TOTALS

Total Expenditures	41,747,955	40,614,238	43,427,636	44,183,222	8.8 %
Total Full-Time Positions	82	85	85	87	2.4 %
Total Part-Time Positions	3	3	3	3	---
Total FTEs	77.30	80.30	80.30	82.95	3.3 %
Total Revenues	29,362,983	27,116,902	31,852,082	29,793,864	9.9 %

COUNTY GENERAL FUND**FY16 ORIGINAL APPROPRIATION 5,554,107 41.60****Changes (with service impacts)**

Enhance: Common Ownership Communities - Outreach and Education [Common Ownership Community Program]	80,000	0.00
Enhance: Common Ownership Communities - Investigator III [Common Ownership Community Program]	75,010	1.00
Enhance: Common Ownership Communities - Information Technology Systems Development [Common Ownership Community Program]	75,000	0.00
Enhance: Common Ownership Communities - Office Services Coordinator [Common Ownership Community Program]	52,500	1.00

Other Adjustments (with no service impacts)

Shift: Common Ownership Communities Investigator III From the Office of Consumer Protection [Common Ownership Community Program]	190,089	1.00
Increase Cost: FY17 Compensation Adjustment	71,829	0.00
Increase Cost: Group Insurance Adjustment	24,437	0.00
Increase Cost: Increase Hours of Project Search Intern [Housing Administration]	12,600	0.25
Increase Cost: Annualization of FY16 Personnel Costs	12,584	0.40
Increase Cost: Printing and Mail [Licensing and Registration]	1,367	0.00
Decrease Cost: Motor Pool Adjustment [Housing Code Enforcement]	(10,220)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(34,760)	0.00
Decrease Cost: Retirement Adjustment	(45,566)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16 [Housing Code Enforcement]	(77,220)	0.00
Decrease Cost: Annualization of FY16 Savings Plan Reduction - Code Enforcement [Housing Code Enforcement]	(102,353)	(1.00)

FY17 RECOMMENDED 5,879,404 44.25**MONTGOMERY HOUSING INITIATIVE****FY16 ORIGINAL APPROPRIATION 27,662,251 14.70****Changes (with service impacts)**

Enhance: Rental Assistance Program Based on Additional Estimated Recordation Tax Allocation [Multi-Family Housing Programs]	1,668,320	0.00
Enhance: Affordable Housing Initiatives [Multi-Family Housing Programs]	1,445,190	0.00

Other Adjustments (with no service impacts)

Restore: Montgomery Housing Partnership (MHP) - Focused Neighborhood Assistance [Multi-Family Housing Programs]	120,000	0.00
Increase Cost: FY17 Compensation Adjustment	29,103	0.00
Increase Cost: Group Insurance Adjustment	9,063	0.00
Increase Cost: Annualization of FY16 Personnel Costs	7,200	0.00
Decrease Cost: Debt Service Other [Multi-Family Housing Programs]	(2,200)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Multi-Family Housing Programs]	(3,412)	0.00
Decrease Cost: Retirement Adjustment	(10,033)	0.00

FY17 RECOMMENDED 30,925,482 14.70**GRANT FUND - MCG****FY16 ORIGINAL APPROPRIATION 7,397,880 24.00****Federal Programs**

Add: Community Development Block Grant: Asian Pacific American Legal Resource Center, Inc. - Legal Services for Asian Immigrants	45,000	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - Job Developer for Low-Income Residents	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Assessment Center (HBCAC) Housing Locator	45,000	0.00
Add: Community Development Block Grant: Rockville Economic Development, Inc. - Maryland Women's Business Center	45,000	0.00
Add: Community Development Block Grant: The ARC of Montgomery County, Inc. - Transitioning Youth Retail Project	45,000	0.00
Add: Community Development Block Grant: Ethiopian Community Center in Maryland, Inc. - Breast Cancer Awareness	45,000	0.00

	Expenditures	FTEs
Add: Community Development Block Grant: The National Center for Children and Families, Inc. - FutureBound Transitional Housing Program	45,000	0.00
Add: Community Development Block Grant: Diaspora Resources of Ethiopians in the America's Metropolises, Dream North American Corp. - Elderly Service Plus Center Project	44,997	0.00
Add: Community Development Block Grant: Diaspora Resources of Ethiopians in the America's Metropolises, Dream North American Corp. - Elderly Service Plus Center Project	44,951	0.00
Add: Community Development Block Grant: Baby's Bounty MC, Inc. - Health, Safety, & Wellness Newborn Bundles	39,519	0.00
Add: Community Development Block Grant: Greater Washington Boys & Girls Clubs, Inc. - Power Hour	38,655	0.00
Add: Community Development Block Grant: The Armand Center for Conflict Resolution, Inc. - Supervised Visitation	36,826	0.00
Add: Community Development Block Grant: Housing Opportunities Community Partners, Inc. - Kid's STEM Program	20,000	0.00
Other Adjustments (with no service impacts)		
Decrease Cost: Takoma Park / HOC Code Enforcement [Housing Code Enforcement]	(19,544)	0.00
Decrease Cost: Adjustment for Individual Grants [Grants Administration - Federal Programs]	(539,948)	0.00
FY17 RECOMMENDED	7,378,336	24.00

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Multi-Family Housing Programs	27,170,941	9.40	30,267,999	8.40
Affordable Housing Programs	823,409	9.50	838,961	9.50
Housing Code Enforcement	2,704,243	24.10	2,504,136	23.50
Grants Administration - Federal Programs	4,999,855	5.70	5,053,896	5.70
Landlord-Tenant Mediation	1,060,809	7.50	1,072,496	7.50
Neighborhood Revitalization	1,782,610	7.60	1,705,135	7.60
Licensing and Registration	439,988	3.00	365,475	2.40
Housing Administration	343,961	3.50	417,017	3.75
Administration	1,288,422	10.00	1,406,464	11.00
Common Ownership Community Program	0	0.00	551,643	3.60
Total	40,614,238	80.30	44,183,222	82.95

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	120,076	1.00	120,308	1.00
Solid Waste Services	Solid Waste Disposal	740,234	5.50	755,303	5.50
CIP	Capital Fund	189,280	1.70	189,409	1.70
Total		1,049,590	8.20	1,065,020	8.20

Future Fiscal Impacts

Title	FY17	FY18	CE RECOMMENDED (\$000s)				FY22
			FY19	FY20	FY21		
COUNTY GENERAL FUND							
EXPENDITURES							
FY17 Recommended	5,879	5,879	5,879	5,879	5,879	5,879	5,879
No inflation or compensation change is included in outyear projections.							
Annualization of Positions Recommended in FY17	0	42	42	42	42	42	42

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
New positions in the FY17 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY17	0	(70)	(70)	(70)	(70)	(70)
Items recommended for one-time funding in FY17, including information technology development cost for CCOC, will be eliminated from the base in the outyears.						
Labor Contracts	0	31	31	31	31	31
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	5,879	5,883	5,883	5,883	5,883	5,883

MONTGOMERY HOUSING INITIATIVE

EXPENDITURES

FY17 Recommended	30,925	30,925	30,925	30,925	30,925	30,925
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 other negotiated items.						
Subtotal Expenditures	30,925	30,940	30,940	30,940	30,940	30,940

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Common Ownership Communities - Office Services Coordinator	52,500	1.00	70,000	1.00
Common Ownership Communities - Investigator III	75,010	1.00	100,000	1.00
Total	127,510	2.00	170,000	2.00

FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Montgomery Housing Initiative			
FISCAL PROJECTIONS	FY16 APPROVED	FY17 REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.98%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
CPI (Fiscal Year)	2.0%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.65%	0.50%	1.00%	1.50%	2.50%	2.50%	3.00%
BEGINNING FUND BALANCE	7,241,980	4,786,860	3,387,600	2,198,840	1,442,600	1,290,810	1,182,610
REVENUES							
Taxes	9,182,680	10,276,000	10,628,000	11,165,000	11,447,000	12,329,000	13,168,500
Charges For Services	32,188	50,000	70,200	90,000	109,400	128,412	147,052
Miscellaneous	4,981,686	5,686,326	5,684,066	5,681,766	5,679,446	5,677,096	5,674,686
Subtotal Revenues	14,196,554	16,012,326	16,382,266	16,936,766	17,235,846	18,134,508	18,990,238
INTERFUND TRANSFERS (Net Non-CIP)	11,774,257	13,513,896	12,754,056	12,010,556	12,006,466	12,011,606	12,015,406
Transfers To Debt Service Fund	(7,196,110)	(7,950,310)	(8,708,010)	(9,451,510)	(9,455,600)	(9,450,460)	(9,446,660)
MHI Property Acquisition	(7,196,110)	(7,950,310)	(8,708,010)	(9,451,510)	(9,455,600)	(9,450,460)	(9,446,660)
Transfers To The General Fund	(289,410)	(303,734)	(305,874)	(305,874)	(305,874)	(305,874)	(305,874)
Indirect Costs	(289,410)	(303,734)	(305,874)	(305,874)	(305,874)	(305,874)	(305,874)
Transfers From The General Fund	19,259,777	21,767,940	21,767,940	21,767,940	21,767,940	21,767,940	21,767,940
TOTAL RESOURCES	33,212,791	34,313,082	32,523,922	31,146,162	30,684,912	31,436,924	32,188,254
CIP CURRENT REVENUE APPROP.	(2,275,000)	0	0	0	0	0	0
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(3,313,781)	(3,345,702)	(3,345,702)	(3,345,702)	(3,345,702)	(3,345,702)	(3,345,702)
Debt Service: Other (Non-Tax Funds only)	(63,480)	(61,280)	(59,020)	(56,750)	(54,400)	(52,050)	(49,640)
Compensation Adjustment	n/a	0	(55,390)	(78,090)	(96,680)	(96,680)	(105,980)
Labor Agreement	n/a	0	(13,011)	(13,011)	(13,011)	(13,011)	(13,011)
Labor Contracts - Other	n/a	0	(1,802)	(1,802)	(1,802)	(1,802)	(1,802)
Rental Assistance Program (RAP)	(9,605,920)	(11,274,240)	(11,626,240)	(11,769,060)	(11,489,060)	(12,371,060)	(13,210,560)
Housing First	(8,043,955)	(8,043,955)	(8,043,955)	(8,043,955)	(8,043,955)	(8,043,955)	(8,043,955)
Neighborhoods to Call Home	(596,340)	(716,340)	(716,340)	(716,340)	(716,340)	(716,340)	(716,340)
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)
100,000 Homes	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)
Zero:2016	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Affordable Housing Initiative	(2,721,145)	(4,166,335)	(3,145,992)	(2,361,222)	(2,315,522)	(2,296,084)	(2,264,454)
Subtotal PSP Oper Budget Approp / Exp's	(27,662,251)	(30,925,482)	(30,325,082)	(29,703,562)	(29,394,102)	(30,254,314)	(31,069,074)
TOTAL USE OF RESOURCES	(29,937,251)	(30,925,482)	(30,325,082)	(29,703,562)	(29,394,102)	(30,254,314)	(31,069,074)
YEAR END FUND BALANCE	3,275,540	3,387,600	2,164,360	1,335,300	1,068,240	801,180	534,120
Total Use of Resources	(29,937,251)	(30,925,482)	(30,325,082)	(29,703,562)	(29,394,102)	(30,254,314)	(31,069,074)
Affordable Housing and Acquisition and Preservation CIP Project #P760100	(14,725,000)	(16,000,000)	(17,000,000)	(3,464,400)	(5,014,400)	(4,625,900)	(1,628,418)
TOTAL INVESTMENT IN AFFORDABLE HOUSING (MHI Fund + CIP Project)	(44,662,251)	(46,925,482)	(47,325,082)	(33,167,962)	(34,408,502)	(34,880,214)	(32,697,492)
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 #P760100 includes the issuance of \$13.4 million of debt in FY17 in addition to \$2.6 million in estimated loan repayments in FY17 to provide continued high level of support for the Housing Initiative Fund Property Acquisition Revolving Program created in FY09. 2. The amount shown in the Fiscal Plan for the Affordable Housing Acquisition and Preservation CIP project in FY16 is different from the PDF by \$2,275,000. This is because that amount is already included in the Total Use of Resources in the MHI fund. 3. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) of \$16.1 million or the equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year, whichever is greater, for the purpose of maintaining and expanding the supply of affordable housing. 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 Support Summary

(000's)

Actual Operating Budget Expenditures: FY2008-2014, FY15 Approved Budget, and FY16 Rec.	2008	2009	2010	2011	2012	2013	2014	2015	2016 Approved	2017 Recommended	Total Funding	Non-County Dollars Leveraged	Creation/ Preservation of Affordable Housing Unit 2008-2016	Projected FY17 Creation/ Preservation of Affordable Housing Units
MHI Fund														
Operating Budget	33,715	23,083	27,266	16,450	13,890	21,021	24,312	27,658	27,662	30,925	245,984			
Debt Service (int. only)			1,572	2,183	2,454	2,454	2,930	3,646	3,566 *	3,740	20,091			
Total MHI Operating Budget	33,715	23,083	27,266	18,023	16,073	23,475	27,242	31,304	31,228	34,665	266,075			
Other General Fund Affordable Housing Support														
HHS Housing Programs (General Fund)			9,588	10,442	9,642	9,549	10,169	11,823	11,612	11,393	84,218	19,454	13	2
HOC NDA	5,731	6,141	6,136	5,804	5,514	5,583	6,093	6,376	6,401	6,513	60,294			
Total Other General Fund Support	5,731	6,141	15,724	16,246	15,156	15,132	16,263	18,199	18,013	17,906	144,511			
Total Operating Budget	39,446	29,224	42,990	34,269	31,229	38,607	43,505	49,503	49,242	52,572	410,586	19,454	13	2
Funding Sources: Programed Funding Thru FY13, FY14, FY15 and FY16 Rec.														
Affordable Housing Acquisition and Preservation Project (CIP)														
MHI				2,500					2,275		4,775			
HIF Revolving Loan Program				73,310			19,410	7,280		13,409	113,409			
Loan Repayment Proceeds				9,701			7,280	6,670	2,460	2,591	28,702			
G.O. Bonds								2,000	7,725		9,725			
Recordation Tax Premium									4,540		4,540			
Total CIP				85,511	26,690	15,950		17,000		16,000	177,151	927,182	25	Incl. MHI & 3 CIP
Other Affordable Housing Support														
PILOTS (Payments in lieu of Taxes Non-HOC)	6,252	6,581	7,944	7,986	8,022	8,514	9,677	10,305 *	12,804 **	13,700	91,784		7	8
Sub Total Affordable Housing											679,521			
HOC (PILOTS)	7,205	8,095	8,625	8,213	8,266	8,496	9,312	9,345	9,015 **	9,500	86,073		7	7
DGS - Discounted Land Value									29,542	8,282	37,823			----- Captured in DHCA
Total Affordable Housing Support											803,417	946,636	40	18
* Estimated Debt Service interest for FY17 ** Estimated PILOT value for FY16 and FY17 PILOT Cap														

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Permitting Services

Mission Statement

The Department of Permitting Services' (DPS) primary mission is to promote the health, safety and welfare and economic well-being of residents, businesses and communities of Montgomery County with timely, professional, transparent and consistent review and processing of plans and permits and through inspections of structures, rights-of-way and development. DPS protects the public through application and enforcement of national, state and local codes for fire and life safety, electrical, mechanical, energy, accessibility, building and other public safety and zoning codes. DPS protects the environment through application and enforcement of national, state and local environmental protection codes protecting our natural resources. DPS protects residential and business communities and users of public rights-of-way through inspections of work within public rights-of-way and inspections to assure adherence to approved site plans and special exceptions. DPS strives to promote economic well-being and customer service through ongoing process improvements, timely response and service while ensuring that structures are safe for occupants and visitors, sustainable for future generations and that development is consistent with requirements to protect the environment.

Budget Overview

The total recommended FY17 Operating Budget for the Department of Permitting Services is \$37,765,525, an increase of \$3,872,120 or 11.42 percent from the FY16 Approved Budget of \$33,893,405. Personnel Costs comprise 74.93 percent of the budget for 236 full-time position(s) and two part-time position(s), and a total of 243.65 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 25.07 percent of the FY17 budget.

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**
- ◆ **A Responsive, Accountable County Government**
- ◆ **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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ The current Information Technology Automation Enhancement fee will be suspended in FY17.
- ★ Create the new Fire Prevention Division to complete the County Executive's goal of a "One Stop Shop". This division will streamline fire safety and protection services.

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- ★ Review the sign permit processes
 - ★ Continue migration to eServices and begin mandating the use of ePermits and ePlans
 - ★ Redesign the Department's current website to be more responsive and user-friendly
 - ★ Adopt new codes including those from the National Fire Protection Association
 - ★ Implement the International Green Construction Code
 - ★ Publish Roadside Tree Manual

Accomplishments

- ☑ Implemented eServices for new homes, residential additions, renovations, decks, commercial building, commercial alterations, commercial additions, fire alarm and fire protections systems, electrical permits, residential revisions, rooftop solar, electrical vehicle charging stations, right-of-way permits for utilities, driveway and engineered plans, fences, and recently completed stormwater management, special protection area plan approvals and sediment control permits. To date the department has processed over 4,000 plans electronically. Additionally, electronic check payment was launched and implemented the County's new credit card payment system with expanded credit card option.
- ☑ Performed a comprehensive study and restructuring of all fees, including adoption of regulations and application of new rate structures to more than 2,000 electronic calculations in the permitting system in FY16. The revised residential fees eliminated a regressive rate system, reduced permit fees for smaller houses, and provided a reduced rate for MPDU units in multi-family structures.
- ☑ Won a National Association of Counties (NACO) award for its One-Stop Shop Fire and Life Safety Permitting and Inspection unit which continues to provide consistently improved services for local businesses
- ☑ Implemented County roadside tree and tree canopy programs through adoption of regulations, incorporation into permit processing, creation of review policy, application of requirements and completion of draft Roadside Tree Design Guidelines. In FY15 the roadside tree program resulted in 300 trees being protected and 140 trees being planted.
- ☑ Received Maryland Department of the Environment renewal of delegation of the sediment control program
- ☑ Launched the sign enforcement program
- ☑ Opened a Washington Suburban Sanitary Commission office at DPS

Productivity Improvements

- ★ Launched 30-days review plans processing program
- ★ Created solar and townhouse models for plan review reference
- ★ Improved processing and response times - sign permits went from an estimated seven weeks to one week; service requests increased over 22% to 2,263 and response time decreased by two days

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, roadside tree protection, tree canopy enhancement, record plat approval and compliance and work in the public right-of-way.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Right of way Permits -- DPS average review time (In days)	5.0	5.71	5	5	5
Sediment Control Permits - DPS average review time (In days)	39.2	37.35	30	30	30
Septic Permits -- DPS average review time (In days)	12.3	15.26	15	12	10
Well Permits -- DPS average review time (In days)	10.3	11.62	12	12	10
Record Plats -- DPS average review time (In days)	14.2	9.71	9	9	9
Sediment Control Enforcement -- % of sites in compliance within 5 days following November		95.2	95.0	95.0	95.0
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management	Yes		Yes		Yes

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,738,804	62.50
Increase Cost: Project Search Intern	17,905	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.	107,606	0.25
FY17 Recommended	7,864,315	63.25

Customer Service

The Customer Service program ensures customer service and satisfaction. Customer Service offers concierge service through its case management program to help coordinate DPS disciplines engaged in plans reviews on complex projects or projects needing a higher level of assistance. 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, strategic redevelopment areas such as White Flint, and faith based institutions). 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Complaint resolution -- Average number of days from complaint filing to final resolution	9.0	14.83	12	12	12
Complaint response -- Average number of days from the complaint being filed to first inspection contact with customer	4.2	3.38	3	3	3
MPIA responses - percent of information requests responded to within 30 days after receipt by DPS	99	97	100	100	100
Percent of MC311 service requests (SR) meeting the service level agreement (SLA) response time	81.3	90	90	90	90

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,194,424	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.	(587,277)	(4.00)
FY17 Recommended	607,147	6.00

Building Construction

The Building Construction program ensures public safety through reviews of 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 program assists businesses and applicants through pre-submission meetings and guidance; is responsible for conducting county-wide damage assessments during natural and other disasters and incidents and provides assistance in disaster

recovery efforts; and seeks correction of code violations through a complaints program.

The current recommended budget for FY17 includes the transfer of Fire and Rescue positions under Building Construction, however a new Fire Prevention Division will be created within DPS for this function.

The Commercial Construction Division is responsible for ensuring public safety through the effective enforcement of commercial building construction codes and standards. This Division processes building, mechanical and electrical permit applications, issues permits, and maintains related records.

The Residential Building and Intake Division is responsible for ensuring public safety through the effective enforcement of residential building construction codes and standards. This Division processes all building permit applications, issues permits, and maintains related records.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Residential (home) Permits - Additions - Average total time (In days) ¹	17	19	17	17	17
Residential (home) Permits -- Additions -- DPS average review time (In days)	8	7	6	6	6
Residential (home) Permits -- New Construction -- Average total time (In days)	73.65	73.23	70.00	60.00	60.00
Residential (home) Permits -- New Construction -- DPS average review time (In days)	16.2	18.7	17.0	16.0	16.0
Residential (home) Fast Track -- Service within 2.5 hours	94	95	95	96	96
Commercial Permits -- Additions -- Average total time (In days) ²	66.53	100.1	55	55	55
Commercial Permits -- Additions -- DPS average review time (In days) ³	31	37	37	35	35
Commercial Permits -- New Construction -- Average total time (In days) ⁴	174.66	151.10	145.00	140.00	140.00
Commercial Permits -- New Construction -- DPS average review time (In days) ⁵	61.55	49.90	55.00	55.00	55.00
Commercial Fast Track -- Service within 2.5 hours	64	74.58	75	80	80
Fire Protection (Sprinkler Permits) -- Average total time (In days)	34.6	15	15	15	15
Fire Protection (Sprinkler Permits) -- DPS average review time (in days)	33.6	11.60	12	12	12
Mechanical Permits -- Walk-in service permit within 2 hours	96.53	98.14	98	98	98
Electrical Permits -- Walk-in service permit within 2 hours	96.54	97.66	98	98	98
Building Construction Inspections -- Percentage occurring on scheduled day	94	96.96	98	98	98

¹ Permit issuance is a combination of department and applicant performance times and may be impacted by satisfaction of related preconditions such as sediment control submissions and approvals and outside agency approvals.

² Based on plan tracking, DPS reviews are an average of 37 days. Permit issuance is a combination of department and applicant performance times and may be impacted by satisfaction of related preconditions such as sediment control submissions and approvals and outside agency approvals.

³ Permit issuance is a combination of department and applicant performance times and may be impacted by satisfaction of related preconditions such as sediment control submissions and approvals and outside agency approvals. Total time includes post permit issuance revisions.

⁴ DPS Total review time was tracked as an average of 49.90 total days. Permit issuance is a combination of department and applicant performance times and may be impacted by satisfaction of related preconditions such as sediment control submissions and approvals and outside agency approvals. Total time includes post permit issuance revisions.

⁵ Permit issuance is a combination of department and applicant performance times and may be impacted by satisfaction of related preconditions such as sediment control submissions and approvals and outside agency approvals. Total time includes post permit issuance revisions.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	11,377,075	95.90
Add: Division Chief - Division of Fire Prevention and Code Compliance	133,362	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.	2,473,937	24.40
FY17 Recommended	13,984,374	121.30

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, revenue collection (fees and development taxes and charges), reporting and management, automation, human resources, training, safety, quality assurance, legislative coordination, space management, historic files maintenance, and management services.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	9,697,142	13.10
Increase Cost: IT Replacement Plan	250,000	0.00
Add: Information Technology Specialist	183,027	2.00
Increase Cost: Facility improvements to accomodate Division of Fire Prevention and Code Compliance	150,000	0.00
Increase Cost: Office Rent	33,249	0.00
Increase Cost: IT Maintenance Costs	4,999	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.	931,593	6.00
FY17 Recommended	11,250,010	21.10

Zoning and Site Plan Enforcement

The Zoning and Site Plan Enforcement program protects the quality of life in Montgomery County and the public health, safety, welfare, and comfort 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,885,960	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.	173,719	1.00
FY17 Recommended	4,059,679	32.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	17,140,293	18,036,021	17,938,966	20,887,278	15.8 %
Employee Benefits	6,638,516	6,979,039	6,725,327	7,408,950	6.2 %
Permitting Services Personnel Costs	23,778,809	25,015,060	24,664,293	28,296,228	13.1 %
Operating Expenses	7,408,453	8,878,345	9,072,941	9,469,297	6.7 %
Permitting Services Expenditures	31,187,262	33,893,405	33,737,234	37,765,525	11.4 %
PERSONNEL					
Full-Time	201	207	207	236	14.0 %
Part-Time	1	1	1	2	100.0 %
FTEs	206.50	212.50	212.50	243.65	14.7 %
REVENUES					
Automation Enhancement Fee	1,843,372	1,942,650	2,215,709	0	-100.0 %
Building Permits	18,619,057	17,303,987	25,665,265	25,665,265	48.3 %
Electrical Permits and Licenses	4,058,410	3,403,352	3,997,312	3,997,312	17.5 %
Fire Code Enforcement Permits	1,701,380	2,435,618	1,412,610	2,847,610	16.9 %
Grading/Storm Drains/Paving/Driveway Permits	5,462,025	4,777,732	5,811,013	5,811,013	21.6 %
Investment Income	65,618	177,460	148,370	211,960	19.4 %
Mechanical Construction Permit	1,545,272	1,547,794	1,185,045	1,185,045	-23.4 %
Miscellaneous Revenues	(1,039)	0	0	0	---
Occupancy Permits	693,126	1,201,028	885,252	885,252	-26.3 %
Other Charges/Fees	67,645	75,059	104,484	104,484	39.2 %
Other Fines/Forfeitures	114,445	85,043	147,464	147,464	73.4 %
Other Licenses/Permits	452,502	1,954,704	0	880,061	-55.0 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Sediment Control Permits	3,056,766	1,222,542	3,306,018	3,306,018	170.4 %
Sign Permits	155,908	317,674	140,650	140,650	-55.7 %
Special Exception Fee	230,400	322,149	322,149	322,149	---
Stormwater Mgmt and Water Quality Plan Fee	295,150	133,765	281,443	281,443	110.4 %
Utility Permits	0	1,175,879	1,034,616	1,034,616	-12.0 %
Well and Septic	303,950	344,150	299,412	299,412	-13.0 %
Permitting Services Revenues	38,663,987	38,420,586	46,956,812	47,119,754	22.6 %

FY17 Recommended Changes

	Expenditures	FTEs
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PERMITTING SERVICES

FY16 ORIGINAL APPROPRIATION **33,893,405 212.50**

Changes (with service impacts)

Enhance: Department of Transportation lab testing chargeback	200,000	0.75
Add: Information Technology Specialist [Administration]	183,027	2.00
Add: Division Chief - Division of Fire Prevention and Code Compliance [Building Construction]	133,362	1.00

Other Adjustments (with no service impacts)

Shift: Transfer of Fire Rescue Code Compliance to DPS	2,743,878	26.00
Increase Cost: FY17 Compensation Adjustment	443,436	0.00
Increase Cost: IT Replacement Plan [Administration]	250,000	0.00
Shift: Development Ombudsman from the County Executive's office	187,498	1.00
Increase Cost: Facility improvements to accomodate Division of Fire Prevention and Code Compliance [Administration]	150,000	0.00
Increase Cost: Group Insurance Adjustment	148,625	0.00
Increase Cost: Annualization of FY16 Lapsed Positions	135,031	0.00
Increase Cost: Office Rent [Administration]	33,249	0.00
Increase Cost: Risk Management Adjustment	29,664	0.00
Increase Cost: Project Search Intern [Land Development]	17,905	0.50
Increase Cost: IT Maintenance Costs [Administration]	4,999	0.00
Increase Cost: Printing and Mail	3,329	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(160)	0.00
Decrease Cost: Motor Pool Adjustment	(12,131)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(76,010)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(111,940)	0.00
Decrease Cost: Retirement Adjustment	(246,821)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(344,821)	(0.10)

FY17 RECOMMENDED **37,765,525 243.65**

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Land Development	7,738,804	62.50	7,864,315	63.25
Customer Service	1,194,424	10.00	607,147	6.00
Building Construction	11,377,075	95.90	13,984,374	121.30
Administration	9,697,142	13.10	11,250,010	21.10
Zoning and Site Plan Enforcement	3,885,960	31.00	4,059,679	32.00
Total	33,893,405	212.50	37,765,525	243.65

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)
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PERMITTING SERVICES

EXPENDITURES

	FY17	FY18	FY19	FY20	FY21	FY22
FY17 Recommended	37,766	37,766	37,766	37,766	37,766	37,766
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY17	0	79	79	79	79	79
New positions in the FY17 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY17	0	(170)	(170)	(170)	(170)	(170)
Items recommended for one-time funding in FY17 will be eliminated from the base in the outyears.						
IT Maintenance Costs	0	124	127	52	10	10
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
IT Replacement Plan	0	(282)	379	169	(282)	(282)
Key components of Permitting Service's technology replacement plan include: FY18 Scanners (\$31,500) FY19 Servers \$60,000, Servers \$600,000; FY20 Permit DB Servers - Hardware & Software \$450,000 FY21 Scanners (\$31,500)						
Office Rent	0	76	64	68	72	72
Represents projected rent increase.						
Retiree Health Insurance Pre-funding	0	(36)	(76)	(97)	(120)	(120)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County workforce.						
Labor Contracts	0	257	257	257	257	257
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	37,766	37,814	38,426	38,124	37,612	37,612

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Information Technology Specialist	170,227	2.00	215,984	2.00
Division Chief - Division of Fire Prevention and Code Compliance	121,662	1.00	155,003	1.00
Total	291,889	3.00	370,987	3.00

FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Permitting Services				
FISCAL PROJECTIONS	FY16 ESTIMATE	FY17 REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.98%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
CPI (Fiscal Year)	0.8%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.0035	0.005	0.01	0.015	0.025	0.025	0.03
Enterprise fund stabilization factor (ESF)	0	1.00	TBD	TBD	TBD	TBD	TBD
BEGINNING FUND BALANCE	12,551,520	11,060,380	11,947,421	13,466,993	14,171,141	14,890,248	15,791,157
REVENUES							
Licenses & Permits	44,340,785	46,655,846	43,790,596	44,885,360	46,097,265	47,341,891	48,620,122
Charges For Services	2,320,193	104,484	106,887	109,559	112,517	115,555	118,675
Fines & Forfeitures	147,464	147,464	150,856	154,627	158,802	163,090	167,493
Miscellaneous	148,370	211,960	423,920	635,880	847,840	1,059,800	1,271,760
Subtotal Revenues	46,956,812	47,119,754	44,472,258	45,785,427	47,216,425	48,680,336	50,178,051
INTERFUND TRANSFERS (Net Non-CIP)	(4,206,430)	(4,815,802)	(3,704,250)	(3,652,198)	(3,652,198)	(3,652,198)	(3,652,198)
Transfers To The General Fund	(4,206,430)	(4,815,802)	(4,858,020)	(4,805,968)	(4,805,968)	(4,805,968)	(4,805,968)
Indirect Costs	(3,997,410)	(4,654,730)	(4,696,948)	(4,696,948)	(4,696,948)	(4,696,948)	(4,696,948)
Other: DCM	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)
Telecommunications NDA	0	(52,052)	(52,052)	0	0	0	0
Other: DOT Lab Testing	(100,000)	0	0	0	0	0	0
Transfers From The General Fund	0	0	1,153,770	1,153,770	1,153,770	1,153,770	1,153,770
Payment for Public Agency Permits	0	0	1,059,660	1,059,660	1,059,660	1,059,660	1,059,660
Payment for Green Tape Positions	0	0	94,110	94,110	94,110	94,110	94,110
TOTAL RESOURCES	55,301,902	53,364,332	52,715,430	55,600,222	57,735,367	59,918,387	62,317,009
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(33,737,234)	(37,765,525)	(37,765,525)	(37,765,525)	(37,765,525)	(37,765,525)	(37,765,525)
Labor Agreement	n/a	0	(256,647)	(256,647)	(256,647)	(256,647)	(256,647)
Annualizations and One-Time	n/a	n/a	90,902	90,902	90,902	90,902	90,902
IT Maintenance	n/a	n/a	(124,039)	(126,695)	(52,404)	(10,167)	(10,167)
IT Replacement Plan	n/a	n/a	281,500	(378,500)	(168,500)	281,500	281,500
Office Rent	n/a	n/a	(75,930)	(64,055)	(67,775)	(71,646)	(71,646)
Retiree Health Insurance Prefunding	n/a	n/a	35,830	76,230	97,240	119,750	119,750
Subtotal PSP Oper Budget Approp / Exp's	(33,737,234)	(37,765,525)	(39,248,437)	(41,429,081)	(42,845,119)	(44,127,230)	(45,998,977)
OTHER CLAIMS ON FUND BALANCE	(10,504,288)	(3,651,386)	0	0	0	0	0
Cumulative rolling set-aside	29,985,224	35,000,000	35,000,000	35,000,000			
TOTAL USE OF RESOURCES	(44,241,522)	(41,416,911)	(39,248,437)	(41,429,081)	(42,845,119)	(44,127,230)	(45,998,977)
YEAR END FUND BALANCE	11,060,380	11,947,421	13,466,993	14,171,141	14,890,248	15,791,157	16,318,032
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	20.0%	22.4%	25.5%	25.5%	25.8%	26.4%	26.2%

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 to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
- Revenue projections in FY16 and future years assume a gradual increase in construction market activity.
- Key components of Permitting Service's technology replacement plan include:
FY18 Scanners (\$100,000);
FY19 Printers (\$60,000), Servers (\$600,000)
FY20 Permit DB Servers - Hardware & Software (\$450,000);
- "Other Claims on Fund Balance" are to fund the department's proportional share of the new headquarters in Wheaton. Current estimates for the cost to DPS is approximately \$35 million.
- The Enterprise fund Stabilization Factor (EFSF) is the factor by which the fee rate is adjusted, up or down, to maintain the minimum reserve policy of 20% of total resources in the budget year.
- The Permitting Services fund balance policy target is 20% of resources, after the IT set-aside, and 15% to 20% in the out years.
- The General Fund transfer for Public Agency Permits and Green Tape will be deferred from FY15-FY17 for fiscal reasons.



Environmental Protection

Mission Statement

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water and land in a sustainable way while fostering smart growth, a thriving economy and healthy communities.

Budget Overview

The total recommended FY17 Operating Budget for the Department of Environmental Protection is \$27,824,515, an increase of \$2,349,828 or 9.22 percent from the FY16 Approved Budget of \$25,474,687. Personnel Costs comprise 37.27 percent of the budget for 95 full-time position(s) and one part-time position(s), and a total of 104.76 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 62.73 percent of the FY17 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 \$6,367,900 for Water Quality Protection bonds is required in FY17.

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:

-  **Healthy and Sustainable Neighborhoods**
-  **A Responsive, Accountable County Government**




Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

-  Conducted tree planting activities consistent with the Tree Canopy Law by planting more than 500 trees on residential and multifamily properties in 2015.
-  Added new position in FY17 to coordinate the implementation of Bill 52-14 (Pesticides Prohibition). This new position will ensure implementation of Bill 52-14 and provide outreach to the community on updates to County pesticides law.

Accomplishments

-  Completed third-generation Municipal Separate Storm Sewer System permit with retrofit of 1,774 impervious acres completed and the remaining 2,003 acres in design or construction.
-  Created the Watershed Restoration and Outreach grants, which resulted in the distribution of \$371,000 to thirteen community organizations for watershed improvement projects.
-  Led the Benchmarking Work Group, which provided recommendations to improve the County's Commercial Benchmarking Law. The Benchmarking Law requires buildings greater than 50,000 square feet to track energy usage, to help them identify potential

opportunities for energy efficiency improvements and operating cost savings.

- ✓ Collaborated with the Department of Finance on the development of the Commercial Property Assessed Clean Energy (PACE) program, which will allow commercial property owners to borrow money for energy efficiency improvements and renewable energy projects, and repay the loan via their property tax bill.
- ✓ Expanded the Green Business Certification Program to recognize other third-party certification programs including B Lab, Green America, Green Restaurant Association, and Green Seal; 83 businesses and organizations are currently recognized by the program.
- ✓ Completed the Glen Hills Sanitary Study to review the sustainability of the nearly 400 homes on septic systems in this community. Developed a proposed policy that supports the area master plan and addresses future septic system problems and limited sewer service.

Productivity Improvements

- ✱ Enhanced the Infor Enterprise Asset Management System (EAM) by integrating Geographic Information Systems (GIS) data with stormwater facilities asset data. This effort merged and synchronized the stormwater facility point geodatabase with Infor EAM to allow for real time edits to data, improving the accuracy and integrity of the data by creating one integrated system to edit.
- ✱ Streamlined and improved the illicit discharge detection and elimination (IDDE) mobile app, greatly reducing time spent recording information and allowing for auto-generated reports.
- ✱ Developed a new Rainscapes database, allowing for more complete and efficient recall of information on project status and initiatives.
- ✱ Continued to recruit and train volunteers for the Stream Stewards volunteer program. In FY15, volunteers participated in 13 events and donated 1,214 hours of service at cleanups, outreach events, and storm drain art painting days with a service equivalent of \$27,982.

Program Contacts

Contact Michelle Hwang of the Department of Environmental Protection at 240.777.7724 or Matt Schaeffer of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

Program Descriptions

Watershed Management

The Watershed Management Division supports watershed-based monitoring, planning, policy development, and project implementation activities designed to achieve County stream protection goals (Montgomery County Code Chapter 19, Article IV) and comply with the federal Clean Water Act NPDES Municipal Separate Storm Sewer System (MS-4) permit. Program staff conducts baseline stream monitoring, storm drain discharge monitoring, and public outreach activities that increase awareness and promote citizen involvement in stream stewardship. The program includes an extensive capital improvement program that retrofits untreated impervious area. 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." Program staff manages, inspects, and ensures the operational effectiveness of over 9,000 stormwater management facilities, and is also responsible for the structural maintenance of over 3,700 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of the nitrogen pollution reduction goal met	4.39	15.22	17.74	20.09	23.95
Percent of the phosphorous pollution reduction goal met	20.14	38.59	47.13	54.79	65.12
Percent of the impervious acreage control goal met	9.7	45.7	50.90	57.77	68.74
County watershed stream quality Index of Biological Integrity (IBI) score	59.5	59.9	60.6	61.3	62.1
Stormwater facility maintenance compliance rate	82.0	92.0	87.0	87.0	87.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	23,115,048	85.69
Increase Cost: Maintenance of completed Capital Improvements Program construction projects	643,000	0.00
Increase Cost: Charges from Department of Transportation for storm drains maintenance	406,777	0.00
Increase Cost: Maintenance of New and Newly Transferred Stormwater Management Facilities	362,000	0.00
Increase Cost: Municipal stormwater management fees	210,000	0.00
Increase Cost: Stormwater Facility Inspection and Maintenance Tracking System	98,880	0.00
Increase Cost: Best Management Practice (BMP) Monitoring in Special Protection Areas	88,000	0.00
Increase Cost: M-NCPPC Stormwater Management Support	87,131	0.00
Enhance: Outreach and education for MS4-related programs	75,000	0.00
Increase Cost: Software licenses for InforEAM System	16,440	0.00
Increase Cost: Increase Cost for Building Rent - 255 Rockville Pike	14,624	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(9,856)	0.00
Decrease Cost: Homeowner Association Roads Credit Phased Implementation	(447,000)	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.	460,153	2.07
FY17 Recommended	25,120,197	87.76

Environmental Policy and Compliance

The Division of Environmental Policy and Compliance develops and implements integrated programs which protect and enhance the County's environmental resources and promotes sustainable practices by residents, businesses, and the County government. The division develops and implements programs related to air quality, water quality and stormwater management, energy conservation and renewable energy, forest and tree resources, and other sustainability issues. The division also helps formulate and enforce County laws and regulations related to air and water pollution, illegal dumping, noise control, pesticides and other environmental issues. Finally, the division is 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Average number of days to resolve incoming complaints	30	28	30	30	30
Percent of customers who rated themselves as satisfied with DEP response to environmental complaints	66.1	77.6	70.0	70.0	70.0
Non-residential building energy use (Million British Thermal Units) ¹	33,391,014	35,685,180	36,207,000	TBD	TBD
Residential building energy use (Million British Thermal Units)	40,192,546	41,767,534	42,624,000	TBD	TBD

¹ Source: Fuel Energy Tax Data as reported by energy suppliers to County businesses and residents. Does not include behind-the-meter generation. DEP's Office of Sustainability will develop projections for this measure.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,526,221	10.94
Enhance: Tree Canopy Conservation program; total budget of \$500,000 will fund the planting and two years of aftercare for approximately 800 trees	250,000	0.00
Increase Cost: Implementation of Bill 52-14 (Pesticides Prohibition)	50,119	1.00
Decrease Cost: Contractual services to implement partnership development and other activities in the Office of Sustainability	(42,443)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	100,692	0.00
FY17 Recommended	1,884,589	11.94

Administration

The Office of the Director provides leadership on policy development, implementation, and administration for all departmental programs and management services. The Director's Office is also responsible for planning, development, and administration of water supply and

wastewater policies for the County, as well as development of the State-required Montgomery County Comprehensive Water Supply and Sewerage System Plan, in order 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; human resources management; management of the Water Quality Protection Charge; and management of the Department's information technology and geographical information systems and services.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	833,418	5.15
Increase Cost: Charges from Department of Finance for Water Quality Protection Charge processing	480,163	2.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(493,852)	(2.89)
FY17 Recommended	819,729	5.06

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,080,928	1,267,367	1,208,449	1,312,023	3.5 %
Employee Benefits	383,289	437,346	411,579	438,868	0.4 %
County General Fund Personnel Costs	1,464,217	1,704,713	1,620,028	1,750,891	2.7 %
Operating Expenses	287,115	496,147	804,949	792,514	59.7 %
County General Fund Expenditures	1,751,332	2,200,860	2,424,977	2,543,405	15.6 %
PERSONNEL					
Full-Time	41	43	43	45	4.7 %
Part-Time	2	2	2	1	-50.0 %
FTEs	13.09	15.09	15.09	16.00	6.0 %
REVENUES					
Other Charges/Fees	99,477	227,000	177,000	62,550	-72.4 %
Other Fines/Forfeitures	18,140	10,000	10,000	10,000	---
Other Licenses/Permits	3,875	6,000	6,000	6,000	---
Tree Canopy	509,250	250,000	250,000	500,000	100.0 %
County General Fund Revenues	630,742	493,000	443,000	578,550	17.4 %
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	5,593,349	6,230,239	5,763,514	6,456,356	3.6 %
Employee Benefits	1,823,387	2,095,836	1,890,586	2,163,220	3.2 %
Water Quality Protection Fund Personnel Costs	7,416,736	8,326,075	7,654,100	8,619,576	3.5 %
Operating Expenses	12,638,393	14,947,752	14,304,708	16,661,534	11.5 %
Water Quality Protection Fund Expenditures	20,055,129	23,273,827	21,958,808	25,281,110	8.6 %
PERSONNEL					
Full-Time	46	50	50	50	---
Part-Time	1	0	0	0	---
FTEs	84.39	86.69	86.69	88.76	2.4 %
REVENUES					
Bag Tax	2,485,541	2,400,000	2,400,000	2,280,000	-5.0 %
Investment Income	28,213	81,730	63,790	91,130	11.5 %
Other Charges/Fees	81,566	200,000	200,000	200,000	---
Water Quality Protection Fee	28,150,474	32,633,364	32,351,518	34,530,616	5.8 %
Water Quality Protection Fund Revenues	30,745,794	35,315,094	35,015,308	37,101,746	5.1 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	---

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Employee Benefits	0	0	0	0	---
Grant Fund - MCG Personnel Costs	0	0	0	0	---
Operating Expenses	24,181	0	0	0	---
Grant Fund - MCG Expenditures	24,181	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	95,761	0	0	0	---
Grant Fund - MCG Revenues	95,761	0	0	0	---

DEPARTMENT TOTALS

Total Expenditures	21,830,642	25,474,687	24,383,785	27,824,515	9.2 %
Total Full-Time Positions	87	93	93	95	2.2 %
Total Part-Time Positions	3	2	2	1	-50.0 %
Total FTEs	97.48	101.78	101.78	104.76	2.9 %
Total Revenues	31,472,297	35,808,094	35,458,308	37,680,296	5.2 %

FY17 Recommended Changes

Expenditures FTEs

COUNTY GENERAL FUND

FY16 ORIGINAL APPROPRIATION **2,200,860 15.09**

Changes (with service impacts)

Enhance: Tree Canopy Conservation program; total budget of \$500,000 will fund the planting and two years of aftercare for approximately 800 trees [Environmental Policy and Compliance] 250,000 0.00

Other Adjustments (with no service impacts)

Increase Cost: Annualization of FY16 Personnel Costs 50,761 (0.09)
 Increase Cost: Implementation of Bill 52-14 (Pesticides Prohibition) [Environmental Policy and Compliance] 50,119 1.00
 Increase Cost: Motor Pool Adjustment 27,131 0.00
 Increase Cost: FY17 Compensation Adjustment 21,275 0.00
 Increase Cost: Group Insurance Adjustment 9,063 0.00
 Increase Cost: Printing and Mail 692 0.00
 Shift: Telecommunications to the Telecommunications Non-Departmental Account (7,010) 0.00
 Decrease Cost: Retirement Adjustment (17,043) 0.00
 Decrease Cost: Contractual services to implement partnership development and other activities in the Office of Sustainability [Environmental Policy and Compliance] (42,443) 0.00

FY17 RECOMMENDED **2,543,405 16.00**

WATER QUALITY PROTECTION FUND

FY16 ORIGINAL APPROPRIATION **23,273,827 86.69**

Changes (with service impacts)

Enhance: Outreach and education for MS4-related programs [Watershed Management] 75,000 0.00

Other Adjustments (with no service impacts)

Increase Cost: Maintenance of completed Capital Improvements Program construction projects [Watershed Management] 643,000 0.00
 Increase Cost: Charges from Department of Finance for Water Quality Protection Charge processing [Administration] 480,163 2.80
 Increase Cost: Charges from Department of Transportation for storm drains maintenance [Watershed Management] 406,777 0.00
 Increase Cost: Maintenance of New and Newly Transferred Stormwater Management Facilities [Watershed Management] 362,000 0.00
 Increase Cost: Municipal stormwater management fees [Watershed Management] 210,000 0.00
 Increase Cost: Stormwater Facility Inspection and Maintenance Tracking System [Watershed Management] 98,880 0.00
 Increase Cost: FY17 Compensation Adjustment 89,543 0.00

	Expenditures	FTEs
Increase Cost: Best Management Practice (BMP) Monitoring in Special Protection Areas [Watershed Management]	88,000	0.00
Increase Cost: M-NCPPC Stormwater Management Support [Watershed Management]	87,131	0.00
Increase Cost: Group Insurance Adjustment	32,169	0.00
Increase Cost: Motor Pool Adjustment	20,128	0.00
Increase Cost: Software licenses for InforEAM System [Watershed Management]	16,440	0.00
Increase Cost: Increase Cost for Building Rent - 255 Rockville Pike [Watershed Management]	14,624	0.00
Increase Cost: Printing and Mail	804	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account [Watershed Management]	(9,856)	0.00
Decrease Cost: Retirement Adjustment	(43,313)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(117,207)	(0.73)
Decrease Cost: Homeowner Association Roads Credit Phased Implementation [Watershed Management]	(447,000)	0.00
FY17 RECOMMENDED	25,281,110	88.76

Program Summary

Program Name	FY16 APPR Expenditures	FTEs	FY17 REC Expenditures	FTEs
Watershed Management	23,115,048	85.69	25,120,197	87.76
Environmental Policy and Compliance	1,526,221	10.94	1,884,589	11.94
Administration	833,418	5.15	819,729	5.06
Total	25,474,687	101.78	27,824,515	104.76

Charges to Other Departments

Charged Department	Charged Fund	FY16 Total\$	FTEs	FY17 Total\$	FTEs
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	2,918,293	25.20	3,059,512	26.20

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	2,543	2,543	2,543	2,543	2,543	2,543
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY17	0	49	49	49	49	49
New positions in the FY17 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY17	0	(1)	(1)	(1)	(1)	(1)
Items recommended for one-time funding in FY17, including computer costs for Pesticides Prohibition position, will be eliminated from the base in the outyears.						
Labor Contracts	0	10	10	10	10	10
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	2,543	2,601	2,601	2,601	2,601	2,601

WATER QUALITY PROTECTION FUND

EXPENDITURES

FY17 Recommended	25,281	25,281	25,281	25,281	25,281	25,281
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Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY17	0	(99)	(99)	(99)	(99)	(99)
Items recommended for one-time funding in FY17, including stormwater facility maintenance tracking system costs, will be eliminated from the base in the outyears.						
Building Rent Escalation	0	15	15	16	16	16
Increase in lease costs for DEP offices.						
Maintenance of New and Newly Transferred Stormwater Management Facilities	0	71	71	71	71	71
These figures 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 CIP Projects	0	1,124	552	1,124	2,059	1,830
These figures represent the Operating Budget Impacts of Stormwater Management projects in the FY17-22 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.						
Labor Contracts	0	61	61	61	61	61
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	25,281	26,502	25,980	26,603	27,588	27,409

Annualization of Personnel Costs and FTEs

	FY17 Recommended		FY18 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Implementation of Bill 52-14 (Pesticides Prohibition)	49,119	1.00	98,238	1.00
Total	49,119	1.00	98,238	1.00

FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Water Quality Protection Fund			
FISCAL PROJECTIONS	FY16 Estimate	FY17 CE REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.98%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
CPI (Fiscal Year)	0.81%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.35%	0.50%	1.00%	1.50%	2.50%	2.50%	3.00%
Number of Equivalent Residential Units (ERUs) Billed	372,369	368,355	368,355	368,355	368,355	368,355	368,355
Water Quality Protection Charge (\$/ERU)	\$88.40	\$95.00	\$104.25	\$114.70	\$125.50	\$136.25	\$138.50
Collection Factor for Charge	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
BEGINNING FUND BALANCE	13,221,064	5,702,695	1,738,360	1,846,256	1,657,663	1,831,410	1,837,147
REVENUES							
Charges For Services	32,351,518	34,530,616	37,892,045	41,690,438	45,613,918	49,515,696	50,480,680
Bag Tax Receipts	2,400,000	2,280,000	2,166,000	1,949,400	1,754,460	1,579,020	1,421,120
Miscellaneous	263,790	291,130	382,260	473,390	564,520	655,650	746,780
Subtotal Revenues	35,015,308	37,101,746	40,440,305	44,113,228	47,932,898	51,750,366	52,648,580
INTERFUND TRANSFERS (Net Non-CIP)	(4,350,760)	(7,798,971)	(7,774,011)	(13,000,570)	(12,997,010)	(17,000,260)	(17,000,510)
Transfers To General Fund	(1,330,510)	(1,431,071)	(1,431,761)	(1,418,610)	(1,418,610)	(1,418,610)	(1,418,610)
Indirect Costs	(1,330,510)	(1,417,920)	(1,418,610)	(1,418,610)	(1,418,610)	(1,418,610)	(1,418,610)
Telecommunications Charge	0	(13,151)	(13,151)	0	0	0	0
Transfers to Debt Service Fund (Non-Tax)	(3,020,250)	(6,367,900)	(6,342,250)	(11,581,960)	(11,578,400)	(15,581,650)	(15,581,900)
TOTAL RESOURCES	43,885,612	35,005,470	34,404,654	32,958,914	36,593,551	36,581,516	37,485,217
CIP CURRENT REVENUE APPROPRIATION	(13,126,000)	(7,986,000)	(5,413,000)	(3,852,000)	(5,783,000)	(3,839,000)	(3,918,000)
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(21,958,808)	(25,281,110)	(25,824,526)	(26,650,036)	(27,557,576)	(28,498,446)	(29,473,976)
FFI - Labor Agreement	0	0	(60,927)	(60,927)	(60,927)	(60,927)	(60,927)
FFI - Maintenance of New and Newly Transferred Facilities	0	0	(71,000)	(71,000)	(71,000)	(71,000)	(71,000)
FFI - Operating Impacts of CIP Projects	0	0	(1,124,000)	(552,000)	(1,124,000)	(2,059,000)	(1,830,000)
FFI - Building Rent Escalation	0	0	(14,945)	(15,288)	(15,638)	(15,996)	(15,996)
FFI - Program Growth	0	0	(50,000)	(100,000)	(150,000)	(200,000)	(250,000)
Subtotal PSP Oper Budget Approp / Exp's	(21,958,808)	(25,281,110)	(27,145,398)	(27,449,251)	(28,979,141)	(30,905,369)	(31,701,899)
OTHER CLAIMS ON FUND BALANCE	(3,098,109)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(38,182,917)	(33,267,110)	(32,558,398)	(31,301,251)	(34,762,141)	(34,744,369)	(35,619,899)
YEAR END FUND BALANCE	5,702,695	1,738,360	1,846,256	1,657,663	1,831,410	1,837,147	1,865,318
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	13.0%	5.0%	5.4%	5.0%	5.0%	5.0%	5.0%
NET REVENUE	10,622,491	10,389,565	11,863,146	15,245,367	17,535,147	19,426,387	19,528,071
DEBT SERVICE COVERAGE RATIO	3.52	1.63	1.87	1.32	1.51	1.25	1.25
Assumptions: 1. 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. 2. Stormwater facilities transferred into the maintenance program will be maintained to permit standards as they are phased into the program. 3. Operating costs for new facilities to be completed or transferred, Operating Budget Impacts of Stormwater CIP projects, and Program Growth between FY18 and FY22 have been incorporated in the future fiscal impact (FFI) rows. 4. 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 (\$41 million in FY2016, \$65 million in FY2018 and a \$50 million bond issuance in FY2020) are included in the fiscal plan. Actual debt service costs may vary depending on the size and timing of future bond issues. Current revenue may be used to offset future borrowing requirements. Future WQPC rates are subject to change based on the timing and size of future debt issuance, State Aid, and legislation. 5. Charges are adjusted to fund the planned service program and maintain net revenues sufficient to cover 1.25 times debt service costs. 6. Current Water Quality Protection fund balance policy target is at least 5% of resources.							



Solid Waste Services

Mission Statement

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable way while fostering smart growth, a thriving economy, and healthy communities.

Budget Overview

The total recommended FY17 Operating Budget for the Division of Solid Waste Services is \$92,219,977, a decrease of \$19,669,876 or 17.58 percent from the FY16 Approved Budget of \$111,889,853. Personnel Costs comprise 12.80 percent of the budget for 79 full-time position(s) and two part-time position(s), and a total of 105.55 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 87.20 percent of the FY17 budget.

Linkage to County Result Areas

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

- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ Increased the current level of funding by \$50,000 for a furniture reuse program administered by A Wider Circle. This additional funding in FY17 will benefit the County by reducing waste and providing usable furniture to program participants.

Accomplishments

- ✓ Won the "2015 GOLD Excellence Award" in the Integrated Solid Waste Management category from the Solid Waste Association of North America (SWANA). The County's Yard Trim Composting Facility maintained independent certification as International Organization for Standardization (ISO) 14001 (Environmental Management System) compliant. The Resource Recovery Facility (RRF) maintained status as a Voluntary Protection Program (VPP) Star facility (highest OSHA honor).
- ✓ Increased recycling to over 60%, and continued efforts to further increase waste reduction and recycling to reach the 70% recycling goal by 2020 through: coordinating/participating in 334 outreach/educational events to interact with 41,270 residents directly; conducting seven community recycling events to collect 111 tons of confidential paper for shredding/recycling; continuing the education campaign to instill awareness of the recycling goal; and participating in radio interviews on several stations and networks in English and Spanish to motivate everyone to recycle more.
- ✓ Despite a 30% increase in requests for recycling containers, maintained a high level of quality of service and customer satisfaction during the 11 day labor strike that occurred in FY15, and in the aftermath of three strikes during FY14.
- ✓ Reduced fossil (diesel) fuel consumption on equipment used at the Dickerson Yard Trim Composting Facility by approximately 6% (2,910 gallons) during FY15. Achieved a cost savings of about \$7,828 in spite of producing 87,050 more bags of Leafgro and selling

13,713 more yards of bulk Leafgro. Developed new markets for double-screened Leafgro as a premium topping soil.

Productivity Improvements

- Contracting for the design and installation of a fiber processing line for the Recycling Center in FY16 to divide mixed paper into cardboard and other mixed paper and bale these two commodities to optimize their market value. The new processing operation is estimated to generate approximately \$4.6 million in net revenue during FY17 depending upon the commodity markets.
- Increased rubble recycling at the Transfer Station through the addition of a soil screener, increased local recycling options for soil, created more options for managing clean asphalt and concrete and reduced trucking and disposal costs by an estimated \$400,000 per year.
- Messaging capabilities were improved by directly targeting Montgomery County residential customers who accessed social media for important information. Improved our collection day look up feature by correcting 5,000 street types in the customer data-set in MC311. Built an interface to the Tax Assessment System (TAS) in order to send Solid Waste Customer Billing data to MUNIS; improved the reporting and accuracy of Solid Waste Charges to properties in Montgomery County.
- More educational materials will be developed internally using InDesign software thereby increasing cost efficiencies and effectiveness to ensure that the maximum amount of recycling is achieved. The estimated savings for FY16 is approximately \$100,000.

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 240.777.2766 for more information regarding this department's operating budget.

Program Descriptions

Commercial Recycling

This program provides for mandatory commercial sector recycling and waste reduction for all businesses, as well as 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Non-residential recycling (tonnages)	290,913	294,416	304,289	316,357	326,928
Number of site visits to provide recycling assistance to businesses	10,014	10,362	12,000	12,000	12,000

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,981,313	11.00
Increase Cost: Commercial Recycling - contractual increases	31,626	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.	(82,922)	0.00
FY17 Recommended	1,930,017	11.00

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).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,229,333	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.	(11)	0.00
FY17 Recommended	1,229,322	9.93

Household & Small Quantity Hazardous Waste Management

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,049,162	0.00
Decrease Cost: Hazardous Waste Program	(100,846)	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.	80,925	0.00
FY17 Recommended	1,029,241	0.00

Multi-Family Recycling

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical support, assistance, education, outreach and training about 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.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Multi-family recycling (tonnages)	26,887	27,426	28,376	29,796	30,842

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	864,512	4.00
Increase Cost: Increase to A Wider Circle for furniture pickup program	50,000	0.00
Increase Cost: Multifamily Dwellings	7,465	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.	(56,802)	0.00
FY17 Recommended	865,175	4.00

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 Fulton Rail Yard near Richmond, 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 still 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, rubble landfills, or the contracted landfill in

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	10,414,210	1.00
Increase Cost: Out-of-County Haul - increase in amount of hauled material	1,303,260	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.	1,140	0.00
FY17 Recommended	11,718,610	1.00

Recycling Outreach And Education

This program provides for broadly educating everyone living and working in the County 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 effort which supports solid waste program goals and ensures the success of recycling initiatives and working to achieve the County's recycling goal.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of total municipal solid waste recycled ¹	61	61	62	63	64
Total recycling (tonnage)	612,217	626,633	644,184	660,804	679,288
Single-family recycling (tonnages)	294,417	304,791	311,519	314,651	321,517

¹ CY15 is an estimate to be validated by the State of Maryland.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	653,663	2.00
Increase Cost: Recycling Outreach & Education - contract increases and costs to implement Bill 41-14 Polystyrene Prohibition	42,269	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.	(144,814)	0.00
FY17 Recommended	551,118	2.00

Satellite Sites

This program provides for the operation of 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 Derwood.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	232,046	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.	1,953	0.00
FY17 Recommended	233,999	1.70

Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. In addition to regular trash, waste that is handled or recycled includes scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operates the scale-house and oversees 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of customers dropping off household hazardous waste at the Transfer Station	78,292	78,500	78,800	79,000	79,100

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,661,406	15.00
Decrease Cost: Transfer Station	(31,617)	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.	313,163	1.00
FY17 Recommended	4,942,952	16.00

Yard Trim Reduction

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	80,353	0.00
Increase Cost: Yard Trim Reduction Program	1,768	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.	(322)	0.00
FY17 Recommended	81,799	0.00

Administration and Support

This program supports the Department's operations, programs, and mission through professional services such as: budget and financial management, program and management analysis, contract management, and administrative support. This also includes managing the enterprise fund in a financially sound manner; supporting solid waste policy issues through system evaluation and analyses; performing financial analysis, revenue forecasting, and establishing solid waste rates; processing of hauler invoices, tracking and reporting on tonnage and statistical waste generation data; compiling data that is used for program measures and County Stat reporting; and maintaining computer/automation equipment, and related technologies in a cost effective and efficient manner.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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	205	205	205

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,197,843	17.78
Decrease Cost: Information Technology and Automation - revised cost estimates for computing costs	(1,765)	0.00
Decrease Cost: Automation program	(3,139)	0.00
Decrease Cost: Administration	(6,865)	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.	443,604	2.24
FY17 Recommended	3,629,678	20.02

Dickerson Compost Facility

This program includes all processing, transporting, composting, and marketing of yard trim received by the County, including leaves received from the County's Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the Transfer Station. Transportation is

included for hauling leaves and grass from the Transfer Station, located in Derwood, MD to the Composting Facility, located in Dickerson, MD. Composting of all leaves and grass produces a high-quality soil amendment, sold wholesale as LeafGro in bulk and bagged forms. The budget is net of wholesale receipts.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,700,495	1.15
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(228,416)	0.00
FY17 Recommended	5,472,079	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	94,683	0.57
Increase Cost: Dickerson Master Plan	3,240	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.	1,445	0.00
FY17 Recommended	99,368	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,443,006	1.31
Decrease Cost: Gude Landfill	(81,103)	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.	6,027	0.00
FY17 Recommended	1,367,930	1.31

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,704,495	1.52
Decrease Cost: Oaks Landfill	(1,318)	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.	44,389	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	1,747,566	1.52

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 some materials from municipalities and multi-family properties and non-residential properties which have established recycling programs. The materials are then sorted and shipped to markets for recycling. This program also provides for the management of the County's residential and some non-residential mixed paper. A new fiber sorting line is being added in FY16, to improve separation and marketing of commodities. Mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	8,592,521	3.00
Increase Cost: Project Search Position	31,696	0.50
Decrease Cost: Recycling Center	(1,470,063)	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.	(936,114)	(1.00)
FY17 Recommended	6,218,040	2.50

Residential Collection

This program provides for securing, administering, monitoring, and enforcing countywide contracts with private collectors for collection of residential refuse and recyclables, and responding to the service needs of residents. Staff processes service requests from MC311 to ensure timely fulfillment by collection contractors. 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Single-family solid waste charge: Refuse collection fee, charged for once per week curbside collection including on-call bulk pickups (Dollars per household)	66	66	70	70	75
Average number of recycling collections missed per week, not picked up within 24 hours	7.0	6.8	6.5	6.2	5.9
Average number of refuse collections missed per week, not picked up within 24 hours	6.0	4.5	4.3	4.1	3.9

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	26,850,393	28.80
Increase Cost: Residential Recycling - contract increases and increase households serviced	453,136	0.00
Increase Cost: Refuse Collection - contractual increases and increased households serviced	6,984	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.	4,956	(0.20)
FY17 Recommended	27,315,469	28.60

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. Renewable energy in the form of electricity is generated by the combustion of municipal solid waste and is sold into the competitive energy market. Ferrous metals are recovered and recycled. Extensive environmental and operational monitoring is conducted, to meet contractual obligations and all applicable regulatory standards. 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Percent of total municipal solid waste sent to landfill ¹	12.6	13.2	12.8	12.4	12.1

¹ FY15 is a projection.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	42,476,618	1.25
Increase Cost: Resource Recovery Facility - net increase of total program costs including contract increases and decreased electricity revenue	1,921,964	0.00
Decrease Cost: Elimination of Resource Recovery Facility (RRF) Debt Service	(21,407,450)	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.	(28,922)	0.00
FY17 Recommended	22,962,210	1.25

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 Department of General Services as needed.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	156,514	0.40
Decrease Cost: Site 2 Landfill site maintenance and operation	(45,057)	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.	481	0.00
FY17 Recommended	111,938	0.40

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 more in recycling.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	136,649	0.00
Increase Cost: Support for Recycling Volunteers	2,643	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.	(480)	0.00
FY17 Recommended	138,812	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	370,638	2.60
Increase Cost: Waste System Planning - plan development including food waste program and mandatory State studies	215,307	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.	(11,291)	0.00

FY17 Recommended Changes	Expenditures	FTEs
FY17 Recommended	574,654	2.60

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	7,115,489	7,255,672	7,207,930	7,641,106	5.3 %
Employee Benefits	2,491,624	2,656,792	2,631,103	2,701,788	1.7 %
Solid Waste Disposal Personnel Costs	9,607,113	9,912,464	9,839,033	10,342,894	4.3 %
Operating Expenses	91,482,418	91,552,993	94,599,450	72,086,778	-21.3 %
Capital Outlay	0	3,946,457	0	3,085,826	-21.8 %
Solid Waste Disposal Expenditures	101,089,531	105,411,914	104,438,483	85,515,498	-18.9 %
PERSONNEL					
Full-Time	75	75	75	75	---
Part-Time	1	1	1	2	100.0 %
FTEs	92.42	91.92	91.92	94.19	2.5 %
REVENUES					
Investment Income	55,878	289,990	126,350	180,500	-37.8 %
Miscellaneous Revenues	227,770	5,736,474	5,293,857	9,119,411	59.0 %
Other Charges/Fees	238,226	238,628	238,628	238,628	---
Other Fines/Forfeitures	69,534	56,934	56,934	56,934	---
Other Licenses/Permits	13,940	13,145	13,145	13,145	---
Property Rentals	38,174	39,719	39,719	39,719	---
Sale of Recycled Materials	3,919,931	5,232,584	5,232,584	5,232,584	---
Solid Waste Disposal Fees/Operating Revenues	22,688,646	28,480,257	28,218,925	28,658,109	0.6 %
Systems Benefit Charge	69,330,071	56,240,992	55,669,942	56,176,598	-0.1 %
Solid Waste Disposal Revenues	96,582,170	96,328,723	94,890,084	99,715,628	3.5 %
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	962,047	993,833	985,439	1,094,875	10.2 %
Employee Benefits	291,789	338,160	334,672	365,227	8.0 %
Solid Waste Collection Personnel Costs	1,253,836	1,331,993	1,320,111	1,460,102	9.6 %
Operating Expenses	4,881,772	5,145,946	5,010,946	5,244,377	1.9 %
Solid Waste Collection Expenditures	6,135,608	6,477,939	6,331,057	6,704,479	3.5 %
PERSONNEL					
Full-Time	4	4	4	4	---
Part-Time	0	0	0	0	---
FTEs	10.59	11.09	11.09	11.36	2.4 %
REVENUES					
Investment Income	4,623	16,410	10,450	14,930	-9.0 %
Other Charges/Fees	10,988	0	0	0	---
Systems Benefit Charge	6,033,494	6,428,730	6,393,430	6,427,259	---
Solid Waste Collection Revenues	6,049,105	6,445,140	6,403,880	6,442,189	---
DEPARTMENT TOTALS					
Total Expenditures	107,225,139	111,889,853	110,769,540	92,219,977	-17.6 %
Total Full-Time Positions	79	79	79	79	---
Total Part-Time Positions	1	1	1	2	100.0 %
Total FTEs	103.01	103.01	103.01	105.55	2.5 %
Total Revenues	102,631,275	102,773,863	101,293,964	106,157,817	3.3 %

FY17 Recommended Changes

SOLID WASTE DISPOSAL**FY16 ORIGINAL APPROPRIATION****105,411,914 91.92****Other Adjustments (with no service impacts)**

Increase Cost: Equipment Replacement Purchase Schedule	3,085,826	0.00
Increase Cost: Resource Recovery Facility - net increase of total program costs including contract increases and decreased electricity revenue [Resource Recovery Facility & Related Waste Transfer]	1,921,964	0.00
Increase Cost: Out-of-County Haul - increase in amount of hauled material [Out Of County Refuse Disposal]	1,303,260	0.00
Increase Cost: Residential Recycling - contract increases and increase households serviced [Residential Collection]	453,136	0.00
Increase Cost: Charges from Department of Finance for collecting solid waste fees	292,109	2.00
Increase Cost: Waste System Planning - plan development including food waste program and mandatory State studies [Waste System Planning]	215,307	0.00
Increase Cost: FY17 Compensation Adjustment	151,963	0.00
Increase Cost: Group Insurance Adjustment	54,256	0.00
Increase Cost: Increase to A Wider Circle for furniture pickup program [Multi-Family Recycling]	50,000	0.00
Increase Cost: Compost Facility - increase in facility contract costs	48,611	0.00
Increase Cost: Recycling Outreach & Education - contract increases and costs to implement Bill 41-14 Polystyrene Prohibition [Recycling Outreach And Education]	42,269	0.00
Increase Cost: Project Search Position [Recycling Center]	31,696	0.50
Increase Cost: Commercial Recycling - contractual increases [Commercial Recycling]	31,626	0.00
Increase Cost: Annualization of FY16 personnel costs	28,273	0.00
Increase Cost: Residential Recycling Collection Program Personnel	15,781	0.00
Increase Cost: Multifamily Dwellings [Multi-Family Recycling]	7,465	0.00
Increase Cost: Dickerson Master Plan [Dickerson Master Plan Implementation]	3,240	0.00
Increase Cost: Support for Recycling Volunteers [Support for Recycling Volunteers]	2,643	0.00
Increase Cost: Yard Trim Reduction Program [Yard Trim Reduction]	1,768	0.00
Increase Cost: Printing and Mail	64	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(60)	0.00
Decrease Cost: Oaks Landfill [Oaks Landfill]	(1,318)	0.00
Decrease Cost: Automation program [Administration and Support]	(3,139)	0.00
Decrease Cost: Administration [Administration and Support]	(6,865)	0.00
Decrease Cost: Charges from other departments	(23,290)	(0.23)
Decrease Cost: Transfer Station [Transfer Station]	(31,617)	0.00
Decrease Cost: Risk Management Adjustment	(42,478)	0.00
Decrease Cost: Site 2 Landfill site maintenance and operation [Site 2]	(45,057)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(69,932)	0.00
Decrease Cost: Gude Landfill [Gude Landfill]	(81,103)	0.00
Decrease Cost: Retirement Adjustment	(90,141)	0.00
Decrease Cost: Hazardous Waste Program [Household & Small Quantity Hazardous Waste Management]	(100,846)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(317,857)	0.00
Decrease Cost: Recycling Center [Recycling Center]	(1,470,063)	0.00
Decrease Cost: Elimination of One-Time Capital Equipment Purchases Approved in FY16	(3,946,457)	0.00
Decrease Cost: Elimination of Resource Recovery Facility (RRF) Debt Service [Resource Recovery Facility & Related Waste Transfer]	(21,407,450)	0.00

FY17 RECOMMENDED**85,515,498 94.19****SOLID WASTE COLLECTION****FY16 ORIGINAL APPROPRIATION****6,477,939 11.09****Other Adjustments (with no service impacts)**

Increase Cost: Charges from Department of Finance for collecting solid waste fees	146,078	0.30
Increase Cost: Motor Pool Adjustment	48,899	0.00
Increase Cost: FY17 Compensation Adjustment	20,416	0.00
Increase Cost: Annualization of FY16 personnel costs	10,979	0.00
Increase Cost: Risk Management Adjustment	7,230	0.00
Increase Cost: Refuse Collection - contractual increases and increased households serviced [Residential Collection]	6,984	0.00
Increase Cost: Group Insurance Adjustment	6,700	0.00

	Expenditures	FTEs
Increase Cost: Printing and Mail	1,206	0.00
Decrease Cost: Charges from other departments	(1,611)	(0.03)
Decrease Cost: Information Technology and Automation - revised cost estimates for computing costs [Administration and Support]	(1,765)	0.00
Decrease Cost: Administration	(7,474)	0.00
Decrease Cost: Retirement Adjustment	(11,102)	0.00
FY17 RECOMMENDED	6,704,479	11.36

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Commercial Recycling	1,981,313	11.00	1,930,017	11.00
Enforcement	1,229,333	9.93	1,229,322	9.93
Household & Small Quantity Hazardous Waste Management	1,049,162	0.00	1,029,241	0.00
Multi-Family Recycling	864,512	4.00	865,175	4.00
Out Of County Refuse Disposal	10,414,210	1.00	11,718,610	1.00
Recycling Outreach And Education	653,663	2.00	551,118	2.00
Satellite Sites	232,046	1.70	233,999	1.70
Transfer Station	4,661,406	15.00	4,942,952	16.00
Yard Trim Reduction	80,353	0.00	81,799	0.00
Administration and Support	3,197,843	17.78	3,629,678	20.02
Dickerson Compost Facility	5,700,495	1.15	5,472,079	1.15
Dickerson Master Plan Implementation	94,683	0.57	99,368	0.57
Gude Landfill	1,443,006	1.31	1,367,930	1.31
Oaks Landfill	1,704,495	1.52	1,747,566	1.52
Recycling Center	8,592,521	3.00	6,218,040	2.50
Residential Collection	26,850,393	28.80	27,315,469	28.60
Resource Recovery Facility & Related Waste Transfer	42,476,618	1.25	22,962,210	1.25
Site 2	156,514	0.40	111,938	0.40
Support for Recycling Volunteers	136,649	0.00	138,812	0.00
Waste System Planning	370,638	2.60	574,654	2.60
Total	111,889,853	103.01	92,219,977	105.55

Charges to Other Departments

Charged Department	Charged Fund	FY16		FY17	
		Total\$	FTEs	Total\$	FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	266,476	0.00	258,500	0.00
Parking District Services	Bethesda Parking	71,777	0.00	69,600	0.00
Parking District Services	Silver Spring Parking	136,825	0.00	132,700	0.00
Parking District Services	Montgomery Hills Parking	2,243	0.00	2,200	0.00
Parking District Services	Wheaton Parking	13,458	0.00	13,100	0.00
Liquor Control	Liquor	20,276	0.00	19,700	0.00
Total		511,055	0.00	495,800	0.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
SOLID WASTE DISPOSAL						

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
EXPENDITURES						
FY17 Recommended	85,515	85,515	85,515	85,515	85,515	85,515
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	(13)	(29)	(37)	(45)	(45)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	79	79	79	79	79
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	85,515	85,581	85,565	85,557	85,549	85,549

SOLID WASTE COLLECTION

EXPENDITURES						
FY17 Recommended	6,704	6,704	6,704	6,704	6,704	6,704
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	(1)	(2)	(2)	(2)	(2)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	10	10	10	10	10
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	6,704	6,713	6,712	6,712	6,712	6,712

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FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN							
Solid Waste Collection							
FISCAL PROJECTIONS	FY16 ESTIMATE	FY17 REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	15.98%	16.45%	16.45%	16.45%	16.45%	16.45%	16.45%
CPI (Fiscal Year)	0.8%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.35%	0.50%	1.00%	1.50%	2.50%	2.50%	3.00%
Number of Households	91,434	91,818	92,202	92,586	92,971	93,246	93,522
Charge per Household (once-weekly refuse collection)	\$70.00	\$70.00	\$77.00	\$80.00	\$84.00	\$84.00	\$85.00
BEGINNING FUND BALANCE	1,910,947	1,344,920	837,443	823,546	928,455	1,227,281	1,325,231
REVENUES							
Charges For Services	6,393,430	6,427,259	7,099,554	7,406,880	7,809,564	7,825,000	7,949,370
Miscellaneous	10,450	14,930	29,860	44,790	59,720	74,650	89,580
Subtotal Revenues	6,403,880	6,442,189	7,129,414	7,451,670	7,869,284	7,899,650	8,038,950
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(217,850)	(245,187)	(245,187)	(245,187)	(245,187)	(245,187)	(245,187)
Indirect Costs	(212,850)	(240,187)	(240,187)	(240,187)	(240,187)	(240,187)	(240,187)
Desktop Modernization	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL RESOURCES	8,096,977	7,541,922	7,721,670	8,030,029	8,552,552	8,881,744	9,118,994
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,331,057)	(6,704,479)	(6,887,883)	(7,090,533)	(7,313,810)	(7,544,612)	(7,783,205)
Labor Agreement	0	0	(9,531)	(9,531)	(9,531)	(9,531)	(9,531)
Refiree Health Insurance Pre-Funding	0	0	(710)	(1,510)	(1,930)	(2,370)	(2,370)
Subtotal PSP Oper Budget Approp / Exp's	(6,331,057)	(6,704,479)	(6,898,124)	(7,101,574)	(7,325,271)	(7,556,513)	(7,795,106)
OTHER CLAIMS ON FUND BALANCE	(421,000)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(6,752,057)	(6,704,479)	(6,898,124)	(7,101,574)	(7,325,271)	(7,556,513)	(7,795,106)
YEAR END FUND BALANCE	1,344,920	837,443	823,546	928,455	1,227,281	1,325,231	1,323,888
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	16.6%	11.1%	10.7%	11.6%	14.3%	14.9%	14.5%
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. 2. 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 not assumed here.							

FY17-22 DIVISION OF SOLID WASTE SERVICES

FISCAL PROJECTIONS	ESTIMATED FY16	PROJECTED FY17	PROJECTED FY18	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22
Single-Family Charges (\$/Household)	205.11	205.11	205.11	205.11	200.00	194.51	191.30
% change in rate from previous year	-4.0%	0.0%	0.0%	0.0%	-2.5%	-2.7%	-1.7%
Multi-Family Charges (\$/Dwelling Unit)	18.08	18.08	18.08	18.08	12.75	9.55	7.44
% change in rate from previous year	-4.0%	0.0%	0.0%	0.0%	-20.6%	-25.1%	-22.1%
Nonresidential Charges (medium "category" charge)	598.13	598.13	598.13	598.13	477.15	384.68	209.37
% change in rate from previous year	-4.0%	0.0%	0.0%	0.0%	-20.0%	-23.6%	-42.6%
Nonresidential Charges (average \$/2000 sq. ft.)	228.81	228.81	228.81	228.81	180.19	137.71	79.08

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	28,218,925	28,658,109	29,267,534	29,889,281	30,524,238	31,172,198	31,834,098
Charges for Services/SBC	55,669,942	56,176,598	56,665,033	57,222,068	52,469,466	47,310,763	40,836,448
Miscellaneous	10,874,867	14,700,420	14,726,582	14,757,918	14,785,322	14,807,519	14,834,589
Investment Income	126,350	180,500	381,000	541,000	722,000	902,500	1,083,000
Subtotal Revenues	94,890,084	99,715,628	101,020,148	102,410,267	98,501,025	94,192,979	88,588,135
INTERFUND TRANSFERS	683,994	323,259	1,035,072	981,382	580,347	730,332	784,990
EXPENDITURES							
Personnel Costs	(9,812,464)	(10,342,894)	(10,787,638)	(11,273,082)	(11,802,917)	(12,357,654)	(12,938,484)
Operating Expenses	(90,679,562)	(72,086,778)	(75,297,234)	(76,891,138)	(80,989,694)	(84,289,669)	(88,567,970)
Capital Outlay	(3,946,457)	(3,085,826)	(9,853,513)	(7,549,138)	(2,201,344)	(1,725,450)	(2,116,614)
Other Expenditure Restrictions							
Subtotal Expenditures	(104,438,483)	(85,515,498)	(95,938,386)	(95,713,359)	(94,993,955)	(98,372,773)	(103,623,048)
OTHER CLAIMS ON FUND BALANCE	(718,000)	-	-	-	-	-	-
PAYOUT OF GUDE REMEDIATION	-	746,000	756,000	1,090,000	732,000	484,000	941,000
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,669,495	1,657,566	1,699,084	1,745,101	1,795,918	1,848,280	1,902,239
CY ACCRUED CLOSURE COSTS	(32,019)	(33,479)	(41,518)	(46,017)	(50,817)	(52,363)	(53,959)
NET CHANGE	(7,944,929)	16,893,475	8,530,400	10,467,374	6,564,519	(1,169,545)	(11,460,644)

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	28,073,943	37,212,446	44,811,230	51,809,660	54,717,109	50,817,104	36,233,982
Restricted Cash	26,977,107	31,411,111	30,183,955	30,837,845	31,948,195	32,672,268	33,462,485
Subtotal Cash & Investments	55,051,050	68,623,557	74,995,185	82,647,505	86,665,304	83,489,373	69,696,467
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(21,378,874)	(23,984,596)	(23,928,339)	(23,748,489)	(24,593,193)	(25,905,762)	(26,770,402)
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	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)
Renewal & Replacement Reserve	(3,800,157)	(3,868,560)	(3,957,536)	(4,056,478)	(4,166,000)	(4,278,483)	(4,394,002)
Stability Reserve	(500,000)	(2,259,874)	(1,000,000)	(1,734,801)	(1,890,921)	(1,189,944)	(1,000,000)
Subtotal Reserve Requirements	(26,977,111)	(31,411,111)	(30,183,956)	(30,837,845)	(31,948,195)	(32,672,268)	(33,462,485)
Closure/Postclosure Liability	(13,768,443)	(12,144,356)	(10,486,791)	(8,787,707)	(7,042,806)	(5,246,689)	(3,398,408)
Gude Remediation Liability	(28,500,000)	(27,754,000)	(26,998,000)	(25,908,000)	(25,176,000)	(24,692,000)	(23,751,000)
Subtotal Reserve & Liability Requirements	(69,245,554)	(71,309,466)	(67,668,747)	(65,533,553)	(64,166,801)	(62,610,957)	(60,611,893)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	(14,194,504)	(2,685,909)	7,326,439	17,113,953	22,498,503	20,878,415	9,084,574

Net Assets

ENDING NET ASSETS	48,506,527	67,369,026	85,390,638	102,917,708	111,507,000	112,261,211	103,272,897
Less: Reserve Requirements	(26,977,111)	(31,411,111)	(30,183,956)	(30,837,845)	(31,948,195)	(32,672,268)	(33,462,485)
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	21,529,416	35,957,915	55,206,682	72,079,863	79,558,805	79,588,943	69,810,412

FY17 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

FY17 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		0.88429		\$ 49.52		\$ 29.71		\$ 125.88		\$ 70.00		\$ 97.99		\$ 373.10
Outside Leaf Vacuuming District	\$ 56.00		0.88429		\$ 49.52		\$ 29.71		\$ 125.88		\$ 70.00				\$ 275.11
Incorporated							\$ 29.71								\$ 29.71
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							\$ 29.71								\$ 29.71
Inside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.88429		\$ 49.52		\$ 29.71		\$ 125.88				\$ 97.99		\$ 303.10
Outside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.88429		\$ 49.52		\$ 29.71		\$ 125.88						\$ 205.11
MULTI-FAMILY RESIDENTIAL**															
Incorporated							\$ 4.46		\$ 11.60						\$ 16.06
Unincorporated															
Outside Leaf Vacuuming District							\$ 4.46		\$ 11.60						\$ 16.06
Inside Leaf Vacuuming District							\$ 4.46		\$ 11.60				\$ 3.86		\$ 19.92
NONRESIDENTIAL - \$/2,000 SQ. FT. ***															
Code Reference															
Waste Generation Categories															
Low							\$ 82.45		\$ 36.78						\$ 119.23
Medium Low							\$ 247.33		\$ 110.34						\$ 357.67
Medium							\$ 412.22		\$ 183.91						\$ 596.13
Medium High							\$ 577.11		\$ 257.46						\$ 834.57
High							\$ 741.99		\$ 331.03						\$ 1,073.02
OTHER RECOMMENDED FY17 SOLID WASTE FEES															
Base Solid Waste Charge under Section 48-32(a)(1):															
(This is known as the "Tipping Fee") \$56.00 /disposal ton															
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity per Section 48-32(c)(2): \$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 Systems Benefit Charges are set to cover County Base Systems Costs net of Disposal Charges.

** With respect to Base and Incremental Systems 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.

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Cable Television 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 FY17, the Cable Communications Plan consists of three elements: the Cable & Broadband Office appropriation (\$15,807,515), transfers to the County General Fund (\$9,181,309), and transfers to the County Capital Improvements Program (\$4,817,000) for a total use of fund resources of \$29,805,824. Within the Cable Office appropriation of \$15,807,515, Personnel Costs comprise 25.0 percent of the budget for thirteen 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 75.0 percent of the FY17 budget.

In FY17, 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 FY17, total transfers to MC are \$1,620,732, representing an increase of \$78,432 (or 5.1%) over the FY16 transfer of \$1,542,300.

Montgomery County Public Schools (MCPS): Funds are transferred from the Cable Fund to the General Fund, and then to MCPS. In FY17, total transfers to MCPS are \$1,742,791 representing an increase of \$88,582 (or 5.4%) over the FY16 transfer of \$1,654,209.

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 (\$654,353) and other contributions (\$5,163,433).

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**
- ◆ **An Effective and Efficient Transportation Network**
- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Accomplishments

- ☒ The Cable Office successfully negotiated a new franchise with Comcast that preserves the 5% franchise fees and includes 3% PEG capital grant fees that can be used for operating expenses. Comcast will continue to provide courtesy cable TV services to all existing accounts. Comcast will provide up to 14 PEG channels-- 5 of which can be HD channels. The County will be allowed to use the Institutional Network through 2030.
- ☒ The Cable Office successfully negotiated a new franchise with RCN that preserves the 5% franchise fees and provides 3% PEG capital grant fees that can be used for operating expenses. RCN will provide at least 13 PEG channels in standard definition and 13 channels in HD and will provide a metro Ethernet connection with a minimum of 1 Gbps which can be upgraded to 5 Gbps.
- ☒ The Cable Office's Media Services Team worked with the Montgomery County Department of Public Libraries (MCPL) to support Montgomery County Executive Isiah Leggett's Library of the Future Summit. Attendees located at the Gaithersburg Library were able to participate virtually using Google Hangout technology. Social media was used to increase participation and video highlights were posted on YouTube. This program was available on cable TV, online and on mobile devices.
- ☒ County Report This Week, the award winning weekly half hour program produced collaboratively by PEG channels staff, continues to highlight decisions and programs that impact County residents. This show airs on six public, education and government access channels, is available on demand, via mobile devices as well on YouTube. This program is also produced in Spanish - Capsula Informativa del Condado de Montgomery.
- ☒ The PEG channels produced programming to honor Montgomery County Vietnam Veterans as the 40th anniversary of the end of the Vietnam War was commemorated. This program was available on cable TV, online and mobile devices. There will also be a documentary with interviews of residents who served during Vietnam. It is currently scheduled for airing spring 2016.
- ☒ Developed a responsive website that provides access to content produced by the County's PEG channels including information about the programs and services, healthy living, recreation, entertainment and educational opportunities. Features of the website include individual programming schedules, the ability to search content across all the eleven channels and the ability to share content of social media.
- ☒ Reconfigured FiberNet to increase Internet and cloud-computing capacity for Montgomery County Public Schools by 300 percent, representing a \$120,000 cost savings. This FiberNet upgrade enabled 40,000 new Chromebooks for MCPS students to be used effectively with WiFi in the classroom to reach the Internet.
- ☒ Continued upgrades and expansion of wireless access points in Montgomery County Public Libraries and County Offices, expanding access to mobile devices and business productivity both for library patrons and staff. Other projects include the deployment of Dense Wave Division Multiplexing equipment into FiberNet as the first step toward the next generation of FiberNet.
- ☒ The Franchise Administration team began handling service/installation calls for the 800+ complimentary government cable TV and internet accounts. Users call the County's IT Helpdesk and tickets are routed to the technicians in the field on a real time basis.

Program Contacts

Contact Phil Roter of the Cable and Broadband Office at 240.777.2886 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Transmission facilities application process - Average number of days to process applications for siting wireless towers	35	29.2	30	30	30
Number of transmission facility applications processed	144	175	200	200	200
Percent of customers satisfied with Cable Office complaint handling	97.0	97.3	98.1	95.0	95.0

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,616,395	8.90
Decrease Cost: Legal 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.	22,697	0.00
FY17 Recommended	1,589,092	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
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Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Hours of first run locally produced, block, and acquired Montgomery Community Media (MCM) programming	6,862	6,918	6,920	6,930	6,940
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	17,000	17,000	17,500	17,500	17,500
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			2,528,435	0.00	
Increase Cost: Montgomery Community Media Salary and Benefit Increases			61,255	0.00	
Increase Cost: Community Access Facility Rent Increase			9,276	0.00	
Increase Cost: Community Access Facility Utility Cost Increases			5,234	0.00	
FY17 Recommended			2,604,200	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 available via web-streaming from the County's website.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	2,790	2,950	2,942	2,967	2,992
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	662	392	400	408	416
Hours of first run locally produced and acquired Montgomery College MC-ITV programming	229	248	210	210	210
Hours of Montgomery College student-assisted original programming	137	142	140	140	140
FY17 Recommended Changes			Expenditures	FTEs	
FY16 Approved			2,577,920	15.90	
Increase Cost: Webstreaming and Video on Demand			20,000	0.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			40,011	0.00	
FY17 Recommended			2,637,931	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
FY17 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
FY17 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,285,084	0.00
Increase Cost: Municipal Franchise Fees	51,939	0.00
Decrease Cost: Municipal PEG fees	(488,278)	0.00
FY17 Recommended	3,848,745	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,303,345	0.00
Increase Cost: PEG Capital	64,862	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.	(25,000)	0.00
FY17 Recommended	1,343,207	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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
New sites added to FiberNet	42	20	50	25	15

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,453,768	5.70
Enhance: Network Operations Center	181,100	0.00
Increase Cost: Miss Utility Compliance	111,160	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.	38,312	0.00
FY17 Recommended	3,784,340	5.70

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	2,518,712	2,813,670	2,823,344	2,942,918	4.6 %
Employee Benefits	909,294	1,029,200	951,706	1,004,763	-2.4 %
Cable Television Personnel Costs	3,428,006	3,842,870	3,775,050	3,947,681	2.7 %
Operating Expenses	11,125,031	11,922,077	11,978,898	11,859,834	-0.5 %
Cable Television Expenditures	14,553,037	15,764,947	15,753,948	15,807,515	0.3 %
PERSONNEL					
Full-Time	16	13	13	13	---
Part-Time	0	0	0	0	---
FTEs	30.50	30.50	30.50	30.50	---
REVENUES					
Franchise Fees	17,329,690	17,281,070	17,538,632	17,661,404	2.2 %
Gaithersburg PEG Contribution	176,503	168,127	172,972	169,513	0.8 %
I-Net Operating Revenue	1,792,092	0	902,946	0	---
Investment Income	8,355	11,240	18,890	26,990	140.1 %
Other Charges/Fees	10,000	0	0	0	---
PEG Capital Revenue	6,558,848	6,298,151	6,563,168	6,516,834	3.5 %
PEG Operating Revenue	2,278,196	4,110,091	3,251,014	4,119,609	0.2 %
Tower Application Fees	139,710	150,000	150,000	150,000	---
Cable Television Revenues	28,293,394	28,018,679	28,597,622	28,644,350	2.2 %

FY17 Recommended Changes

	Expenditures	FTEs
CABLE TELEVISION		
FY16 ORIGINAL APPROPRIATION	15,764,947	30.50
<u>Changes (with service impacts)</u>		

	Expenditures	FTEs
Enhance: Network Operations Center [FiberNet]	181,100	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Miss Utility Compliance [FiberNet]	111,160	0.00
Increase Cost: Annualization of FY16 Personnel Costs	82,384	0.00
Increase Cost: PEG Capital [Public Education Government Access (PEG) Operations]	64,862	0.00
Increase Cost: Montgomery Community Media Salary and Benefit Increases [Community Access to Cable]	61,255	0.00
Increase Cost: FY17 Compensation Adjustment	60,409	0.00
Increase Cost: Municipal Franchise Fees [Municipal Support]	51,939	0.00
Increase Cost: Webstreaming and Video on Demand [County Cable Montgomery]	20,000	0.00
Increase Cost: Group Insurance Adjustment	19,063	0.00
Increase Cost: Community Access Facility Rent Increase [Community Access to Cable]	9,276	0.00
Increase Cost: Community Access Facility Utility Cost Increases [Community Access to Cable]	5,234	0.00
Increase Cost: Printing and Mail	209	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(4,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(25,000)	0.00
Decrease Cost: Legal costs [Cable Franchise Administration]	(50,000)	0.00
Decrease Cost: Retirement Adjustment	(57,045)	0.00
Decrease Cost: Municipal PEG fees [Municipal Support]	(488,278)	0.00
FY17 RECOMMENDED	15,807,515	30.50

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Cable Franchise Administration	1,616,395	8.90	1,589,092	8.90
Community Access to Cable	2,528,435	0.00	2,604,200	0.00
County Cable Montgomery	2,577,920	15.90	2,637,931	15.90
Municipal Support	4,285,084	0.00	3,848,745	0.00
Public Education Government Access (PEG) Operations	1,303,345	0.00	1,343,207	0.00
FiberNet	3,453,768	5.70	3,784,340	5.70
Total	15,764,947	30.50	15,807,515	30.50

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
CABLE TELEVISION						
EXPENDITURES						
FY17 Recommended	15,808	15,808	15,808	15,808	15,808	15,808
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	45	45	45	45	45
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	15,808	15,852	15,852	15,852	15,852	15,852

FY17 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)

		Act FY15	APP FY16	Est FY16	CE REC FY17	Proj. FY18	Proj. FY19	Proj. FY20	Proj. FY21	Proj. FY22
1	BEGINNING FUND BALANCE	136	1,231	1,905	1,563	402	400	700	1,000	1,300
2	REVENUES									
3	Franchise Fees ¹	17,330	17,281	17,539	17,661	17,773	17,868	17,942	18,018	18,095
4	Gaithersburg PEG Contribution	177	168	173	170	167	165	164	164	163
5	PEG Operating Grant ^{1,2}	2,278	4,110	3,251	4,120	4,056	4,013	3,991	3,968	3,946
6	PEG Capital Grant ^{1,2}	6,559	6,298	6,563	6,517	6,647	6,747	6,814	6,882	6,951
7	FiberNet Operating & Equipment Grant ²	1,792	0	903	0	0	0	0	0	0
8	Interest Earned	8	11	19	27	54	81	108	135	162
9	TFCG Application Review Fees	140	150	150	150	150	150	150	150	150
10	Miscellaneous	10								
11	TOTAL ANNUAL REVENUES	28,293	28,019	28,598	28,644	28,847	29,024	29,169	29,317	29,467
12	TOTAL RESOURCES-CABLE FUND	28,429	29,250	30,503	30,208	29,249	29,425	29,869	30,317	30,767
13	EXPENDITURE OF RESTRICTED FUNDS ²									
14	A. EXPENDITURE OF RESTRICTED CAPITAL FUNDS									
15	Municipal Capital Support ³									
16	Rockville Equipment	923	946	955	931	950	964	973	983	993
17	Takoma Park Equipment	923	946	955	217	222	225	227	229	232
18	Municipal League Equipment	923	946	955	217	222	225	227	229	232
19	SUBTOTAL	2,770	2,837	2,864	1,365	1,393	1,414	1,428	1,442	1,456
20	PEG Capital	853	714	714	779	779	813	957	1,191	1,319
21	ultraMontgomery - CIP				680	680	680	680	680	680
22	FiberNet - CIP	2,979	4,098	4,098	3,693	3,890	3,840	3,750	3,569	3,496
23	(Must be greater or equal to Line 6) SUBTOTAL	6,602	7,649	7,675	6,961	6,741	6,747	6,814	6,882	6,951
24	B. EXPENDITURE OF OTHER RESTRICTED FUNDS									
25	Municipal Franchise Fee Distribution ³									
26	City of Rockville	701	700	740	757	761	765	770	774	778
27	City of Takoma Park	246	245	245	243	243	244	245	246	247
28	Other Municipalities	270	271	268	268	270	272	274	276	278
29	SUBTOTAL	1,217	1,216	1,253	1,268	1,275	1,282	1,289	1,296	1,303
30	Municipal Operating Support ³									
31	Rockville PEG Support	76	77	77	300	292	286	279	272	266
32	Takoma Park PEG Support	76	77	77	458	451	446	443	441	438
33	Muni. League PEG Support	76	77	77	458	451	446	443	441	438
34	SUBTOTAL	228	232	230	1,215	1,194	1,178	1,166	1,154	1,142
35	SUBTOTAL	1,445	1,448	1,483	2,483	2,468	2,460	2,455	2,450	2,446
36	TOTAL EXPENDITURES OF RESTRICTED FUNDS	8,047	9,097	9,158	9,444	9,210	9,207	9,269	9,333	9,397
37	NET TOTAL ANNUAL REVENUES	20,246	18,922	19,440	19,200	19,637	19,817	19,900	19,984	20,070
38	NET TOTAL RESOURCES-CABLE FUND	20,382	20,153	21,345	20,763	20,039	20,218	20,600	20,985	21,370
39	EXPENDITURES OF NON-RESTRICTED FUNDS									
40	A. Transmission Facilities Coordinating Group									
41	TFCG Application Review	175	190	190	220	225	231	237	243	250
42	SUBTOTAL	175	190	190	220	225	231	237	243	250
43	B. FRANCHISE ADMINISTRATION									
44	Personnel Costs - Cable Administration	825	885	904	916	956	999	1,046	1,095	1,146
45	Personnel Costs - DTS Administration	81	82	87	81	84	88	92	96	101
46	Personnel Costs - Charges for County Atty	118	119	127	115	120	125	131	138	144
47	Operating	89	75	75	71	73	75	77	79	81
48	Engineering & Inspection Services	103	98	98	68	69	71	73	75	77
49	Legal and Professional Services	145	168	145	118	121	124	127	131	134
50	SUBTOTAL	1,346	1,426	1,436	1,369	1,423	1,482	1,546	1,613	1,683
51	SUBTOTAL	1,521	1,616	1,626	1,589	1,648	1,712	1,783	1,856	1,933
52	C. MONTGOMERY COUNTY GOVERNMENT - CCM									
53	Media Production & Engineering									
54	Personnel Costs	839	647	565	675	704	736	770	806	844
55	Operating	90	31	41	31	32	33	34	35	36
56	Contracts - TV Production	79	87	87	87	89	92	94	97	99
57	New Media, Webstreaming & VOD Services	47	38	38	58	59	61	62	64	66
58	SUBTOTAL	1,055	804	731	852	885	921	961	1,002	1,045
59	Public Information Office									
60	Personnel Costs	758	796	797	796	830	867	908	951	996
61	Operating Expenses	12	12	12	12	13	13	13	14	14
62	Contracts - TV Production	0	0	0	0	0	0	0	0	0
63	SUBTOTAL	770	809	809	808	843	880	921	964	1,009
64	County Council									
65	Personnel Costs	184	485	486	498	520	543	569	595	623
66	Operating Expenses	18	13	13	13	13	14	14	14	15
67	Contracts - TV Production	152	152	152	152	155	159	163	168	172
68	General Sessions and Committee Meetings	101	101	101	101	103	106	109	112	115

FY17 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)

		Act FY15	APP FY16	Est FY16	CE REC FY17	Proj. FY18	Proj. FY19	Proj. FY20	Proj. FY21	Proj. FY22
69	Multi-Lingual/Cultural Production Services	91	91	91	91	93	95	98	101	103
70	SUBTOTAL	546	842	843	855	885	917	953	990	1,029
71	MNCPPC									
72	Contracts - TV Production	99	99	99	99	101	103	106	109	112
73	New Media, Webstreaming & VOD Services	24	24	24	24	25	26	26	27	28
74	SUBTOTAL	123	123	123	123	126	129	132	136	140
75	SUBTOTAL	2,494	2,578	2,506	2,638	2,738	2,848	2,967	3,092	3,223
76	D. MONTGOMERY COLLEGE - MC ITV									
77	Personnel Costs	1,344	1,456	1,456	1,535	1,601	1,673	1,751	1,834	1,920
78	Operating Expenses	86	86	86	86	88	90	93	95	98
79	SUBTOTAL	1,430	1,542	1,542	1,621	1,560	1,560	1,560	1,560	1,560
80	E. PUBLIC SCHOOLS - MCPS ITV									
81	Personnel Costs	1,490	1,548	1,548	1,606	1,675	1,750	1,832	1,918	2,009
82	Operating Expenses	106	106	106	137	140	144	148	152	156
83	SUBTOTAL	1,596	1,654	1,654	1,743	1,815	1,894	1,980	2,070	2,164
84	F. COMMUNITY ACCESS PROGRAMMING⁴									
85	Personnel Costs	1,954	2,042	2,042	2,103	2,194	2,292	2,400	2,513	2,631
86	Operating Expenses	67	67	67	67	69	70	72	74	76
87	Rent & Utilities	385	396	396	411	420	431	442	454	466
88	New Media, Webstreaming & VOD Services	23	23	23	23	24	24	25	26	26
89	SUBTOTAL	2,429	2,528	2,528	2,604	2,706	2,818	2,940	3,067	3,200
90	G. PEG OPERATING									
91	Operating Expenses	95	206	181	181	186	190	195	201	206
92	Youth and Arts Community Media	150	100	100	100	102	105	108	111	114
93	Community Engagement	91	91	91	91	93	95	98	101	103
94	Closed Captioning	130	163	163	163	167	171	189	189	189
95	Technical Operations Center (TOC)	8	10	10	10	10	10	11	11	11
96	Mobile Production Vehicle	9	19	19	19	19	20	20	21	22
97	SUBTOTAL	484	590	565	565	578	592	622	633	645
98	H. FIBERNET OPERATING									
99	FiberNet - Personnel Charges for DTS	546	727	708	766	799	835	874	915	958
100	FiberNet - Operations & Maintenance DTS	1,308	1,126	1,160	1,126	1,152	1,181	1,212	1,245	1,279
101	FiberNet - Network Operations Center		729	729	910	910	910	910	910	910
102	FiberNet - Personnel Charges for DOT	76	101	101	101	105	110	115	120	126
103	FiberNet - Operations & Maintenance DOT	613	771	771	882	902	925	950	975	1,002
104	SUBTOTAL	2,543	3,454	3,468	3,784	3,868	3,960	4,061	4,166	4,274
105	TOTAL EXPENDITURE OF UNRESTRICTED FUNDS	12,497	13,963	13,890	14,544	14,912	15,383	15,913	16,445	17,000
106	TOTAL EXPENDITURE OF RESTRICTED FUNDS	8,047	9,097	9,158	9,444	9,210	9,207	9,269	9,333	9,397
107	TOTAL EXPENDITURES - PROGRAMS	20,544	23,059	23,048	23,988	24,122	24,590	25,182	25,778	26,397
108	I. OTHER									
109	Indirect Costs Transfer to Gen Fund	579	614	614	649	677	708	741	776	812
110	Indirect Costs Transfer to Gen Fund (ERP & MCTime)	30	-	-	-	0	0	0	0	0
111	Telecom Transfer to the Gen Fund				5	5	0	0	0	0
112	Transfer to the General Fund	4,754	5,277	5,277	5,163	4,044	3,427	2,946	2,464	2,085
113	SUBTOTAL	5,363	5,891	5,891	5,818	4,726	4,135	3,687	3,240	2,897
114	TOTAL EXPENDITURES	25,907	28,951	28,940	29,806	28,848	28,725	28,869	29,017	29,294
115	J. ADJUSTMENTS									
116	Prior Year Adjustments	0	0	0	0	0	0	0	0	0
117	Encumbrance Adjustment	603	0	0	0	0	0	0	0	0
118	CIP - Designated Claim on Fund	0	0	0	0	0	0	0	0	0
119	TOTAL ADJUSTMENTS	617	0	0	0	0	0	0	0	0
120	FUND BALANCE	1,905	299	1,563	402	400	700	1,000	1,300	1,473
121	FUND BALANCE PER POLICY GUIDANCE⁵	1,398	1,395	1,417	1,427	1,438	1,448	1,456	1,464	1,473
122	K. SUMMARY - EXPENDITURES BY FUNDING SOURCE									
123	Transfer to Gen Fund-Indirect Costs	610	614	614	649	677	708	741	776	812
124	Transfer to Gen Fund-Mont Coll Cable Fund ⁶	1,430	1,542	1,542	1,621	1,560	1,560	1,560	1,560	1,560
125	Transfer to Gen Fund-Public Sch Cable Fund ⁶	1,596	1,654	1,654	1,743	1,815	1,894	1,980	2,070	2,164
126	Transfer to CIP Fund	2,979	4,098	4,098	4,817	3,890	3,840	3,750	3,569	3,496
127	Transfer to Gen Fund-Other	4,266	5,277	5,277	5,163	4,044	3,427	2,946	2,464	2,085
128	Transfer to Gen Fund-Telecom	0	0	0	5	5	0	0	0	0
129	FUND TRANSFERS SUBTOTAL	11,368	13,186	13,186	13,998	11,991	11,429	10,977	10,439	10,118
130	Cable Fund Expenditure of Unrestricted Funds	9,471	10,766	10,694	11,180	11,537	11,929	12,373	12,815	13,275
131	Cable Fund Direct Expenditures	14,553	15,765	15,754	15,808	16,857	17,296	17,892	18,578	19,176
132	Cable Fund Personnel	3,428	3,843	3,775	3,948	4,117	4,303	4,505	4,717	4,938
133	Cable Fund Operating	11,125	11,922	11,979	11,860	12,060	12,313	12,707	13,182	13,558

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. Municipal payments are estimates. Actual payments will be calculated based upon actual revenue received, subscriber numbers and formulas specified within the Municipal MOU's.
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 is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).
6. The Cable Fund makes a fund transfer to Montgomery College and MCPS to support MCPS ITV and MC ITV.



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 FY17 Operating Budget for the Department of Liquor Control is \$63,168,686, an increase of \$3,836,438 or 6.47 percent from the FY16 Approved Budget of \$59,332,248. Personnel Costs comprise 53.16 percent of the budget for 296 full-time position(s) and 160 part-time position(s), and a total of 432.42 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 46.84 percent of the FY17 budget.

The increase of \$3.84 million primarily consists of annualized costs for new retail stores, Oracle Enterprise Resource Planning (ERP) contractors, and continued implementation of the Department's Improvement Action Plan. The Liquor Fund's Fiscal Plan shows a negative fund balance in FY16 resulting from an organization-wide improvement effort in 2015 and 2016. The Liquor Fund is projected to return to its fund balance policy in FY18.

In FY17, the Department of Liquor Control will transfer \$20.7 million to the General Fund and make \$10.9 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of \$31.6 million.

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:

- ◆ **Healthy and Sustainable Neighborhoods**
- ◆ **A Responsive, Accountable County Government**
- ◆ **Safe Streets and Secure Neighborhoods**
- ◆ **Strong and Vibrant Economy**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ In FY17, Liquor Control will transfer \$20.7 million to the General Fund and make \$10.9 million in debt service payments on Liquor

Control Revenue Bonds for a total contribution of \$31.6 million.

- ★ Continue to improve operations as outlined in the Improvement Action Plan (June 2015). DLC's priority areas include customer service, warehouse operations, special orders, retail operations, delivery and fleet operations, and financial controls and general operations.
- ★ Implement Phase II of the Communication Center including analyzing service requests and performing outbound calls to licensees and suppliers to proactively address order and delivery issues.
- ★ Provide Alcohol Law Education and Regulatory Training (ALERT) that instructs sellers and servers on safe, legal practices and requirements.

Accomplishments

- ✓ Net sales for FY15 were \$276.7 million. This represents growth over the previous year of \$10.1 million or 3.79 percent.
- ✓ Implemented the Oracle ERP system (February 2015) which has enhanced DLC's inventory controls and reporting capabilities.
- ✓ Completed a reorganization to improve operations:
 - The Operations Division was split into a Wholesale Division and a Retail Division.
 - The number of management positions was increased to improve oversight of operations.
 - A Communication Center was established to centralize customer inquiries and issues.
- ✓ In collaboration with the County Executive's Office, CountyStat, Department of Technology Services, ERP, Department of Finance, Office of Management and Budget, and Office of Human Resources, DLC developed a detailed Improvement Action Plan and began monthly "DLCStat" meetings led by the Chief Administrative Officer to track the implementation effort and its effect on performance measures.
- ✓ Identified locations for three new retail stores scheduled to open during the Summer of 2016.
- ✓ Procured six delivery trucks to replace the oldest vehicles in DLC's fleet. The new vehicles will have lower operating and maintenance costs and improve delivery operations.

Productivity Improvements

- ★ Reorganized the special orders area of the warehouse by customer instead of product and incorporated the use of scanners and labels to streamline special order deliveries.
- ★ In collaboration with Department of Technology Services, DLC customized iStore and iSupplier (comprehensive online portals) based on feedback from licensees, suppliers, and DLC staff to improve the user's experience and provide easy access to data on deliveries and returns, payments, quantity on hand and on order, open orders, and sales trends. Monthly training was also conducted to encourage the use of iStore and iSupplier. Increased use of these online systems will reduce the number of calls to the Order Section and allow DLC staff to be more efficient and responsive.
- ★ Established a standard email address for major business functions (Accounts Payable, Accounts Receivable, Cashiers, Ordering and Licensing/Regulation) to facilitate easier access to the respective team and quicker response coordination.
- ★ Modified business practices and processes with the advent of the Oracle ERP system (February 2015) to streamline operations.

Program Contacts

Contact Lynn Duncan of the Department of Liquor Control at 240.777.1915 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Inventory as a percent of Cost of Goods Sold (COGS)	16.6	15.9	15.0	15.0	15.0
Inventory as a Percent of DLC Sales	11.87	11.5	11.0	11.0	11.0
Wholesale customer satisfaction rating based on the DLC customer survey results (average score on a 1-4 scale) ¹	2.5	NA	3.0	3.3	3.5

¹ A wholesale customer survey was not conducted in Fall 2015. The survey will be reinstated in Fall 2016.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	8,316,529	71.46
Increase Cost: Department of Technology Services (DTS) Chargeback for Oracle Contractors	1,128,000	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.	(687,498)	2.23
FY17 Recommended	8,757,031	73.69

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,663,620	75.80
Add: Master Lease for Six Delivery Trucks	34,000	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.	278,145	3.00
FY17 Recommended	6,975,765	78.80

Retail Sales Operations

This program oversees sales of distilled spirits, wine, and beer to retail customers through the operation of retail stores that are located throughout Montgomery County.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Retail customer satisfaction rating based on the DLC customer survey results (average score on a 1-4 scale)	3.1	3.3	3.5	3.6	3.7

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	26,742,687	242.87
Increase Cost: Annualized Costs for Three New Retail Stores	1,024,500	0.00
Increase Cost: Retail Store Leases	164,403	0.00
Decrease Cost: Point of Sale System (POS)	(19,457)	0.00
Decrease Cost: Elimination of One-Time Items	(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.	406,762	(3.53)
FY17 Recommended	28,018,895	239.34

Licensure, Regulation, and Education

This program includes issuance of beverage alcohol licenses, inspecting, and investigating licensed facilities to ensure compliance with all

applicable laws, rules, 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 partnerships 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 FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Rating of licensees satisfied with ALERT Training (Average Score on a 1-5 Scale)	4.86	4.92	5.00	5.00	5.00
Rating of licensees satisfied with Licensing Application Process (Average score on a 1-5 scale)	4.82	4.82	5.00	5.00	5.00

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,876,998	11.39
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	133,491	1.00
FY17 Recommended	2,010,489	12.39

Office of the Director

This program provides the overall direction for the Department.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Annual growth in DLC retail and wholesale sales (percent) ¹	3.79	3.78	3.00	5.89	3.00
Gross profit margin of DLC retail and wholesale operations (percent)	28.0	27.9	28.0	28.0	28.0

¹ The FY17 growth rate is projected to be higher than average due to three new retail stores opening at the end of FY16.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	554,223	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.	357,530	1.00
FY17 Recommended	911,753	3.00

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	15,178,191	23.20
Increase Cost: Department of Finance Chargeback	159,290	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,157,272	1.00
FY17 Recommended	16,494,753	25.20

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
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LIQUOR CONTROL EXPENDITURES

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Salaries and Wages	22,092,102	22,147,818	23,694,365	24,195,704	9.2 %
Employee Benefits	8,069,847	9,009,104	8,872,715	9,384,536	4.2 %
Liquor Control Personnel Costs	30,161,949	31,156,922	32,567,080	33,580,240	7.8 %
Operating Expenses	16,376,379	17,067,076	19,269,125	18,494,065	8.4 %
Debt Service Other	7,938,245	11,002,600	10,123,000	10,932,900	-0.6 %
Capital Outlay	0	105,650	0	161,481	52.8 %
Liquor Control Expenditures	54,476,573	59,332,248	61,959,205	63,168,686	6.5 %
PERSONNEL					
Full-Time	255	294	294	296	0.7 %
Part-Time	155	160	160	160	---
FTEs	336.82	426.72	426.72	432.42	1.3 %
REVENUES					
Bag Tax	7,819	0	0	0	---
Investment Income	23,735	30,060	53,670	76,670	155.1 %
Liquor Licenses	1,702,657	1,570,197	1,570,197	1,570,197	---
Liquor Sales	77,199,898	81,463,676	79,846,676	84,542,843	3.8 %
Miscellaneous Revenues	138,303	0	0	0	---
Other Charges/Fees	15,222	8,740	8,740	8,740	---
Other Fines/Forfeitures	159,606	220,560	220,560	220,560	---
Other Licenses/Permits	53,540	156,000	156,000	156,000	---
Liquor Control Revenues	79,300,780	83,449,233	81,855,843	86,575,010	3.7 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	12,601	0	0	0	---
Employee Benefits	985	0	0	0	---
Grant Fund - MCG Personnel Costs	13,586	0	0	0	---
Operating Expenses	28,000	0	0	0	---
Grant Fund - MCG Expenditures	41,586	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	5,275	0	0	0	---
State Grants	2,337	0	0	0	---
Grant Fund - MCG Revenues	7,612	0	0	0	---
DEPARTMENT TOTALS					
Total Expenditures	54,518,159	59,332,248	61,959,205	63,168,686	6.5 %
Total Full-Time Positions	255	294	294	296	0.7 %
Total Part-Time Positions	155	160	160	160	---
Total FTEs	336.82	426.72	426.72	432.42	1.3 %
Total Revenues	79,308,392	83,449,233	81,855,843	86,575,010	3.7 %

FY17 Recommended Changes

	Expenditures	FTEs
LIQUOR CONTROL		
FY16 ORIGINAL APPROPRIATION	59,332,248	426.72
Changes (with service impacts)		
Enhance: Reorganization and Additional Staffing to Improve Oversight and Operations	631,520	3.00
Add: Master Lease for Six Delivery Trucks [Delivery Operations]	34,000	0.00
Other Adjustments (with no service impacts)		

	Expenditures	FTEs
Increase Cost: Department of Technology Services (DTS) Chargeback for Oracle Contractors [Warehouse Operations]	1,128,000	0.00
Increase Cost: Annualized Costs for Three New Retail Stores [Retail Sales Operations]	1,024,500	0.00
Increase Cost: FY17 Compensation Adjustment	594,778	0.00
Increase Cost: Annualization of FY16 Personnel Costs	461,604	1.70
Increase Cost: Group Insurance Adjustment	264,555	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	164,403	0.00
Increase Cost: Department of Finance Chargeback [Administration]	159,290	1.00
Increase Cost: Motor Pool Adjustment	121,938	0.00
Increase Cost: Printing and Mail	4,729	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(320)	0.00
Decrease Cost: Debt Service	(3,000)	0.00
Decrease Cost: Point of Sale System (POS) [Retail Sales Operations]	(19,457)	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(105,200)	0.00
Decrease Cost: Risk Management Adjustment	(111,473)	0.00
Decrease Cost: Retirement Adjustment	(213,429)	0.00
Decrease Cost: Elimination of One-Time Items [Retail Sales Operations]	(300,000)	0.00
FY17 RECOMMENDED	63,168,686	432.42

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Warehouse Operations	8,316,529	71.46	8,757,031	73.69
Delivery Operations	6,663,620	75.80	6,975,765	78.80
Retail Sales Operations	26,742,687	242.87	28,018,895	239.34
Licensure, Regulation, and Education	1,876,998	11.39	2,010,489	12.39
Office of the Director	554,223	2.00	911,753	3.00
Administration	15,178,191	23.20	16,494,753	25.20
Total	59,332,248	426.72	63,168,686	432.42

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22

LIQUOR CONTROL

EXPENDITURES

FY17 Recommended	63,169	63,169	63,169	63,169	63,169	63,169
No inflation or compensation change is included in outyear projections.						
Master Lease Payment for Replacement Delivery Trucks	0	60	60	60	60	60
The annualized costs of a master lease for six replacement delivery vehicles procured in FY16.						
Point of Sale System (POS)	0	(47)	(9)	9	(14)	0
These figures represent cost savings realized from the POS System.						
Retail Store Leases	0	168	340	515	695	878
The leases for 28 retail stores based on CPI assumptions (2.2%).						
Retiree Health Insurance Pre-funding	0	(73)	(155)	(197)	(243)	(243)
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	0	596	596	596	596	596
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	63,169	63,873	64,001	64,152	64,263	64,460

FY17-22 PUBLIC SERVICES PROGRAM: FISCAL PLAN
Liquor Control

FISCAL PROJECTIONS	FY16 ESTIMATE	FY17 REC	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	0.8%	1.8%	2.3%	2.5%	2.7%	2.7%	2.7%
Investment Income Yield	0.35%	0.50%	1.00%	1.50%	2.50%	2.50%	3.00%
BEGINNING FUND BALANCE	4,306,913	(366,109)	2,327,771	4,327,772	4,327,772	4,327,772	4,327,772
REVENUES							
Licenses & Permits	1,726,197	1,726,197	1,765,900	1,810,047	1,858,918	1,909,109	1,960,655
Charges For Services	8,740	8,740	8,941	9,165	9,412	9,666	9,927
Fines & Forfeitures	220,560	220,560	225,633	231,274	237,518	243,931	250,517
Miscellaneous	79,900,346	84,619,513	86,809,754	89,052,834	91,350,075	93,702,830	96,112,487
Subtotal Revenues	81,855,843	86,575,010	88,810,228	91,103,320	93,455,923	95,865,536	98,333,586
INTERFUND TRANSFERS (Net Non-CIP)	(24,569,660)	(20,712,444)	(21,068,157)	(23,181,018)	(23,173,472)	(23,391,485)	(23,447,042)
Transfers To The General Fund	(24,569,660)	(20,712,444)	(21,068,157)	(23,181,018)	(23,173,472)	(23,391,485)	(23,447,042)
Indirect Costs	(3,115,690)	(3,358,024)	(3,394,024)	(3,394,024)	(3,394,024)	(3,394,024)	(3,394,024)
Earnings Transfer	(21,453,970)	(17,185,388)	(17,505,101)	(19,786,994)	(19,779,448)	(19,997,461)	(20,053,018)
Telecommunication NDA Transfer	n/a	(169,032)	(169,032)	n/a	n/a	n/a	n/a
TOTAL RESOURCES	61,593,096	65,496,457	70,069,842	72,250,074	74,610,223	76,801,823	79,214,316
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(51,242,805)	(52,235,786)	(54,105,096)	(56,154,175)	(58,397,988)	(60,736,781)	(63,174,744)
Debt Service: Other (Non-Tax Funds only)	(10,716,400)	(10,932,900)	(10,992,600)	(10,995,600)	(10,960,900)	(10,703,200)	(10,480,500)
FFI - Labor Agreement	n/a	0	(596,296)	(596,296)	(596,296)	(596,296)	(596,296)
FFI - Retail Store Leases	n/a	n/a	(168,019)	(339,736)	(515,230)	(694,585)	(877,886)
FFI - Retiree Health Insurance Pre-Funding	n/a	n/a	72,730	154,740	197,370	243,060	243,060
FFI - POS	n/a	n/a	47,211	8,765	(9,407)	13,751	(178)
Subtotal PSP Oper Budget Approp / Exp's	(61,959,205)	(63,168,686)	(65,742,070)	(67,922,302)	(70,282,451)	(72,474,051)	(74,886,544)
TOTAL USE OF RESOURCES	(61,959,205)	(63,168,686)	(65,742,070)	(67,922,302)	(70,282,451)	(72,474,051)	(74,886,544)
YEAR END FUND BALANCE	(366,109)	2,327,771	4,327,772	4,327,772	4,327,772	4,327,772	4,327,772
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	-0.6%	3.6%	6.2%	6.0%	5.8%	5.6%	5.5%

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.
- Fund balance policy equals one month's operating expenses, one payroll, and \$1,500,000 for inventory in cash balance.
- Operating budget expenditures grow with CPI.
- Net profit growth is estimated at 2.5% per year.

Major Issues:

- The Liquor Fund is projected to end FY16 with a negative fund balance due to expenses related to an organization-wide improvement effort. The fund is projected to return to its fund balance policy in FY18.

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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 FY17, 43 NDAs were funded. Three NDAs were not funded: Inauguration & Transition, Montgomery County Employee Retirement Plans and Motor Pool Fund Contribution.

Budget Overview

The total recommended FY17 Operating Budget for the Non-Departmental Accounts is \$317,582,400, an increase of \$39,988,661 or 14.41 percent from the FY16 Approved Budget of \$277,593,739. Personnel Costs comprise 0.73 percent of the budget for 17 full-time position(s) and no part-time position(s), and a total of 4.18 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 99.27 percent of the FY17 budget.

Program Contacts

Contact Felicia Zhang of the Office of Management and Budget at 240.777.2788 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. FY17 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 to match private donations, such as by the Executive Ball for the Arts Committee or through power2give; 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, in partnership with the community, cultivates and supports excellence in the arts and humanities, expands access to cultural expression, and contributes to economic vitality in the region. 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 500 cultural organizations and 2,000 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	4,673,615	0.00
Enhance: Arts and Humanities Council of Montgomery County	200,000	0.00
FY17 Recommended	4,873,615	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	22,950	0.00
FY17 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,150	0.00
Decrease Cost: Operating Expenses	(1,000)	0.00
FY17 Recommended	150	0.00

Children's Opportunity Fund

The Children's Opportunity Fund provides funding to support policy priorities that address the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families. In FY16, the County initiated a funding of \$250,000 in equal parts from the MCPS and Department of Health and Human Services budgets to support the Children's Opportunity Fund. Additionally, to support a public-private partnership with the Rales Foundation, the County appropriated a supplemental \$750,750 in mid-FY16 for the NDA-Children's Opportunity Fund to support the Building Educated Leaders for Life (BELL) summer program.

It is anticipated that the Children's Opportunity Fund will be established at the Montgomery County Community Foundation in FY17. The fund at the Community Foundation will be supported by a Policy Leadership Group made up of the County Executive, the MCPS Superintendent, a member of the Board of Education, and a member of the County Council. This Policy Leadership Group will be staffed by the Director/Consultant of the Children's Opportunity Fund, and will advise the Fund's Steering Committee as to the policy priorities for the Fund. The Children's Opportunity Fund Steering Committee will make the actual competition and award decisions. The membership of the Steering Committee will be 9-11 members and must include the Director of the Department of Recreation, the Director of the Department of Health and Human Services, the MCPS Chief Academic Officer, the Executive Director of the Collaboration Council, the Executive Director of the Montgomery County Community Foundation and the Director/Consultant to the Children's Opportunity Fund who will be hired by the Montgomery County Community Foundation and will be an ex-officio member. Evaluation and data driven decision-making is critical to the work of the Fund. The Children's Opportunity Fund will direct resources to County inter-agency and cross system collaborations, promote public-private partnerships and identify new funding sources in collaboration with the Community Foundation to aggressively close the achievement gap in Montgomery County and impact the social-economic determinants that affect outcomes for children and their families.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
Add: Implementation of the Building Educated Leaders for Life (BELL) Program	375,000	0.00
FY17 Recommended	375,000	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,058,629	0.00
FY17 Recommended	3,058,629	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. FY17 Community Grants are \$7,059,079;
- Community Services Grants: one-time grants for capital purchases that support health and human service activities. FY17 Community Services Grants are \$96,357.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) for a total of \$1,120,000 are listed as follows: A Wider Circle, Inc.: \$50,000; Congregation Beth El of Montgomery County: \$20,000; Cornerstone Montgomery, Inc.: \$350,000; Easter Seals Greater Washington-Baltimore Region, Inc.: \$50,000; Friends House, Inc.: \$50,000; Graceful Growing Together, Inc.: \$100,000; Hebrew Home of Greater Washington, Inc.: \$200,000; Jewish Community Center of Greater Washington, Inc.: \$25,000; Jewish Foundation for Group Homes, Inc.: \$100,000; Potomac Community Resources, Inc.: \$50,000; Reginald S. Lourie Center for Infants and Young Children: \$30,000; Seven Locks Jewish Community Inc.: \$20,000; The Jewish Federation of Greater Washington, Inc.: \$25,000; Warrior Canine Connection, Inc.: \$50,000.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,964,105	0.00
Add: Community Grant: A Wider Circle, Inc. (Provides for the Professional Development Center)	45,000	0.00
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provide a free summer camp for culturally, economically and geographically disadvantaged youth of East Montgomery County)	50,000	0.00
Add: Community Grant: African Immigrant and Refugee Foundation, Inc. (Provide for transition of African immigrant youth to American society through after school tutoring support and cultural immersion)	10,400	0.00
Add: Community Grant: African Women Council Inc. (Provides for leased space at the Nonprofit Village)	9,450	0.00
Add: Community Grant: Aligarh Muslim University Alumni Association of North America Inc (Provide resources, guidance and assistance to minority youth pursue college education and obtain internships)	1,500	0.00
Add: Community Grant: Am Kolel, Inc. (Provide for the Visitors Project for People with Dementia to provide regular friendly visits to lonely, low-income nursing home residents)	12,500	0.00
Add: Community Grant: Asbury Foundation, Inc. (Provide for the Gaithersburg Beloved Community Initiative)	10,000	0.00
Add: Community Grant: Asian American LEAD (Provides for programs for low-income/underserved Asian Pacific American youth)	60,000	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (Provide legal assistance to low-income Asian immigrants seeking immigration relief.)	25,000	0.00
Add: Community Grant: Asian-American Homeownership Counseling, Inc. (Provides for foreclosure/eviction prevention services, homeownership and financial education)	55,978	0.00
Add: Community Grant: Ayuda (Provides interpretation and translation services to ensure equal access to justice for limited-English proficient and deaf community members)	20,000	0.00
Add: Community Grant: Bethesda Cares, Inc. (Provide individual and group mental health services to homeless clients, as part of the process of referring them to housing)	30,000	0.00
Add: Community Grant: Bethesda Cares, Inc. (Provides emergency assistance to low-income County residents, who would otherwise live in unsafe conditions or be evicted/become homeless)	10,000	0.00
Add: Community Grant: Bethesda Green Inc. (Provides for Sustainability Impact Management (Measure What Matters) Campaign)	10,000	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Bethesda Metro Area Village (Provides operating support for organization support services and social opportunities to help seniors age in place in their homes)	15,000	0.00
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area (Provide for One-To-One mentor relationships by pairing Bigs and Littles in Montgomery County)	34,340	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provides for operating support)	24,329	0.00
Add: Community Grant: Capital Area Food Bank (Provide low-income seniors with monthly grocery bags including shelf-stable items, fresh produce, and nutrition and health resources)	25,000	0.00
Add: Community Grant: Carribean Help Center, Inc. (Provides for training of interpreters, support a bilingual staff position and food distribution for low income residents.)	20,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides additional support above amount provided by HIF for the Tenant Counseling and Housing Initiatives Program)	15,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides additional support above amount provided by HIF to the Pine Ridge Community Center)	25,830	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides for the Deferred Action for Childhood Arrivals (DACA) program)	90,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides for the Long Branch Economic Development Program)	100,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides linguistically and culturally appropriate social services, case management, and assistance in accessing benefits to low-income immigrants)	93,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides outreach and education on the naturalization process, application assistance, and wraparound financial services)	25,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides vocational training for low-income immigrant workers at the Rockville Welcome Center)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for a bilingual office manager to support emergency assistance, case management, and referral services)	50,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide employment referral services and job readiness workshops to Latino and new-immigrant residents)	50,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide therapeutic services and community integration opportunities for adults with multiple disabilities.)	25,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide therapeutic services to children and youth with developmental disabilities)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides a Family Support Worker to provide services to the low-income, largely immigrant community)	50,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for a range of culturally competent social support services for Latino and immigrant residents in crisis)	46,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for administrative support for transitional housing and case management for chronically homeless adults)	40,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for connecting low-income immigrants to medical, dental, health education, and social services)	37,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for life skills development and job placement assistance for unemployed, homeless individuals)	25,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for the Community Companions program)	125,170	0.00
Add: Community Grant: Center for Adoption Support and Education, Inc. (Provides for the Live, Learn, Lead Academy for youth transitioning from foster care to independence)	37,000	0.00
Add: Community Grant: Child Center & Adult Services, Inc. dba Aspire Counseling (Provides for the Healthy Mothers, Healthy Babies Program for uninsured low-income women with perinatal depression)	20,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide essential health services to Chinese Americans with mental health concerns)	25,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provides for the STOP B program)	60,000	0.00
Add: Community Grant: Circle of Rights, Inc. (Provide stroke symptom awareness and prevention alternatives for a healthier lifestyle in multiple languages)	15,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Provides program for low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school)	75,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Provides program low-income, first-gen-to-college high school students get admitted to college or technical school with enough financial aid to attend)	150,000	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Committee of the Spanish Speaking Community of MD, Inc. (La Comunidad) (Provides consultations with case workers to address needs of low-income families and immigrants)	10,000	0.00
Add: Community Grant: Community Bridges Incorporated (Provide mentoring, college and career planning and mentoring support for low income girls and families)	45,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research, Inc (Provides for connecting vulnerable Long Branch and Takoma Park residents to health and wellness resources)	25,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide in-home client services, home repairs, and case management to enable low income frail elderly age in place)	35,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provides for the Rockville Emergency Assistance Program)	15,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for conflict resolution services in Montgomery County schools, serving youth, families and school staff)	20,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for conflict resolution services to assist seniors and their families in Montgomery County)	10,000	0.00
Add: Community Grant: Conservation Montgomery, Inc. (Provide Home Tree Care 101 classes to teach homeowners how to maintain trees on their private property.)	10,150	0.00
Add: Community Grant: Court Watch Montgomery, Inc. (Provides recommendations for strengthening court protection for domestic violence victims and their children)	20,000	0.00
Add: Community Grant: Crittenton Services of Greater Washington (Provides for the College Access program for 8th grade girls to become firsts in their families to attend college)	35,000	0.00
Add: Community Grant: Cultural & Diversity Enrichment Services-USA Inc (CADES-USA) (Provides programming for immigrant youth)	34,000	0.00
Add: Community Grant: DC Diaper Bank (Provide free and reliable source of diapers and hygiene essentials for children)	10,000	0.00
Add: Community Grant: Eastern Montgomery Emergency Assistance Network, Inc. (Provide emergency assistance for rent and utilities to low income residents of eastern Montgomery County)	15,000	0.00
Add: Community Grant: EduCare Support Services, Inc. (Provide supplemental food assistance to low income families, seniors, persons with disabilities or chronic illness, and other emergency situations)	50,000	0.00
Add: Community Grant: Empowered Women International, Inc (Provide entrepreneurship and workforce training and support services to promote self-sufficiency of immigrant, refugee and low-income women)	25,000	0.00
Add: Community Grant: Equipment Connections for Children Inc. (Provides support for storage rental facility, equipment repairs, insurance, and staff wages)	10,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland (Provides nutrition management, healthy relationship, reproductive health, mental health and substance abuse services)	25,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provides for the "I Am College Ready" program)	44,180	0.00
Add: Community Grant: Family Services, Inc. (Provide academic, social and emotional supports during and after school for at-risk minority males at Gaithersburg Middle School)	40,000	0.00
Add: Community Grant: Family Services, Inc. (Provides for the Neighborhood Opportunity Network)	75,000	0.00
Add: Community Grant: First African Methodist Episcopal Church of Gaithersburg, Inc. (Provides for the SHARE food program for low-income families)	7,410	0.00
Add: Community Grant: Future Link, Inc. (An extensive outreach program providing individualized academic and career supports for at-risk youth)	30,000	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide the basic needs of food, diapers, and formula for low-income residents in Gaithersburg/Montgomery Village area.)	25,000	0.00
Add: Community Grant: Gandhi Brigade Youth Media (Provides for youth leadership development and employment potential through media training, community engagement, and community service)	45,000	0.00
Add: Community Grant: GapBuster, Inc. (Provides for services to at-risk students, exposing them to the STEM fields and engaging them in meaningful community service)	100,000	0.00
Add: Community Grant: Generation Hope (Provides teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality)	15,000	0.00
Add: Community Grant: Girls on the Run of Montgomery County, MD (Provides program scholarships and shoes to underserved girls)	10,000	0.00
Add: Community Grant: Graceful Growing Together, Inc. (Provides operating support for implementation of the new Bethesda community center.)	35,000	0.00
Add: Community Grant: Great and Small (Provides operating support for equine-assisted programs serving individuals with special needs)	10,000	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Community Grant: GreenWheaton Inc (Provides for development and implementation of community-appropriate, environmentally-friendly projects and programs)	15,000	0.00
Add: Community Grant: growingSOUL, Inc (Provides for operating support)	20,000	0.00
Add: Community Grant: Habitat for Humanity Metro Maryland, Inc. (Provide necessary health and safety home repairs to low-income homeowners)	20,000	0.00
Add: Community Grant: Hebrew Home of Greater Washington, Inc. (Provides for operating support for the ElderSAFE Center)	50,000	0.00
Add: Community Grant: Heritage Tourism Alliance of Montgomery County (Provides for operating support for Heritage Montgomery)	100,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland (Provides for the Partnership Youth Initiative)	30,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland Inc. dba Hispanic Chamber of Commerce of Montgomery County (Provides for operating support)	22,000	0.00
Add: Community Grant: Home Care Partners, Inc. (Provides home aide services to help low-income seniors and adults with disabilities remain at home)	5,000	0.00
Add: Community Grant: Hope Restored, Inc. (Provides for reducing the recidivism rate in Montgomery County through strategic partnerships with public and private partnerships)	25,000	0.00
Add: Community Grant: Hospice Caring, Inc. (Provides for a non-medical hospice to effectively serve an increasingly diverse population by removing barriers of language and culture)	10,000	0.00
Add: Community Grant: Housing Unlimited Inc (Provides for operating support)	30,000	0.00
Add: Community Grant: Identity, Inc. (Provides for case management services to connect Latino youth and families with resources for food, clothing, shelter and other safety net services)	60,000	0.00
Add: Community Grant: Identity, Inc. (Provides for Saving Lives Through Soccer: Conflict Resolution and Social Integration for At-Risk Latino Youth)	110,000	0.00
Add: Community Grant: Imagination Library Of Montgomery County, Maryland Inc (Provides for mailing free, age-appropriate books to children from birth to age five)	7,500	0.00
Add: Community Grant: IMPACT Silver Spring Inc (Provides for support for out-of-school athletic program for youth in Long Branch)	87,500	0.00
Add: Community Grant: IMPACT Silver Spring Inc (Provides for the Neighborhood Opportunity Network Initiative)	222,640	0.00
Add: Community Grant: Interfaith Works (Provide job training, one-on-one counseling, and long-term placement services for homeless and very low-income members of our community.)	33,000	0.00
Add: Community Grant: Interfaith Works (Provide security for two emergency programs to keep vulnerable clients, staff, and volunteers safe and free from harm.)	35,000	0.00
Add: Community Grant: Interfaith Works (Provides for the Emergency Support program)	20,000	0.00
Add: Community Grant: Japanese Americans' Care Fund (Provides for Keiai-no-tsudoi, an annual gathering for Japanese American seniors)	2,510	0.00
Add: Community Grant: Jewish Community Center of Greater Washington, Inc. (Provides for the Camp JCC Inclusion Program for children and young adults with disabilities)	25,000	0.00
Add: Community Grant: Jewish Community Center of Greater Washington, Inc. (Provides for the Selma Sweetbaum Satellite Program to support at-risk senior adults)	40,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc (Provides for the Career Gateway program for jobless Montgomery County residents age 50 and over)	36,760	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides for the 50+ Employment Expo)	75,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides for the Intergenerational Bridges Program)	15,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides support to increase the intergenerational volunteer corps)	25,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provides for a Job Developer)	30,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provides for a Senior Services Case Manager to manage the daily living needs of frail seniors, allowing them to age in place)	40,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provides for a social worker specializing in Early Childhood, serving children under 12 and members of their circle of care)	50,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provides for a social worker specializing in treatment of children and adolescents providing individual, group and family therapy)	35,000	0.00
Add: Community Grant: Junior Achievement of Greater Washington (Provides for the Economics For Success program and pilot of Finance Park)	10,000	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Kaur Foundation, Inc. (Provides for workshops on cultural literacy)	15,000	0.00
Add: Community Grant: KEEN Greater DC LLC (Kids Enjoy Exercise Now) (Provide free exercise/fitness program to youth with significant disabilities)	10,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provides for Strengthening Asian Families through Empowerment and Services (SAFES) program)	50,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provides for the Keystone Project to assist victims of domestic violence in the Korean community)	55,000	0.00
Add: Community Grant: Lead4Life, Inc. (Provide services to disconnected youth with a concentration on the African American population through a Positive Youth Development approach)	20,000	0.00
Add: Community Grant: Legal Aid Bureau, Inc. (Provide enhanced access to healthcare insurance for low-income underserved children in Montgomery County with direct advocacy, outreach and education.)	25,000	0.00
Add: Community Grant: Leveling the Playing Field (Provides for operating support)	20,000	0.00
Add: Community Grant: Liberty's Promise Inc (Provides for an after-school civic engagement program and internship program for low-income, immigrant youth)	65,000	0.00
Add: Community Grant: Little Falls Village Corp (Provides for operating support)	10,000	0.00
Add: Community Grant: Lutheran Social Services of the National Capital Area (Provides emergency rental/utility assistance and safety net services for refugee families)	20,000	0.00
Add: Community Grant: Madison House Autism Foundation ("Provides for a Volunteer Coordinator to optimize and expand volunteer programs at Madison Fields)	25,000	0.00
Add: Community Grant: Madison House Autism Foundationa (Provides for an Employment Specialist to oversee and coach adults with autism working in a community-based employment setting)	25,000	0.00
Add: Community Grant: Making a New United People (Provides a summer enrichment program and meals for youth aged 6 - 13 receiving FARMS)	10,000	0.00
Add: Community Grant: Manna Food Center (Provides for bringing locally grown produce to County residents experiencing hunger and to recover produce from local farmers markets)	20,000	0.00
Add: Community Grant: Manna Food Center (Provides for the Smart Sacks program for elementary school students)	32,500	0.00
Add: Community Grant: Mary's Center for Maternal and Child Care, Inc. (Provide health education and social services for un/under-insured residents)	20,000	0.00
Add: Community Grant: Maryland Vietnamese Mutual Association, Inc. (Provides for outreach and services to the Vietnamese American community)	25,000	0.00
Add: Community Grant: Maryland/Israel Development Center (Provides for promoting trade and investment between Montgomery County and Israeli businesses)	40,000	0.00
Add: Community Grant: MdBio Foundation, Inc. (Provide summer education and career exploration for rising seventh and eighth grade minority and female students in STEM)	10,030	0.00
Add: Community Grant: Mental Health Association of Montgomery County (Provide Mental Health First Aid (MHFA) training on how to respond to mental health crises)	25,000	0.00
Add: Community Grant: Mental Health Association of Montgomery County (Provides for the Serving Together program providing coordinated community resources for veterans and their families)	150,000	0.00
Add: Community Grant: Mercy Health Clinic (Provides for medical staff to provide primary care for low-income, uninsured patients and patients who have Medicaid)	50,000	0.00
Add: Community Grant: Mid-Atlantic Gleaning Network (Provides for emergency food relief by harvesting fresh fruits and vegetables and distributing to needy County residents)	20,000	0.00
Add: Community Grant: Ministries United Silver Spring Takoma Park, Inc. (Provides for eviction, 1st months rent, utility, prescription and other emergency assistance programs)	10,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Provides for a Medical Director position)	30,000	0.00
Add: Community Grant: MOCO Kids Co (Provides for support for operation of a prototype KID Museum facility)	40,000	0.00
Add: Community Grant: Montgomery Countryside Alliance (Provides for operating support)	10,000	0.00
Add: Community Grant: Montgomery County Coalition for the Homeless Inc. (Provides for 24/7 emergency shelter including case management and supportive services for men experiencing homelessness)	86,260	0.00
Add: Community Grant: Montgomery County Coalition for the Homeless Inc. (Provides for case management/support services for formerly homeless families in the Partnership for Permanent Housing)	100,000	0.00
Add: Community Grant: Montgomery County Collaboration Council for Children, Youth and Families (Provides for a Disproportionate Minority Contact Reduction Coordinator)	22,425	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Montgomery County Family Justice Center Foundation, INC (Provide for emergency services and the security and sustained well-being for families affected by domestic violence)	30,000	0.00
Add: Community Grant: Montgomery County Food Council (Provides for operating support)	25,000	0.00
Add: Community Grant: Montgomery County Maryland Bar Foundation, Inc (Provide access to pro bono/low fee legal advice and services to self represented litigants within the Family Court)	10,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provides for a youth empowerment program)	5,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provides for operating support)	100,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provides for the Senior and Social and Transportation program)	65,000	0.00
Add: Community Grant: Montgomery County Partners for Animal Well-Being, Inc. (Provide veterinary care assistance to adopters who adopt a pet that has a pre-existing medical condition)	2,500	0.00
Add: Community Grant: Montgomery County Partners for Animal Well-Being, Inc. (Provide veterinary care assistance to seniors)	2,500	0.00
Add: Community Grant: Montgomery County Sister Cities, Inc. (Provides for operating support)	25,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provide professional grief support to individuals and manage volunteer services to support patients and their families)	38,718	0.00
Add: Community Grant: MoverMoms Inc (Provides for operating support)	25,000	0.00
Add: Community Grant: NAMI Montgomery County (Provide educational classes, support groups and outreach presentations for family members of individuals living with mental illness)	15,000	0.00
Add: Community Grant: NAMI Montgomery County (Provide educational classes, support groups and outreach presentations for individuals living with mental illness)	15,000	0.00
Add: Community Grant: Nourish Now Foundation, Inc. (Provides for operating support for the food recovery program)	15,000	0.00
Add: Community Grant: Nourish Now Foundation, Inc. (Provides for the Family Food Distribution Program, which provides direct food assistance to families and individuals)	20,000	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency food and financial assistance for rent, utilities and prescriptions to avoid eviction, utility shut-off, or lapse in medication)	10,000	0.00
Add: Community Grant: Olney Home For Life Inc. (Provide free transportation and Friendly Daily Calls and Weekly Visits to seniors in Olney and surrounding areas)	15,000	0.00
Add: Community Grant: Our House, Inc. (Provide vocational and mentoring skills to adjudicated male youth, referred by Department of Juvenile Services, to reduce Maryland's recidivism rate)	20,000	0.00
Add: Community Grant: Passion for Learning, Inc. (Provide digital technology and high school -college readiness skills for low income middle school students)	22,090	0.00
Add: Community Grant: Poolesville Green, Inc. (Provides for environmental education and outreach program and to support the Poolesville Community Garden and PHS Green projects)	5,000	0.00
Add: Community Grant: Potomac Community Resources, Inc. (Provides for operating support)	30,000	0.00
Add: Community Grant: Pride Youth Services, Inc (Provides for African American youth to develop resiliency and self-efficacy skills necessary to live productive lives)	15,000	0.00
Add: Community Grant: Primary Care Coalition of Montgomery County, MD, Inc. (Provides better access to dental care and training/exercise to prevent falls for low-income seniors in subsidized housing)	22,650	0.00
Add: Community Grant: Raba Leadership Initiative (Provide leadership development for students to address vital community issues.)	30,000	0.00
Add: Community Grant: Rebuilding Together Montgomery County (Provide critical home repairs, energy efficiency upgrades, and accessibility modifications to low-income homeowners)	30,920	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provide opportunities for youth and adults with and without disabilities to work, learn, and grow healthy food)	30,000	0.00
Add: Community Grant: Reginald S. Lourie Center for Infants and Young Children (Provides for expanded Psychological Evaluation and Testing Service in Spanish and English)	35,000	0.00
Add: Community Grant: Rockville Economic Development, Inc. (Provides for business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs)	40,000	0.00
Add: Community Grant: Rosaria Communities Foundation, Inc. (Provides professional staff to oversee and grow the operations to ensure housing for people with physical and intellectual disabilities)	20,000	0.00
Add: Community Grant: Scotland Storm Community Development Inc. (Provide fee academic and sports programs for underserved youth from the historic Scotland community)	20,000	0.00
Add: Community Grant: Silver Spring Green (Creating a sustainability location in Silver Spring)	25,000	0.00
Add: Community Grant: Silver Spring Green (Provides for operating support)	15,000	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Silver Spring Town Center Inc. (Provides for operating support)	40,000	0.00
Add: Community Grant: Silver Spring Village, Inc. (Provides operating support to build and sustain Village activities to help older residents live independently)	30,000	0.00
Add: Community Grant: Spirit Club Foundation Inc. (Create greater access to health-related opportunities for people with disabilities of low income to promote health and independence.)	10,000	0.00
Add: Community Grant: St. Ann's Center for Children, Youth and Families (Provides for access to services for pregnant or parenting teens and their children, by offsetting the cost of utilities)	25,000	0.00
Add: Community Grant: St. Camillus Church (Provides for nutritionally adequate, culturally appropriate food to be distributed to families in need)	17,000	0.00
Add: Community Grant: St. Joseph's House, LTD (Provides for home-based care, before and after school, for students with multiple and severe disabilities)	15,000	0.00
Add: Community Grant: Sunflower Bakery, Inc. (Provides for preparing young adults with developmental or other cognitive disabilities for employment through skilled, on-the-job training)	23,400	0.00
Add: Community Grant: The Alliance for Workplace Excellence, Inc. (Provides education, awareness, and recognition to employers for excellent workplace practices)	25,000	0.00
Add: Community Grant: The CareerCatchers, Inc. (Provide individualized employment counseling and vocational services to survivors of domestic violence)	30,000	0.00
Add: Community Grant: The George B. Thomas, Sr. Learning Academy Inc. (Provide supplemental instruction in reading and math skills to kindergarten students from traditionally underserved groups)	25,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition Against Domestic Abuse (Provide critical crisis services to victims of domestic abuse and their children)	50,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition Against Domestic Abuse (Provides for crisis services to teen/young adult victims of dating abuse and witnesses of domestic abuse)	50,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition Against Domestic Abuse (Provides for the Legal Access Program for more difficult legal proceedings for victims of abuse)	65,000	0.00
Add: Community Grant: The Ivymount School, Inc. (Provides for the Project SEARCH program)	40,000	0.00
Add: Community Grant: The Muslim Community Center Inc (Provide handicap access shuttle van transportation services for patients from major public transportation hubs in the area to the Clinic)	35,000	0.00
Add: Community Grant: The Muslim Community Center Inc (Purchase and operate a handicap accessible shuttle van service from public transportation hubs for MCC Medical Clinic patients)	25,000	0.00
Add: Community Grant: The Muslim Community Center, Inc. (Provides for implementation of quality measures consistent with the standard of care for controlling diabetes and other chronic diseases)	30,000	0.00
Add: Community Grant: The Muslim Community Center, Inc. (Provides for the domestic violence program)	25,000	0.00
Add: Community Grant: The National Capital B'nai B'rith Assisted Housing Corporation (Provide for Medication Administration on overnight security along with emergency oversight to poor at- risk elders.)	25,500	0.00
Add: Community Grant: The National Center for Children and Families (Provides for critical transitional housing services for families residing in the Greentree Shelter)	200,000	0.00
Add: Community Grant: The National Center for Children and Families (Provides for the FutureBound Transitional Housing Program for young adults who are homeless)	35,000	0.00
Add: Community Grant: The Nonprofit Village Center, Inc. (Provides for operating support)	75,000	0.00
Add: Community Grant: The Senior Connection of Montgomery County, Inc. (To continue the creation of a transportation network for county seniors)	30,000	0.00
Add: Community Grant: Town of Poolesville (Provides support for the Poolesville Area Senior Center)	20,800	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provides for the Educational and Life Skills Program for youth to excel academically and socially)	27,220	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provides for the Game Changer Conference for Young Males)	10,919	0.00
Add: Community Grant: Upcounty Community Resources, Inc. (Provides support for expansion of activities for people with developmental differences)	35,000	0.00
Add: Community Grant: Upper Montgomery Assistance Network (Provides for emergency financial assistance to families facing homelessness or loss of a vital utility service)	10,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide outreach services to better assist disadvantaged and hard-to-reach target groups among the Vietnamese population)	25,000	0.00
Add: Community Grant: Village of Takoma Park, Inc. (Provide volunteer rides, friendly visits, in-home help, advocacy and monthly meetings for Takoma Park's diverse older adult population)	3,500	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Washington Regional Association of Grantmakers (Provide training for county nonprofits in program evaluation)	35,000	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (Provides for incubation of minority owned small businesses to increase sustainability of Asian American immigrant families)	50,000	0.00
Add: Community Grant: Women Who Care Ministries (Provides for the childrens' weekend backpack program and Montgomery Village Food Center)	140,000	0.00
Add: Community Grant: World Organization for Resource Development and Education (Provides for operating support)	50,000	0.00
Add: Community Grant: World Organization for Resource Development and Education (Provides operating support for the Faith Community Working Group)	40,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington (Provide case management and training for volunteers in an intensive one-on-one mentoring program for court-involved male youth of color)	10,000	0.00
Add: Community Services Grant: Chinese Culture and Community Services Center, Inc. (Provides a walk-in cooler and treatment table)	8,300	0.00
Add: Community Services Grant: Coalition Homes (Provides for wood laminate for three units)	5,000	0.00
Add: Community Services Grant: Cornerstone Montgomery, Inc. (Provides for computer equipment)	9,500	0.00
Add: Community Services Grant: Ethiopian Community Center in Maryland (Provides for medical testing equipment)	4,800	0.00
Add: Community Services Grant: Housing Initiative Partnership (Provides for computer equipment)	4,000	0.00
Add: Community Services Grant: Jewish Social Services Agency (Provides for signature pads)	9,637	0.00
Add: Community Services Grant: Mary's Center for Maternal and Child Care, Inc. (Provides for medical equipment)	4,750	0.00
Add: Community Services Grant: Nourish Now (Provides for shelving, sink, and an air conditioner unit)	10,000	0.00
Add: Community Services Grant: St. Coletta of Greater Washington (Provides for a treatment table)	2,471	0.00
Add: Community Services Grant: Takoma Park Presbyterian Church (Provides for construction costs)	10,000	0.00
Add: Community Services Grant: The Arc of Montgomery County, Inc. (Provides for a generator and equipment)	6,274	0.00
Add: Community Services Grant: The Armand Center for Conflict Resolution, Inc. (Provides for computer equipment)	2,703	0.00
Add: Community Services Grant: The Center for Adoption Support and Education (Provides for computer equipment)	6,500	0.00
Add: Community Services Grant: The Korean American Senior Citizens Association, Inc. (Provides for a copier and computer equipment)	2,662	0.00
Add: Community Services Grant: Upcounty Community Resources, Inc. (Provides for computer equipment)	2,260	0.00
Add: Community Services Grant: Winter Growth, Inc. (Provides for chairs)	7,500	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY16	(5,964,105)	0.00
FY17 Recommended	7,155,436	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 FY17.

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,450,458	1.23
Increase Cost: Actuarial Charges	75,000	0.00
Increase Cost: MLS Pay for Performance - Non-Tax Supported	6,077	0.00
Increase Cost: FY17 Compensation Adjustment	2,353	0.00
Increase Cost: Group Insurance Adjustment	781	0.00
Increase Cost: Printing and Mail	273	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(150)	0.00
Increase Cost: Retirement Adjustment	(263)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(782)	(0.05)
FY17 Recommended	2,533,747	1.18

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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,423,788	0.00
Increase Cost: Allocation Based on Hotel/Motel Tax Estimate	20,827	0.00
FY17 Recommended	1,444,615	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 deposited into the general fund. Twenty percent of the County's net proceeds from Conference Center operations is retained for investment in marketing and facility improvements to increase Conference Center usage. All proposed investment expenditures are reviewed and approved by the

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	616,072	1.00
Increase Cost: Annualization of FY16 Personnel Costs	11,364	0.00
Shift: Costar License from Department of Economic Development	4,000	0.00
Increase Cost: FY17 Compensation Adjustment	1,333	0.00
Decrease Cost: Biennial Management Audit	(50,000)	0.00
FY17 Recommended	582,769	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	61,733,000	0.00
Increase Cost: County Contribution Based on Actuarial Valuation	1,322,000	0.00
FY17 Recommended	63,055,000	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,428,000	0.00
Increase Cost: County Contribution Based on Actuarial Valuation	96,000	0.00
FY17 Recommended	1,524,000	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).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	74,728	0.00
FY17 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.

Replacement of the remaining Windows XP machines is completed as of mid-FY15.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,800,200	0.00

FY17 Recommended Changes	Expenditures	FTEs
Add: Microsoft Office 365 G3 Licenses	750,000	0.00
FY17 Recommended	6,550,200	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	20,000,000	0.00
FY17 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	28,020	0.00
FY17 Recommended	28,020	0.00

Group Insurance for Retirees

Group insurance is provided to an estimated 6,242 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	36,768,000	0.00
Increase Cost: Group Insurance Claims Costs Based on Actual Annual Claims	15,532,000	0.00
FY17 Recommended	52,300,000	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	77,250	0.00
FY17 Recommended	77,250	0.00

Homeowner's 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	59,070	0.00
FY17 Recommended	59,070	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,401,408	0.00
Increase Cost: Annualization of Personnel Costs	219,660	0.00
Increase Cost: Rental Licenses Fee Adjustment	20,000	0.00
Decrease Cost: Operating Expenses	(128,028)	0.00
FY17 Recommended	6,513,040	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
FY17 Recommended	0	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	420,820	0.00
FY17 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,850	0.00
FY17 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 61 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	22,608,195	0.00
Increase Cost: Move 2424 Reddie Drive Tenants- Adult Behavior Health and Proyecto Salud to 1401 Rockville Pike	701,397	0.00
Enhance: DHCA 1401 Rockville Pike Lease and Move	609,198	0.00
Increase Cost: Maintenance Costs and Other Leasing Costs	385,130	0.00
Increase Cost: Scheduled Lease Escalation Costs	345,268	0.00
Increase Cost: Move 24 Reddie Dr Tenants- CAA & Women's Cancer Center to 1106 Veirs Mill Rd	95,207	0.00
Increase Cost: Leases Added in FY17	43,450	0.00
Decrease Cost: Chargebacks to Departments for Lease Costs	(160,175)	0.00
Decrease Cost: Improve safety and security for Pre-Trial Services clients and employees	(731,661)	0.00
Decrease Cost: One-Time Costs of New Leases added in FY16	(1,583,576)	0.00
Decrease Cost: Terminations and Relocations	(1,752,952)	0.00
FY17 Recommended	20,559,481	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	490,000	2.00
FY17 Recommended	490,000	2.00

MEDCO Grant - Incubator Network

This NDA provides debt service and facility lease payments for the County's Business Innovation Network (BIN-business incubator) facilities, program funding for the Business Incubator Without Wall Program (for Wheaton and Down County area), and the debt service payment for the National CyberSecurity Center of Excellence (NCCoE). Maryland Economic Development Corporation (MEDCO) is the County's program partner and the agent responsible for managing these facilities and programs. The BIN network consists of three physical locations: the Silver Spring Innovation Center (SSIC) on Georgia Avenue owned by the County, the Rockville Innovation Center (RIC) in Rockville Town Square owned by MEDCO, and the Germantown Innovation Center (GIC) on the campus of Montgomery College that the County leases from the College Foundation until 2036. The NCCoE, located at 9700 Great Seneca Highway, Rockville, is a partnership between the National Institute of Standard and Technology (NIST), the State of Maryland, and Montgomery County. MEDCO provides facility management but the MITRE Corporation selected by the NIST is in charge of day to day operations.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
Shift: Operating Support of Incubators from Department of Economic Development	3,416,621	0.00
FY17 Recommended	3,416,621	0.00

Metro Washington Council of Governments

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	818,488	0.00
Increase Cost: General Membership Dues and Assessments	36,691	0.00
FY17 Recommended	855,179	0.00

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 providers' network with resources, training, collaborations, and advocacy to support a thriving community and an effective 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 grants to over 20 programs and educate and engage the community about the need for and benefits from adult English literacy classes. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,357,058	0.00
Enhance: MCAEL Grants and Operating Support	100,000	0.00
FY17 Recommended	1,457,058	0.00

Montgomery County Economic Development Corporation

This is the private non-profit corporation established by Council Bill 25-15 that serves as Montgomery County's lead economic development organization. The Economic Development Corporation is responsible for implementing the County's economic development strategic plan and related programs that include marketing, business retention and attraction, entrepreneurship, and promoting the development of the County's economic base.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
Shift: Operating Support of MCEDC from Department of Economic Development	4,180,750	0.00
FY17 Recommended	4,180,750	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
FY17 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
FY17 Recommended	0	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.

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 - FY17 COUNTY EXECUTIVE RECOMMENDED			
Municipality	FY17 Property Tax Duplication	Additional County Grant	FY17 Total*
Brookeville	\$8,067	\$0	\$8,067
Chevy Chase, Sec. III	\$31,513	\$0	\$31,513
Chevy Chase View	\$41,184	\$91	\$41,275
Chevy Chase Village	\$98,358	\$2,167	\$100,524
Drummond	\$4,603	\$10	\$4,613
Friendship Heights	\$95,245	\$0	\$95,245
Gaithersburg	\$1,206,567	\$0	\$1,206,567
Garrett Park	\$48,367	\$0	\$48,367
Glen Echo	\$20,713	\$49	\$20,762
Kensington	\$156,809	\$0	\$156,809
Laytonsville	\$14,293	\$0	\$14,293
Martin's Additions	\$26,770	\$63	\$26,832
North Chevy Chase	\$25,195	\$0	\$25,195
Oakmont	\$3,271	\$7	\$3,278
Poolesville	\$228,936	\$0	\$228,936
Rockville	\$2,409,750	\$0	\$2,409,750
Somerset	\$56,173	\$0	\$56,173
Takoma Park	\$985,610	\$2,528,033	\$3,513,643
Washington Grove	\$44,818	\$104	\$44,922
TOTAL	\$5,506,242	\$2,530,524	\$8,036,766

* This does not include the estimated Municipalities' Speed camera allocation of \$268,930.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,884,184	0.00
Increase Cost: Property Tax Duplication Payments to Municipalities	380,583	0.00
Increase Cost: Speed Camera Payment to Municipalities	40,929	0.00
FY17 Recommended	8,305,696	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	20,000	0.00
FY17 Recommended	20,000	0.00

Public Election Fund

Article IV of Chapter 16 of the County Code requires the Director of Finance to create a Public Election Fund to provide public campaign financing for qualified candidates for County Executive or County Council. The law is intended to encourage more candidates who do not have access to large contributions from interest groups or individuals to run for County elective offices. This NDA provides for the distribution of public contributions to qualified candidates in a contested election.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,000,000	0.00
FY17 Recommended	1,000,000	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	20,000	0.00
FY17 Recommended	20,000	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.

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", 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. In FY 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 FY15, the County and all other agencies implemented 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. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY16, these contributions were \$43.5 million (County General Fund), \$61.7 million (MCPS Consolidated Trust), and \$1.4 million (Montgomery College Consolidated Trust).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	43,520,060	0.00
Decrease Cost: County Contribution Based on Actuarial Valuation	(6,510)	0.00
FY17 Recommended	43,513,550	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	15,568,426	0.00
Decrease Cost: County Contribution Based on Actuarial Valuation	(291,483)	0.00
FY17 Recommended	15,276,943	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 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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	383,400	0.00
Increase Cost: Employee Parking	42,100	0.00
FY17 Recommended	425,500	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,884,990	0.00
Increase Cost: Snow and Storm Costs	4,115,010	0.00
FY17 Recommended	10,000,000	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	60,756	0.00
FY17 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).

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	3,464,610	0.00
Increase Cost: Property Valuation	168,489	0.00
Increase Cost: Renters' Property Tax Relief Supplement	78,000	0.00
Increase Cost: Homestead Property Tax Credit	67,580	0.00
FY17 Recommended	3,778,679	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	1,313,995	0.00
Increase Cost: Adjustment Based on Actuarial Schedule	65,512	0.00
FY17 Recommended	1,379,507	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	149,624	0.00
Increase Cost: Payment Based on Formula	8,601	0.00
FY17 Recommended	158,225	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	945,540	0.00
Increase Cost: Payment Based on Formula	40,800	0.00
FY17 Recommended	986,340	0.00

Telecommunications

This NDA provides the operating expenses appropriations for telecommunication charges incurred by departments, including land-line charges and PBX maintenance and support charges. Prior to FY17, the Department of Technology Services charged individual departments and funds for expenses incurred; beginning in FY17, funds are specifically provided for in this NDA.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
Shift: Telecommunication Costs from Departments	5,786,382	0.00
FY17 Recommended	5,786,382	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.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	21,097,300	0.00
Increase Cost: Revised Baseline Cost Estimate at 95% Match	1,963,475	0.00
Increase Cost: Increase Match from 95% to 100% of State Earned Income Tax Credit as Required by Bill 8-13	1,213,725	0.00
FY17 Recommended	24,274,500	0.00

WorkSource Montgomery NDA

This is the private non-profit corporation authorized by Council Resolution 18-295 as the County's designated workforce development corporation. WorkSource Montgomery, Inc. has been designated to implement the County's workforce development policies established by the Workforce Development Board to promote job growth and talent attraction.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	0	0.00
Shift: Workforce Operating Support from Department of Economic Development	982,344	0.00
FY17 Recommended	982,344	0.00

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	441,034	1,552,591	530,519	1,593,773	2.7 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Employee Benefits	102,536	106,904	114,502	100,800	-5.7 %
County General Fund Personnel Costs	543,570	1,659,495	645,021	1,694,573	2.1 %
Operating Expenses	261,062,471	255,326,571	297,656,607	295,274,077	15.6 %
County General Fund Expenditures	261,606,041	256,986,066	298,301,628	296,968,650	15.6 %
PERSONNEL					
Full-Time	16	17	17	17	---
Part-Time	0	0	0	0	---
FTEs	4.08	4.23	4.23	4.18	-1.2 %
REVENUES					
Conference Center - Net Proceeds	1,157,727	900,000	900,000	900,000	---
Conference Center - Rental Income	319,100	319,100	319,100	319,100	---
Miscellaneous Revenues	0	0	0	51,908	---
Property Rentals	3,384,862	3,850,000	3,850,000	3,850,000	---
County General Fund Revenues	4,861,689	5,069,100	5,069,100	5,121,008	1.0 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	607,673	607,673	613,750	1.0 %
Employee Benefits	0	0	0	0	---
Grant Fund - MCG Personnel Costs	0	607,673	607,673	613,750	1.0 %
Operating Expenses	0	20,000,000	20,000,000	20,000,000	---
Grant Fund - MCG Expenditures	0	20,607,673	20,607,673	20,613,750	---
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	---
DEPARTMENT TOTALS					
Total Expenditures	261,606,041	277,593,739	318,909,301	317,582,400	14.4 %
Total Full-Time Positions	16	17	17	17	---
Total Part-Time Positions	0	0	0	0	---
Total FTEs	4.08	4.23	4.23	4.18	-1.2 %
Total Revenues	4,861,689	25,069,100	25,069,100	25,121,008	0.2 %

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Arts and Humanities Council	4,673,615	0.00	4,873,615	0.00
Boards, Committees, and Commissions	22,950	0.00	22,950	0.00
Charter Review Commission	1,150	0.00	150	0.00
Children's Opportunity Fund	0	0.00	375,000	0.00
Community Grants: County Council	3,058,629	0.00	3,058,629	0.00
Community Grants: County Executive	5,964,105	0.00	7,155,436	0.00
Compensation and Employee Benefits Adjustments	2,450,458	1.23	2,533,747	1.18
Conference and Visitors Bureau	1,423,788	0.00	1,444,615	0.00
Conference Center	616,072	1.00	582,769	1.00
Consolidated Retiree Health Benefits Trust (MCPS)	61,733,000	0.00	63,055,000	0.00
Consolidated Retiree Health Benefits Trust (Montgomery College)	1,428,000	0.00	1,524,000	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	5,800,200	0.00	6,550,200	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

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Group Insurance for Retirees	36,768,000	0.00	52,300,000	0.00
Historical Activities	77,250	0.00	77,250	0.00
Homeowner's Association Road Maintenance Reimburse	59,070	0.00	59,070	0.00
Housing Opportunities Commission	6,401,408	0.00	6,513,040	0.00
Inauguration & Transition	0	0.00	0	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	22,608,195	0.00	20,559,481	0.00
Legislative Branch Communications Outreach	490,000	2.00	490,000	2.00
MEDCO Grant - Incubator Network	0	0.00	3,416,621	0.00
Metro Washington Council of Governments	818,488	0.00	855,179	0.00
Montgomery Coalition for Adult English Literacy (MCAEL)	1,357,058	0.00	1,457,058	0.00
Montgomery County Economic Development Corporation	0	0.00	4,180,750	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	0	0.00	0	0.00
Municipal Tax Duplication	7,884,184	0.00	8,305,696	0.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Election Fund	1,000,000	0.00	1,000,000	0.00
Public Technology, Inc.	20,000	0.00	20,000	0.00
Retiree Health Benefits Trust	43,520,060	0.00	43,513,550	0.00
Risk Management (General Fund Portion)	15,568,426	0.00	15,276,943	0.00
Rockville Parking District	383,400	0.00	425,500	0.00
Snow Removal and Storm Cleanup	5,884,990	0.00	10,000,000	0.00
State Positions Supplement	60,756	0.00	60,756	0.00
State Property Tax Services	3,464,610	0.00	3,778,679	0.00
State Retirement Contribution	1,313,995	0.00	1,379,507	0.00
Takoma Park Library Annual Payment	149,624	0.00	158,225	0.00
Takoma Park Police Rebate	945,540	0.00	986,340	0.00
Telecommunications	0	0.00	5,786,382	0.00
Working Families Income Supplement	21,097,300	0.00	24,274,500	0.00
WorkSource Montgomery NDA	0	0.00	982,344	0.00
Total	277,593,739	4.23	317,582,400	4.18

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	296,969	296,969	296,969	296,969	296,969	296,969
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 other negotiated items.						
Subtotal Expenditures	296,969	296,972	296,972	296,972	296,972	296,972



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 426 facilities totaling 9,912,251 square feet. The Department of General Services manages the payment for 743 separately metered utility accounts for these facilities. The Utilities non-departmental account (NDA) budget funds 488 of these accounts, in addition to 64,700 streetlights, and 833 traffic-controlled signalized intersections.

In FY16, department staff negotiated lower rates for the contracted purchase of electricity. This results in an overall decrease in contract costs of nearly \$570,000 in FY17, which will partially offset changes in consumption.

Budget Overview

The FY17 Recommended Budget for the tax-supported Utilities NDA is \$25,930,493, an increase of \$808,602 or 3.2 percent above the FY16 Approved Budget of \$25,121,891. Allocation of these utilities expenditures is approximately: electricity, 84.5 percent; natural gas, 7.4 percent; water and sewer, 7.0 percent; fuel oil, 0.8 percent, and propane, 0.2 percent.

The FY17 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 \$74,281,760 which includes the entire bi-county area of WSSC.

The FY17 Recommended tax supported budget for Utilities Management, including both the General Fund NDA (\$25,930,493) and the other tax supported funds (\$3,836,445), is \$29,766,938, an increase of \$935,618 or approximately 3.2 percent above the FY16 Approved utilities budget. The FY17 Recommended Budget for non-tax supported utilities expenditures is \$5,268,645, an increase of \$21 from the FY16 Approved Budget.

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. 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 FY17 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 Jed Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%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	24,534,314	25,121,891	25,121,891	25,930,493	3.2 %
County General Fund Expenditures	24,534,314	25,121,891	25,121,891	25,930,493	3.2 %
PERSONNEL					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	25,121,891	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Unit costs and consumption changes	966,402	0.00
Increase Cost: New Buildings Opening in FY17	519,728	0.00
Decrease Cost: ESCO Utility Savings	(4,972)	0.00
Decrease Cost: Clean Energy Purchase (Bill 9-14, Environmental Sustainability - Renewable Energy - County Purchase)	(102,803)	0.00
Decrease Cost: Savings from Contract Negotiations	(569,753)	0.00
FY17 RECOMMENDED	25,930,493	0.00

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	25,930	25,930	25,930	25,930	25,930	25,930
No inflation or compensation change is included in outyear projections.						
ESCO Utility Savings	0	(5)	(10)	(16)	(21)	(21)
ESCO Utility Savings						
Subtotal Expenditures	25,930	25,925	25,920	25,914	25,909	25,909

COUNTY UTILITIES EXPENDITURES							
EXPENDITURES BY DEPARTMENT/AGENCY							
	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	APPROVED FY16	RECOMMENDED FY17	CHANGE BUD/APPR	% CHANGE REC/APPR
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT							
Facilities	13,487,035	15,372,911	15,740,149	16,128,223	16,936,825	808,602	5.0%
Traffic Signals and Streetlighting	9,193,413	9,126,957	8,741,684	8,993,668	8,993,668	0	0.0%
GENERAL FUND NDA EXPENDITURES	22,680,448	24,499,868	24,481,833	25,121,891	25,930,493	808,602	3.2%
OTHER TAX SUPPORTED OPERATIONS							
Transit Services	73,694	291,007	180,519	276,200	276,200	0	0.0%
Recreation	2,755,137	3,116,581	3,229,581	3,433,229	3,560,245	127,016	3.7%
SUBTOTAL	2,828,831	3,407,588	3,410,100	3,709,429	3,836,445	127,016	3.4%
TOTAL TAX SUPPORTED	25,509,279	27,907,456	27,891,933	28,831,320	29,766,938	935,618	3.2%
COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS							
Fleet Management Services	1,069,366	1,350,157	628,198	1,630,392	1,630,392	0	0.0%
Parking Districts	2,183,187	2,290,158	2,304,797	2,598,489	2,598,489	0	0.0%
Liquor Control	852,105	899,856	748,158	865,810	865,810	0	0.0%
Solid Waste Services	132,380	156,874	150,030	173,933	173,954	21	0.0%
TOTAL NON-TAX SUPPORTED	4,237,038	4,697,045	3,831,183	5,268,624	5,268,645	21	0.0%
SUMMARY - COUNTY GOVERNMENT							
TOTAL TAX SUPPORTED	25,509,279	27,907,456	27,891,933	28,831,320	29,766,938	935,618	3.2%
TOTAL NON-TAX SUPPORTED	4,237,038	4,697,045	3,831,183	5,268,624	5,268,645	21	0.0%
TOTAL COUNTY GOVERNMENT	29,746,317	32,604,501	31,723,116	34,099,944	35,035,583	935,639	2.7%
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Montgomery County Public Schools	35,779,753	39,444,381	36,492,289	37,706,974	38,716,618	1,009,644	2.7%
Montgomery College	7,096,728	6,992,988	7,500,177	7,840,755	8,053,295	212,540	2.7%
Washington Suburban Sanitary Commission	23,062,585	24,934,389	23,246,536	23,783,400	23,992,400	209,000	0.9%
M-NCPPC	2,819,826	2,915,931	3,191,795	3,634,166	3,519,447	(114,719)	-3.2%
TOTAL OTHER AGENCIES EXPENDITURES	68,758,892	74,287,689	70,430,797	72,965,295	74,281,760	1,316,465	1.8%
TOTAL UTILITIES EXPENDITURES	98,505,209	106,892,190	102,153,913	107,065,239	109,317,343	2,252,104	2.1%

COUNTY UTILITIES EXPENDITURES							
EXPENDITURES BY ENERGY SOURCE							
	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	APPROVED FY16	RECOMMENDED FY17	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT							
Electricity	19,560,557	20,756,510	20,546,268	21,446,120	21,915,452	469,332	2.2%
Water & Sewer	1,528,193	1,630,635	1,778,860	1,650,938	1,815,096	164,158	9.9%
Fuel Oil	83,127	132,406	183,403	205,905	205,905	0	0.0%
Natural Gas	1,478,902	1,928,192	1,921,777	1,760,098	1,930,638	170,540	9.7%
Propane	29,669	52,125	51,525	58,830	63,402	4,572	7.8%
GENERAL FUND NDA EXPENDITURES	22,680,448	24,499,868	24,481,833	25,121,891	25,930,493	808,602	3.2%
OTHER TAX SUPPORTED OPERATIONS							
Electricity	1,805,671	2,126,218	2,213,695	2,436,881	2,563,897	127,016	5.2%
Water & Sewer	472,923	539,650	561,637	525,138	525,138	0	0.0%
Fuel Oil	81,133	78,790	9,177	96521	96521	0	0.0%
Natural Gas	437,411	590,644	559,755	591,314	591,314	0	0.0%
Propane	31,693	72,286	65,836	59,575	59,575	0	0.0%
SUBTOTAL	2,828,831	3,407,588	3,410,100	3,709,429	3,836,445	127,016	3.4%
TOTAL TAX SUPPORTED	25,509,279	27,907,456	27,891,933	28,831,320	29,766,938	935,618	3.2%
NON-TAX SUPPORTED OPERATIONS							
Electricity	3,762,544	4,179,447	3,391,727	4,603,914	4,603,935	21	0.0%
Water & Sewer	99,596	107,825	104,179	211,590	211,590	0	0.0%
Fuel Oil	0	2,918	161	4,000	4,000	0	0.0%
Natural Gas	374,898	406,855	335,116	448,080	448,080	0	0.0%
Propane	0	0	0	1,040	1,040	0	0.0%
TOTAL NON-TAX SUPPORTED	4,237,038	4,697,045	3,831,183	5,268,624	5,268,645	21	0.0%
SUMMARY - COUNTY GOVERNMENT							
Electricity	25,128,772	27,062,175	26,151,690	28,486,915	29,083,284	596,369	2.1%
Water & Sewer	2,100,712	2,278,110	2,444,676	2,387,666	2,551,824	164,158	6.9%
Fuel Oil	164,260	214,114	192,741	306,426	306,426	0	0.0%
Natural Gas	2,291,211	2,925,691	2,816,648	2,799,492	2,970,032	170,540	6.1%
Propane	61,362	124,411	117,361	119,445	124,017	4,572	3.8%
TOTAL COUNTY GOVERNMENT	29,746,317	32,604,501	31,723,116	34,099,944	35,035,583	935,639	2.7%
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Electricity	56,244,835	62,598,187	57,271,461	58,448,742	59,778,256	1,329,514	2.3%
Water & Sewer	4,496,191	3,567,374	4,745,064	5,335,165	5,834,237	499,072	9.4%
Fuel Oil	289,160	231,536	256,028	262,734	115,142	(147,592)	-56.2%
Natural Gas	7,540,076	7,674,647	7,900,336	8,670,368	8,286,049	(384,319)	-4.4%
Propane	188,630	215,945	257,908	248,286	268,076	19,790	8.0%
SUBTOTAL	68,758,892	74,287,689	70,430,797	72,965,295	74,281,760	1,316,465	1.8%
TOTAL UTILITIES EXPENDITURES							
Electricity	81,373,607	89,660,362	83,423,151	86,935,657	88,861,540	1,925,883	2.2%
Water & Sewer	6,596,903	5,845,484	7,189,740	7,722,831	8,386,061	663,230	8.6%
Fuel Oil	453,420	445,650	448,769	569,160	421,568	(147,592)	-25.9%
Natural Gas	9,831,287	10,600,338	10,716,984	11,469,860	11,256,081	(213,779)	-1.9%
Propane	249,992	340,356	375,269	367,731	392,093	24,362	6.6%
TOTAL UTILITIES EXPENDITURES	98,505,209	106,892,190	102,153,913	107,065,239	109,317,343	2,252,104	2.1%

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Pedestrian Safety

MISSION STATEMENT

Montgomery County is committed to improving pedestrian safety and accessibility for everyone. The County's goals are to reduce collisions and make our community more walkable. The County Executive has created a comprehensive pedestrian safety strategic plan, the Pedestrian Safety Initiative, with specific performance measures, timelines, and budgets for achieving recommended actions. Ongoing evaluations will ensure the proposed engineering, enforcement, and education solutions are really working. Multiple agencies throughout the County work together to install infrastructure improvements, educate residents on safe driving and walking behavior, enforce traffic laws, encourage safety innovations, and evaluate results to guide future actions.

LINKAGE TO COUNTY RESULT AREAS

- ❖ **An Effective and Efficient Transportation Network**
- ❖ **Healthy and Sustainable Communities**
- ❖ **Safe Streets and Secure Neighborhoods**

PROGRAM CONTACTS

Contact Jeff Dunckel of the Department of Transportation at 240.777.7197 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this initiative's operating budget.

PROGRAM DESCRIPTION

County Executive Leggett has pledged to make improving pedestrian safety and making our communities more walkable a priority of his administration. The Pedestrian Safety Initiative, established in December 2007, outlines a comprehensive approach to meet that commitment. This is a collaborative effort of the County Executive and the County Council, as well as the Maryland-National Capital Park and Planning Commission's (M-NCPPC) Planning Board and the Maryland State Highway Administration. This plan provides Montgomery County with a blueprint for pedestrian safety activities based on measureable strategies.

The strategic approaches to achieve the goals and objectives of this initiative are as follows:

- Strategy 1:** Target pedestrian safety improvements in High Incidence Areas;
- Strategy 2:** Assess and improve pedestrian network and connectivity needs;
- Strategy 3:** Increase emphasis on pedestrians and bicyclists in the planning process;
- Strategy 4:** Identify and implement corridor and intersection modifications and traffic calming treatments;
- Strategy 5:** Upgrade pedestrian signals;
- Strategy 6:** Assess and enhance street lighting; and
- Strategy 7:** Modify pedestrian and driver behavior through enhanced enforcement and educational efforts.

RESULTS

Since the start of this initiative, these strategies have seen several successes. Fifteen High Incidence Areas (HIA) have been identified and studied, with short-term improvements completed and many long-term improvements in progress. The Montgomery County Department of Transportation (MCDOT) has constructed 27 miles of new sidewalk segments, completed over 3,070 bus stop improvements, and undertaken 206 new Americans with Disabilities Act (ADA) projects. Areas with traffic calming improvements have seen pedestrian collisions decrease by 44 percent. Educational efforts have been conducted in HIAs as well as targeted to high risk groups, these efforts were conducted in coordination with enforcement efforts, and have been used to change unsafe pedestrian and driver behaviors. Following engineering improvements, education coupled with enforcement, have modified perceptions of risk and responsibility on the roads and sidewalks. Targeting these HIAs with these three "Es", has resulted in up to 50 percent reduction of pedestrian collisions in these locations. Since funding the Pedestrian Safety Initiative in FY10, there has been a 38% reduction in average yearly pedestrian fatalities, and a 28% reduction in severe collisions where pedestrians are killed or incapacitated by their injuries.

The County Executive recommends \$61.7 million in FY17 expenditures in support of pedestrian safety. The FY17 Recommended Operating Budget includes \$8.5 million for pedestrian safety initiatives. In addition, the Capital Improvements Program (CIP) includes \$53.2 million in expenditures for FY17.

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. Through the SRTS grant program, twenty-two participating communities saw 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. In FY16, this campaign was broadened to a County-wide, year-round effort.
- Perform traffic calming improvements by treating roadways with pedestrian refuge islands, curb extensions, speed humps, and improved signage and markings, such as recent projects on Plyers Mills Road, Battery Lane, Jones Bridge Road, Sligo Avenue, Dale Drive, Crystal Rock Drive, and Wisteria Drive. Where traffic calming has been employed in areas with collisions, there has been a measurable reduction in speeding and a 44 percent reduction in pedestrian collisions.
- Implement pedestrian signal timing improvements to provide pedestrians with more 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 and on Greentree Road.
- 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 both County-wide and targeted pedestrian safety education campaigns in HIA's and police district hot spots, coordinating with enforcement actions by Montgomery County Police Department, , 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. High school pedestrian safety education was expanded through the Walk Your Way Program and the YOLO Walk Safe Campaign.
- Conduct evaluations of pedestrian and bicycle facilities in five of the County's twenty-eight Bicycle and Pedestrian Priority Areas (BiPPAs) and construct improvements to pedestrian and bicycle connectivity and safety in these BiPPAs.

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.
- Overall, enhanced enforcement of pedestrian and traffic safety laws help modify perceptions of risk and responsibility on the road, 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:
 - Administering special pedestrian crosswalks, operation safe streets corridors, holiday and school enforcements; and
 - Dedicating regular on-duty police enforcement in HIAs to issue warnings to pedestrians and motorists.

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 FY17, 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
FY17 CE Recommended Capital Improvements Program and Operating Budget**

Department	Project/Program	FY17 Recommended
<i>Capital Improvements Program (CIP)</i>		
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	\$ 450,000
	Trails: Natural Surface Design, Construction, and Renovation	350,000
	Trails: Hard Surface Renovation	1,000,000
	Total M-NCPPC (CIP)	\$ 1,800,000
Department of Transportation	Sidewalk and Curb Replacement	8,200,000
	Bus Stop Improvements	651,000
	Pedestrian Safety Program	1,646,000
	Streetlight Enhancements - CBD/Town Center	250,000
	Traffic Signal System Modernization	1,838,000
	White Flint Traffic Analysis and Mitigation	181,000
	Intersection and Spot Improvements	1,732,000
	Streetlighting	980,000
	Traffic Signals	4,835,000
	Frederick Road Bike Path	2,128,000
	MD 355 Crossing (BRAC)	20,161,000
	Guardrail Projects	315,000
	Advanced Transportation Management System	2,008,000
	Neighborhood Traffic Calming	310,000
	Transportation Improvements for Schools	209,000
	Sidewalk Program - Minor Projects	2,414,000
	Bikeway Program - Minor Projects	530,000
	Bicycle-Pedestrian Priority Area Improvements	1,000,000
	ADA Compliance: Transportation	1,525,000
	Metropolitan Branch Trail	509,000
	Total Department of Transportation (CIP)	\$ 51,422,000
Total FY17 CIP		\$ 53,222,000
<i>Operating Budget (PSP)</i>		
Department of Transportation	Pedestrian Safety/General Fund	32,596
	Pedestrian Safety Outreach Education	200,000
	Street Smart Campaign	10,564
	Pedestrian Safety Coordinator	165,919
	Sidewalks/General Fund	725,710
	Contract Crosswalk Treatments	326,990
	Street Lighting/General Fund	528,769
	School Zone Pedestrian Treatments	156,240
Department of Police	Police Enforcement for HIAs - Overtime	180,000
	Police Enforcement for HIAs - Data Analyst	96,981
	School Safety Program/General Fund	5,978,136
Public Information Office	Pedestrian Safety Outreach Education	50,000
	Total FY17 PSP	\$ 8,451,905
	TOTAL FY17 RECOMMENDED EXPENDITURES (CIP & PSP)	\$ 61,673,905

Source: CE Recommended FY17 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.

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.

FY17 RECOMMENDED ENHANCEMENTS

The FY17 Recommended Budget includes approximately \$20.6 million in tax-supported resources identified for the Positive Youth Development Initiative. The FY17 budget increases the number of grantees receiving County Executive community grants, reflecting the County's commitment to continue all aspects of service delivery for County youth. In addition, the recommended budget includes \$285,481 in non-tax supported resources for positive youth development.

Department of Health and Human Services

- Add funds to support full-year operations of Somatic Health Services and positive youth development at the Wheaton High School Wellness Center (\$618,970).
- Add funds to provide housing support for homeless unaccompanied minors (\$125,000).
- Replace State funding reduction to continue Family Navigation, Youth Services Bureau, and Pathway to Services programs provided through the Collaboration Council Local Management Board (\$162,500).
- Continue funding support for the Children's Opportunity Fund jointly with Montgomery County Public Schools to address the social determinants that impact the achievement gap for vulnerable children (\$250,000).
- Add funds to enhance the implementation of the Building Educated Leaders for Life (BELL) program, which provides summer academic and enrichment support for students who lack reading and math skills to perform at grade level. This program is funded through a non-departmental account for the Children's Opportunity Fund in partnership with the Norman and Ruth Rales Foundation to support local fundraising efforts to raise additional funds (\$375,000).

Department of Recreation

- Add funds to support a year-round soccer program to enhance the successful Futsal Program for anti-gang efforts (\$167,398).
- Support community partners with the launch of the Child First afterschool program, geared towards providing a comprehensive enrichment program including family engagement opportunities at South Lake and Burnt Mills Elementary Schools (\$240,000).
- Continue the Excel Beyond the Bell program with expanded County support (\$271,000).

Office of the State's Attorney

- Enhance Truancy Court by expanding from 15 to 20 middle schools, converting a contract Program Coordinator to a permanent position, and increasing operating expenses (\$84,264).

Non-Departmental Account Community Grants

- Provide non-profit grants to our community partners of more than \$2.57 million for 63 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, and 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

- The Crossroads Youth Opportunity Center and the UpCounty Youth Opportunity Center provide a wide array of culturally-based, trauma-informed intervention support services for high-risk youth, youth who seek to exit gang life, youth engaged in juvenile delinquency and criminal activity, and violence prevention services.
- The Identity After-School Program provides after school programming to serve at risk Latino youth in middle and high schools.
- The Maryland Multicultural Youth Center provides case management, GED preparation, job readiness development, and after school programs to high risk youth.
- High School Based Wellness Centers provide school-based, culturally-based, positive youth development services such as after school activities, job readiness, academic support, trauma-informed mental health services, parent support groups, leadership development, truancy reduction, substance abuse treatment, and other health related services. The High School Based Wellness centers are located at Watkins Mill, Northwood, and Gaithersburg High Schools.

- The Street Outreach Network (SON) provides culturally-based, trauma-informed, evidence-based gang and youth violence intervention services, conflict management services, and recreational and leisure activities. In addition, the SON offers wellness and nutrition programs, after school services to elementary, middle, and high school youth groups, job readiness and workforce development, and community-based projects that engage youth and young adults in life-affirming activities, and support services to youth and young adults returning to the community after incarceration or detention. The SON also provides transformational healing 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.
- The Street Outreach Network continues to focus its intervention services throughout the County, especially targeting the Montgomery Village, Germantown, Wheaton, Silver Spring, Gaithersburg, Rockville, Briggs Chaney, and Long Branch communities.
- Six Street Outreach Staff have been trained and certified in evidence and culturally-based, trauma-informed curriculums.
- Conservation Corps provides job, education, and life skills training for out-of-school and unemployed County youth ages 17 to 24.

Department of Recreation

- Rec Zones provide direct leadership during the critical after-school hours for five high schools, including Einstein, Wheaton, Montgomery Blair, Springbrook, and Watkins Mills, which serve over 3,000 students throughout the school year. The program offers structured, semi-structured, and self-directed opportunities customized to meet the needs of students entering middle adolescence, where voice and choice and perceived freedom are critical to retention. Programming ranges from sports, arts, job readiness and college exploration, and community services to leadership development.
- Excel Beyond the Bell Program (EBB), a partnership among Recreation, the Montgomery County Collaboration Council, and MCPS, is offered at seven locations four days a week from 3:00 p.m. to 5:30 p.m. EBB offers a structure designed to increase school engagement through concentrated and expanded programming which includes: Science, Technology, Engineering, and Math (STEM), sports, a variety of dance and arts programs, Youth Advisory Council (YAC), a hot dinner, and delayed after school transportation.
- Rec Extra expands the capacity of extra-curricular and after-school opportunities for Middle Schools students. Programs are customized to each school and operate from 3:15 p.m. to 4:30 p.m. at thirteen middle schools. These programs offer sports, STEM, yoga, hip-hop dance, art, certified babysitting training, cooking, and other activities.
- Teen Events provides after-hours teen programming at a number of community recreation centers that are spread out among five regions. The program partners with Identity and HHS Street Outreach Network to reach underserved and disconnected youth. Events include: Teen Cafés, as well as special events such as Futsal tournaments, Spring Break Basketball tournaments, Summer Basketball tournaments, Stars Soccer league focusing on leadership development through sports, Teen Talent Show, college tours, and service learning opportunities.
- Teen Leadership offers a Youth Advisory Committee (YAC) and a Summer Leadership Challenge (SLC). YAC is a program designed to promote youth voice, connect young people to the community, and engage youth in civic leadership. YAC facilitates opportunities for youth to connect to key stakeholders and decision makers as well as participate in service-learning. SLC is a leadership development program that encourages exploration, independence, and personal growth. Young people participate in interactive workshops that prepare them for leadership roles and employment opportunities available to teens. Participants will become competent in leading activities and coordinate a “capstone” project benefiting young campers. Participants will earn service-learning hours, receive individual participant evaluations and fulfill pre-requisites needed to become a Junior Counselor.
- Summer Teen Programs offer opportunities for young people during the summer and has partnered with Identity, Linkages to Learning, Hispanic Business Foundation, Kid Museum, MCPS and the Community Foundation, to provide a wide variety of outreach and programming, including teen summer programs and programming for disconnected children and children in economically challenged communities.
- TeenWorks is the Department’s comprehensive youth workforce development initiative, which offers experiential learning and job readiness training in financial literacy, job etiquette, teamwork, and communication leadership for disadvantaged youth in school ages 15 to 19 years. Through work teams and apprenticeships, TeenWorks provides young people with on-the-job training through a wide range of work experiences including parks and recreation, conservation, environmental science, community non-profit work, and local government. Program partners include the Maryland Department of Natural Resources, MCPS, Montgomery Parks, National Park Service, Health and Human Services, Kid Museum, and Hispanic Business Foundation.
- Professional development and training initiatives for all our front line workers and community partners that include: Advancing Youth Development; Youth Program Quality Intervention; Developmental Assets; Youth Program Quality

Methods (series); Behavior Management; Youth Mental Health First Aid; Bullying Awareness and Prevention; Professional Competencies of Youth Workers; and Person First/Disability Characteristics.

- Mobile Recreation is a program designed to improve wellbeing and reduce barriers to health by targeting school communities with high Free and Reduced Meals (FARMS) rates. The program combines structured physical activity and play with the Summer Food Service Program, ensuring that any young person 18 and under has the opportunity to be active and has access to nutrition. Program partners include MCPS and the Alliance for a Healthier Generation.

Department of Police

- Responding to and combating criminal gang activity in Montgomery County through the Centralized Gang Task Force, which includes the gathering of intelligence, surveillance, investigations, street enforcement, and educating the public and other governmental agencies on gang activity.
- Provide one School Resource Officer (SRO) for each public high school to assist school staff in maintaining safety of the schools and serving as a 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 that 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.
- 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, maintain a database to track trends and conduct analyses of gang related cases. The Assistant State's Attorneys work 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 County Public Schools, parents, and other partners to operate a 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 expanding to five additional County middle schools.
- Participate in the Kennedy and Watkins Mills Clusters in a multi-agency collaboration to improve school performance.

Department of Public Libraries

- Implemented a second *Studio i* Digital Media Lab at Silver Spring Library, joining Long Branch Library in providing modern digital content creation tools and collaboration space, classes, and a dedicated computer lab.
- Providing 3D printing services at Silver Spring, Long Branch, Twinbrook and Kensington Park branches, soon to be expanding system-wide.
- Offer teen spaces in many branches where they can gather, collaborate, use computers, or enjoy library materials specially selected for their interests. Recently added Teen Spaces at the Gaithersburg and Olney branches have enhanced Wi-Fi, space and furniture for "Bring-Your-Own-Device" use, a dedicated collaboration room (Olney), and a movie/presentation area (Gaithersburg).
- Added Customer Courtesy Charging stations to all branches, where teens and others can securely store and charge their electronic devices.
- Provide innovative programs for, with, and by teens, including the Financial Literacy Boot Camp for teens, Library Public Service Announcements and other content created by teens in partnership with MCPL *Studio i*, the Cable and Broadband Office, Ghandi-Brigade, and My Montgomery Media, writing and chess clubs, and graphic novel drawing.

- Implemented the Stories of Migrant Youth Exhibit at Silver Spring Library, where teens made and displayed powerful hand-made books documenting their experiences coming to America for the first time.
- KIDMuseum at Davis Library - a leveraged partnership which allows a growing non-profit learning organization to refresh former training and book storage space at the Davis Library into a state-of-the-art Makerspace, which will provide dedicated state-of-the-art maker programming for young library customers.
- Expanded the e-book collection with dedicated additional funding, including adding two e-magazine products with access to over 100 magazine titles, downloadable music, e-books specifically for children, and numerous electronic databases to support K-12 school work, and web-sites (Teensite and Kidsite) dedicated to serving youth.
- 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.
- Allow for customers to book small group study/tutor rooms online, enhancing the customer experience for these resources, which are frequently used by students.
- Offer a library materials collection that supports school or home schooling needs, personal interests, career/college preparation, and STEM resources.
- Provide RideOn Youth Cruiser SmarTrip cards for the Department of Transportation, making acquisition of this free transportation service much easier for County youth to obtain.

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

- Provide visitation monitoring for at-risk children to have regular contact with their estranged parents. Estimated to benefit 832 families.
- Provide an after-school Science Technology Engineering and Math (STEM) program at two subsidized housing sites for low-income families. Estimated to benefit 30 students.
- Continue to provide transitional housing support, case management, and workforce development for eight young adults who have aged out of the care of public systems and are homeless or living in unstable situations. Estimated to benefit 8 clients.
- Provide classroom, experiential, and paid internship learning for youth with intellectual and developmental disabilities to assist with skills and attitudes that lead to lifelong employability. Estimated to benefit 36 clients.
- Provide homework assistance, tutoring, and reading assistance to raise the academic proficiency for at-risk students. Estimated to benefit 50 students.

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 a Voter Registration Drive in April 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 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.

WorkSource Montgomery, Inc.

- Continue 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.

**County Executive's Positive Youth Development
FY17 recommended Operating Budget**

Tax-Supported		
Department	Project/Program	FY17 Recommended
Health and Human Services	High School Wellness Centers (Northwood, Gaithersburg, Watkins Mill, Wheaton)	3,356,634
	Youth Opportunity Centers - Crossroads and UpCounty	1,247,722
	Street Outreach Network to provide services to gang involved youth in underserved parts of the County	914,648
	Conservation Corps	541,060
	Gang Prevention Initiative to Serve at-risk Latino Youth	337,161
	Children's Opportunity Fund	250,000
	Staffing for the Kennedy Cluster Expansion	216,299
	Expand Funding for Family Navigation, Youth Services Bureau, and Pathways to Services Programs	162,500
	Gang Prevention Coordinator	148,920
	Latin American Youth Center, Inc. Support for Maryland Multicultural Youth Center	146,707
	Homeless Housing Support for Unaccompanied Minors	125,000
	Asian American LEAD	124,515
Sub-total, Health and Human Services		7,571,166
Recreation	Sports Academies	1,127,712
	Excel Beyond the Bell (EBB)	838,260
	TeenWorks (Formerly Student Teen Employment Program)	818,757
	Rec Extra Programs	346,354
	Continue the EBB Program with Expanded County Support	271,000
	Anti-gang Soccer League	167,398
	Teen Leadership and Programming	277,939
	Child First Afterschool Pilot Program	240,000
	Teen Café	153,000
	Extended Learning Opportunity (ELO) Programs to Six Middle Schools for Summer	94,140
	Programming	69,800
	Teen Events	15,000
	Summer Mobile Teen Program	15,000
Sub-total, Recreation		4,419,360
Police	School Resource Officers	1,899,559
	Centralized Gang Task Force, Special Investigations Division	1,226,436
	Community Services Officers	722,865
	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		3,903,250
Office of State's Attorney	Five Assistant State's Attorneys for Gang Prosecution	648,720
	Truancy Court Program at 20 Middle Schools	237,432
	Gang Investigators	206,715
Sub-total, Office of State's Attorney		1,092,867
Other Departments	Community Grants NDA - Grants Serving County Youth for Positive Youth Development	2,573,579
	Children's Opportunity Fund Non-Department Account	375,000
	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	145,144
	Department of Economic Development - Moving Montgomery Forward	192,500
	Department of Environmental Protection, Solid Waste Services - Household Hazardous Waste Program	32,000
Sub-total, Other Departments		3,618,223
Total Tax-Supported		20,604,866

Non-Tax Supported		
Department	Project/Program	FY17 Recommended
Cable Communications Plan	Youth Media Program	100,000
Housing & Community Affairs	Community Development Block Grant - Future Bound Transitional Housing Program through the National Center for Children and Families, Inc.	45,000
	Community Development Block Grant - The ARC of Montgomery County, Inc.	45,000
	Community Development Block Grant - Greater Washington Boys & Girls Clubs, Inc. (Power Hour)	38,655
	Community Development Block Grant - The Armand Center for Conflict Resolution, Inc. (Supervised Visitation)	36,826
	Community Development Block Grant - Housing Opportunities Community Partners, Inc. (Kids' STEM Program)	20,000
Total Non-Tax Supported		285,481

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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.

FY17 RECOMMENDED ENHANCEMENTS

The FY17 Recommended Budget includes approximately \$23.2 million in tax supported resources identified for seniors, including funds for community organizations that augment County services for seniors and respond to the needs identified in the County Executive's 2015 Summit on Aging. In addition, the approved budget includes \$14.4 million in non-tax supported resources for seniors.

Department of Recreation

- Continue to provide enhanced operating hours at Margaret Schweinhaut, Damascus, and Holiday Park senior centers, providing access to programs and activities an additional 2-8 hours a week.
- Maintain the Jewish Council for the Aging (JCA) Senior Transportation Partnership. The initiative adds needed transportation to senior centers. Bus ridership and participation in center activities has increased at all locations.
- Continue the popular senior mini-trip program. Each senior center and Active Adult Program now receives four trips per year to take seniors to local destinations of interest.
- Maintain support for Multilingual Senior Programming services and for the senior services manager to help meet the growing needs of 55+ Active Adult Recreation programming at Senior Centers.
- Grand opening of the North Potomac Community Center to include a full senior program with plans to add an additional nutrition program, utilizing Federal funds through the Department of Health and Human Services' Aging and Disability Services division, as well as offer classes, programs and services in Fall/Winter of 2016.

Department of Health and Human Services

- Add funding for a senior fellow to support the County's Age-Friendly Communities Initiative.
- Add funds to enhance Medical Adult Daycare subsidies, expanding service to 18 additional clients to attend an Adult Day Care program two days per week for socialization and medical supervision.
- Add funds to provide mandated Adult Evaluation and Review Services (AERS) evaluations to identify available services to help seniors and adults with disabilities remain in the community while functioning at the highest possible level of independence and personal well-being.
- Continue to provide Senior Village start-up grants for low- and moderate-income and diverse communities.
- Continue to 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.
- Maintain the raised Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.
- Continue support in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new mandatory reporting requirements for banks.

-
- Continue to provide for a Caregiver Support Fellow and operating costs to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers.
 - Continue funding 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.

Department of Transportation – Transit Services

- Enhance the Call-n-Ride program by decreasing the minimum age for eligibility from 67 to 65, adding 445 participants to the program.
- Continue enhanced support for Seniors Ride Free.

Fire and Rescue Service (MCFRS)

- Continue support for enhanced 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 population.

Department of Housing and Community Affairs

- Add funds to support Victory Crossing, a proposed 105-unit mixed-income senior development located in Silver Spring. The County's investment will support the development of 95 units affordable to residents between 30 and 60 percent of the area median income (AMI). This funding provides a permanent and deeper rent subsidy to 30 percent of the median income.
- Add funds to provide low-income immigrant seniors with in-center, and educational field trip activities through culturally sensitive programs that are estimated to benefit 400 clients.

Public Information Office

- Add funds to support regular ads promoting County programs, resources, and events for seniors in the Senior Beacon.

Non-Departmental Account Community Grants

- Provide grants to our community partners of \$1,008,768 for 32 proposals for seniors to respond to the needs identified in the County Executive's 2015 Summit on Aging supporting diverse senior communities, with particular focus on support for Villages, housing, friendly visitor programs, and in-home services for frail elders. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They are also able to leverage community resources that may be unavailable to County Government.

PROGRAM DESCRIPTION

The Senior Initiative is a comprehensive response to the various issues facing the growing number of seniors in our community. Montgomery County, much like the rest of the United States, will experience unprecedented growth in the senior population in the coming decades. The number of residents age 65+ in the County is projected to more than double between 2010 and 2040, from 120,000 to 244,000. This will raise seniors' share of the population from 9 percent in 1990 to 20 percent by 2040. The number of residents aged 85 and older is expected to grow the fastest, to 42,900 by 2040.

At the same time, the share of minority residents among the 65+ population is expected to increase from 34 percent in 2010 to 57 percent by 2040. Today, Asian residents make up the largest minority group among County residents age 65+, accounting for 14 percent, with Black residents accounting for 12 percent and Hispanic residents accounting for 8 percent. Today, 31 percent of residents who are age 65 and older speak a language other than English at home, with 18 percent of residents age 65+ speaking English less than very well.

Regarding income, 6.5 percent of the County's seniors live in poverty, with an additional 5.4 percent of seniors living between 100 and 150 percent of the poverty line. Additionally, many seniors are housing burdened; 27 percent of Montgomery County senior homeowners and 61 percent of senior renters are spending more than 30 percent of income on housing. (Source: US Census American Community Survey 2013 and 2014 for current estimates; State of Maryland for population projections.)

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; the County Executive’s Summit on Aging,” December 2015; “Summit on Aging Report,” February 2016) 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

During the months of October and November 2016, the “Age Friendly Montgomery County Survey” was conducted and Focus groups were held to obtain information from County residents age 55 years and older regarding the aspects of life in the County that they consider positive or favorable and those areas where improvements are needed. Over 2,000 residents responded to the survey and 400 residents participated in focus groups providing valuable insights into the priority concerns and needs of our aging residents. On December 3, 2015, the County Executive convened the “Summit on Aging” to review progress made in advancing the County as an “age friendly” community and to review the survey and focus group results to develop a strategic plan for ensuring that Montgomery County is a community for a lifetime. The County Executive’s 2015 Summit on Aging again addressed these critical elements – with an additional focus on diversity, elder abuse and technology.

Services benefiting seniors are incorporated in the general department program offerings, as well as targeted services. These services respond to critical needs facing the County and the desired outcome of promoting “vital living for all residents.” Below are some of the major County government programs currently supporting County seniors:

Department of Recreation

- Operate six full-service Senior Centers that offer social opportunities, health and wellness programs, life-long learning and educational programs, exercise classes, dance classes, lectures, cultural programs, facility bookings, and more.
- Operate a Senior Transportation Service providing limited range access to each of the six Senior Centers.
- Operate thirteen 55+ Active Adult Centers where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Operate a Senior Nutrition Program in cooperation with HHS.
- 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.
- Offer Senior Outdoor Adventures in Recreation day trip programs for active adults over 55 years of age.
- Coordinates, advertises, registers and operates the annual Maryland Senior Olympics.
- Works with other agencies, departments, hospitals, and non-profits to provide a variety of programs, classes, and services identified as community needs to the residents age 55+ of Montgomery County. This includes such programs as WEADD, Tech Fairs, Health and Wellness Expos, Bone Builders, and Senior Fit classes and a huge variety of ongoing classes and programs.

Department of Health and Human Services

- Prevent or reverse nursing home placement for Medicaid eligible persons of all ages by providing supports planning, nurse monitoring and community based services.

- 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 County Mobility and Transportation Manager who works with advocates and public and private service providers.
- Offer one-stop, hands-on assistance and outreach to 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, and the opportunity for socialization at community and senior centers and senior apartment buildings.
- 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 and cannot get out or prepare healthful meals on their own. 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.
- 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 their communities through the “Village” model, a grassroots, consumer driven, and volunteer first model. The Village Coordinator assists 14 current and nine emerging “Villages” and promotes the creation of new ones.

Department of Transportation – Transit Services

- Subsidize taxi service for low income seniors, age 65 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.
- Provide free bus fares on Ride On and Metrobus during off-peak periods (Monday-Friday 9:30 AM to 3:00 PM) and half price fares at all other times.
- Improve over 2,925 bus stops as part of Ride On’s safety and accessibility program.
- Improve pedestrian crossings by retiming all traffic signals to extend pedestrian crossing times to accommodate slower walking speeds, upgrade some traffic signals to include accessible/countdown pedestrian signals.
- Improve visibility by increasing street name signs to five inches and upgrade stop signs to 30-inch size (from 24-inches) for increased legibility.

Department of Public Libraries

- Provide programs specifically designed to engage seniors in creative, learning rich events which provide opportunities for social interaction at programs, and after them. These activities are essential to vital living, and provided via grant funding, staff work, and partnerships with Montgomery College’s Lifelong Learning Institute.
- 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. Recent programs include:
 - Partnership with the Alzheimer’s Association of Montgomery County on a program series about coping with the disease for patients and caregivers
 - Keeping Seniors Safe – partnership with MCFRS and MCPD on safety issues

- Stepping On – partnership with Maryland State Department of Health, programs on preventing falls
- Holistic health and mediation program series
- 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 for purchase at all library branches.
- Provide substantial volunteer opportunities that are frequently utilized by seniors at every branch, such as the MCPL “Grandreaders” program and Service Corps for Retired Executives business counseling.

Fire and Rescue Service (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 regarding fire safety, the development of home fire evacuation and escape plans and general injury prevention and information.
- 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 whom are seniors and 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

- Aggressively prosecute crimes against seniors and vulnerable adults through the newly created Crimes Against Seniors and Vulnerable Adults Unit of the Office of the State’s Attorney.
- Continue to collaborate closely with Adult Protective Services and the Police Department to address crimes against seniors in an efficient and timely manner that holds offenders accountable for their criminal activity.
- Continue to chair the Montgomery County Elder/Vulnerable Adult Abuse Task Force, which brings together representatives from County Agencies to discuss cases of concern and hosts an annual event on World Elder Abuse Awareness Day to promote education/prevention of senior abuse.
- Collect data on metrics to include the number of investigations opened, inter-agency collaborations, and prosecutions.

Community Engagement Cluster

- Partner with community organizations to provide free tax preparation assistance to low-to-moderate income Montgomery County residents with special attention to seniors age 60+.
- Support opportunities for adults age 60+ to increase access to community activities, socialization, and lifelong learning.
- Provide individual and couples senior counseling services.
- Offer the Retired Senior Volunteer Program (RSVP) for volunteers age 55+.

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

- Beginning in Levy year 2015, doubled the rate of Senior Tax Credit and expand eligibility to include homeowners who are 65 and older.

Department of Environmental Protection

- Apply for 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), Caregiving Resources, Lifelong Learning, and Driving for Seniors.
- Manage seniors website, a central portal offering timely information to seniors and caregivers about County services and programs.

Montgomery County Police Department (MCPD)

- Launched “Keeping Seniors Safe” crime prevention outreach program, which addresses financial and other frauds and scams; identify theft; shopping safety; and emergency preparedness through presentations from Community Outreach Officers and command staff, and brochures distributed widely.
- Conduct home security surveys in seniors’ homes.
- Manage Project Lifesaver to help locate seniors with dementia/Alzheimer’s Disease.

Senior Initiative
FY17 Recommended Operating Budget
Tax-Supported

Department	Project/Program	FY17 Recommended
Health and Human Services	Mental Health Services for Seniors and Persons with Disabilities	520,889
	Aging and Disability Services Resource Unit	212,266
	Senior Community Programs	1,648,605
	The Occupational Therapist initiative	230,000
	Senior Food Program	755,370
	Adult Protective Services/SSTA/ Public Guardianship	3,317,496
	The Adult Day Care Subsidies Initiative	321,565
	Respite Services	392,012
	The Home Care Services program	1,938,798
	Senior Group Homes	55,894
	Adult Foster Care	657,788
	Ombudsman Services	503,232
	CFC Supports Planning	832,270
	CFC Nurse Monitoring	1,480,315
	Senior Dental Services	381,399
	The Medical Assistance Eligibility Services	1,024,125
	Enhance Community First Choice AERS Assessment Services	200,000
Sub-total, Health and Human Services		14,472,025
Recreation	Long Branch Senior Center	128,397
	Damascus Senior Center	154,923
	Schweinhaut Senior Center	170,685
	Holiday Park Senior Center	291,542
	North Potomac Senior Center	145,211
	Senior Neighborhood Programs	154,706
	White Oak Community Recreation Center Senior programs	136,060
	Senior Outdoor Adventure Recreation	263,057
	JCA Senior Transportation	574,316
	Senior Mini Trips	50,240
	Manager III - Senior Services	167,154
Sub-total, Recreation		2,236,291
Transportation	Call N Ride Program	3,765,287
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	58,800
	Seniors/Disabled Ride Free Program	196,503
Sub-total, Transportation		4,174,450
Other Departments	Community Engagement Cluster - Individual and Couples Counseling	15,000
	Community Engagement Cluster - RSVP Leadership	42,828
	Police - Project Lifesaver Program	12,500
	State's Attorney - Senior Financial Exploitation Prevention Initiative	710,724
	Human Resources - Senior Fellows	100,000
	County Attorney - Senior Issues	134,768
	Department of Housing and Community Affairs - Victory Crossing	300,000
	Public Information - Senior Beacon Advertising	18,000
Sub-total, Other Departments		2,342,588
Total Tax-Supported		23,225,353
Total Non-Tax Supported		14,367,284
Grand Total		37,592,637

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and the disabled, except Jewish Council on Aging/Connect-A Ride which serves older adults (50+). All other appropriations reflect only funds attributed to senior services.

Non-Tax Supported

		FY17
Department	Project/Program	Recommended
Health and Human Services	Aging and Disability Services Resource Unit	554,260
	Senior Community Programs	926,541
	Senior Food Program	1,924,752
	Adult Protective Services/SSTA/ Public Guardianship	2,485,679
	Respite Services	88,392
	The Home Care Services program	763,930
	Senior Group Homes	125,780
	Adult Foster Care	295,953
	Ombudsman Services	276,072
	The Medical Assistance Long Term Care program	2,522,478
<i>Sub-total, Health and Human Services</i>		9,963,837
Other Departments	Department of Transportation - Call N Ride Program	379,110
	Department of Housing and Community Affairs - Elderly Service Plus Center	44,951
	Fire and Rescue - Senior Safety Outreach	100,000
	Department of Transportation - Medicaid Special Transportation	3,879,386
<i>Sub-total, Other Departments</i>		4,403,447
Total Non-Tax Supported		14,367,284

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and the disabled. All other appropriations reflect only funds attributed to senior services.

Six Point Economic Plan

MISSION STATEMENT

In the County Executive's inaugural speech on December 1, 2014, he introduced his Six-Point Economic Plan to position Montgomery County for greater economic success. Collectively, these six points represent some of the most pressing priorities to grow Montgomery County's economy by enhancing transit and fiber connectivity, stimulating entrepreneurial activities, reducing office vacancy, improving regulatory process, and revamping workforce to meet both industry and community needs. Since his announcement, several new initiatives have been started, building on the success of the Six Point Economic Plan.

LINKAGE TO COUNTY RESULTS AREAS

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Communities***
- ❖ ***A Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

PROGRAM CONTACTS

Contact Lily Qi of the Office of the County Executive at 240.777.2524 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this initiative's operating budget.

FY17 RECOMMENDED ENHANCEMENTS

In addition to existing resources promoting the County's economic growth through strategic development efforts, the FY17 Recommended Budget provides approximately \$6.3 million in tax-supported resources for the implementation of the Six Point Economic Plan. Those efforts include the creation of independent entities to improve targeted business assistance, support entrepreneurial growth, and create better coordinated workforce and economic development systems, as well as implementing development approval process and business climate improvements, transportation accessibility, and enhanced Internet broadband connectivity.

Offices of the County Executive (CEX)

- Restructure and privatize economic and workforce development functions with the creation of two private, non-profit corporations: the Montgomery County Economic Development Corporation (MCEDC) and WorkSource Montgomery, Inc. (WSM). The Department of Economic Development will cease operations at the end of FY16 and the majority of departmental functions will be transferred to MCEDC and WSM.
- Provide funds to support personnel and operating expenditures of the MCEDC in year one (\$4,180,750).
- Add funds to support full-year operations of WSM for workforce programs and service delivery (\$982,344).
- Continue funding support for the MC Squared Initiative to expand the County's business incubator networks which has leveraged additional funding of \$650,000 from BioHealth Innovation, the U.S. Small Business Administration, the Maryland Department of Commerce, Alexandria Real Estate Equities and angel investors.

Department of Finance

- Add funds to the MOVE Program to continue the County's efforts to attract new businesses and reduce the amount of vacant Class A and B office space (\$500,000).

Department of Permitting Services (DPS)

- Add two Information Technology (IT) specialists in the Director's office and one Division Chief to improve permitting processes (\$316,389).

Department of Technology Services (DTS)

- Add funds to support grant writing, digital inclusion, planning, and communications and marketing for the ultraMontgomery initiative in addition to \$1.124 million in capital funding in support of connections to Ashburn data centers, universities, and regional fiber networks (\$200,000).

Department of Transportation (DOT)

- Provide funds to support Express Services from Clarksburg to Shady Grove Metro Station (\$117,438). Additionally, the County provides capital funding of \$6.5 million to plan and design a high-quality Bus Rapid Transit (BRT) to enhance connectivity to employment centers and \$5 million to move the MD 355BRT Study to a Locally Preferred Alternative (LPA) stage.

PROGRAM DESCRIPTION

Offices of the County Executive

- Advance three initiatives to improve business services delivery and make the County more welcoming: a web-based Business Portal that will create a single point of entry for businesses when they need to interact with the County; a Regulatory Reform Commission that will examine ways to simplify and streamline regulatory processes beyond what has already been accomplished through development streamlining; and a revived focus on customer service excellence to meeting resident and business needs.
- The MC Square initiative, which includes a new start-up business accelerator, is committed to accelerating, connecting, and retaining early-stage companies in the County for long-term economic growth. This suite of entrepreneurship resources and programs are designed to build the County's innovation and entrepreneurship ecosystem:
 - Relevant Health is Montgomery County's health technology accelerator located at the Rockville Innovation Center and is a partnership between the BioHealth Innovation, Inc., and several other key partners. The five-month program provides intensive product development support, mentorship, a structured curriculum on product management, technical support, business and investor connections, and capital. The first cohort ran from October 2015 through March 2016 and included seven small businesses that were selected from an applicant pool of 75 companies. The companies are led by founders from a diverse array of fields, including physicians, engineers, technologists, and health professionals and feature emerging digital health technologies, such as wearables, population health management, and gamified therapy. In FY17, the program will benefit from greater brand recognition that will continue to gain notoriety through publicity from the initial graduate companies and partners.
 - Massachusetts Institute of Technology's (MIT) Venture Mentoring Services is now active in Montgomery County. Through the partnership with the Tech Council of Maryland, the County's entrepreneurs are working with its founding mentors who represent the County's serial technology entrepreneurs, angel and venture capitalists, seasoned professional service providers, and government contracting experts to identify business growth opportunities.
 - 1776 Partnership, a tech hub in the District of Columbia, is partnering with Montgomery County to give businesses access to resources and expertise and allow companies with public-serving technologies to test and deploy them in real-life settings in the County.

Department of Finance

- The MOVE Program was expanded in February 2015 as an innovative program that focuses on attracting new businesses and new jobs to the County, while reducing the County's vacant Class A and B office space. New businesses receive a one-time grant of \$8 per square foot toward their new lease agreement. The grant only applies to businesses that execute at least a three-year lease for Class A or B office space that is less than or equal to 10,000 square feet. As of February 2016, the MOVE Program has provided nearly \$817,000 in grants, attracting 31 new businesses and 219 new jobs to the County.
- The BUILD Program is an initiative supported by the Montgomery County Economic Development Fund. It is designed to increase the number of construction jobs and the commercial tax base by selectively spurring the construction of Class A office spaces and hotels in the County. Through this program, approved property owners receive from 25 to 50 percent of the additional real property taxes generated by the new development through an annual grant payment that last ten years.

Department of Permitting Services

- Streamlining the development process continues to be a priority for the County Executive. For FY17, the County Executive will continue funding in DPS for the following activities:
 - Implement initial review and comment within 30 days for properly prepared and electronically submitted commercial plans;
 - Reduce the processing time for sediment control plans;
 - Conduct frequent development review meetings with the Maryland-National Capital Park and Planning Commission (M-NCPPC);
 - Continue the Department's move to electronic plan review and electronic permit processing; and
 - Improve coordination of construction that impacts public rights-of-way in County business districts, while facilitating orderly construction activities.

Department of Technology Services

- ultraMontgomery supports the evolution of a collaborative high-speed fiber network that will connect people with opportunities and drive economic growth by linking our business, academic and Federal institutions and transit-oriented smart-growth communities. Through a public-private partnership, ultraMontgomery will provide the computing speed needed for knowledge-based jobs and promote Montgomery County as a test bed to develop and explore next generation Internet applications. ultraMontgomery will not only foster innovation and collaboration among our life sciences, biotech, medical device, cybersecurity, managed services, and other IT companies within the County, it will help to attract these companies. A key component of ultraMontgomery is expanding the direct high-speed fiber connections between businesses, Federal agencies and universities in Montgomery County to the cloud-service providers and data centers in Ashburn, Virginia - the hub through which more than 90 percent of the East Coast's Internet traffic passes. ultraMontgomery will also promote digital inclusion, public wifi, connected communities to ensure that all County residents can participate in the Internet economy.

Department of Transportation

- The County will partner with the State on the next phase of project planning for Bus Rapid Transit (BRT) on MD 355. Also, the County Executive is recommending the funding necessary to implement the Ride On Plus priority service from the Lakeforest Transit Center to the Medical Center Metrorail Station. He is also recommending express bus service from Clarksburg to Shady Grove Metrorail Station to begin in Spring 2017.
- The County is programming funds for planning and design of a high-quality US 29 BRT with the intent of getting this route up and running in less than four years.
- The current State-led BRT planning study on Veirs Mill Road will result in a Locally Preferred Alternative (LPA) in FY17. Following selection of an LPA, the County Executive will evaluate options for design and construction.
- The County Executive supports the State plan to seek Federal funding for the Corridor Cities Transitway (CCT). The project has reached the 30 percent design milestone and funding for final design is included in the State's budget.
- The Purple Line light rail project continues to be the County's top transportation priority. The County continues to partner with the Maryland Transit Administration to implement the Purple Line project and the associated County-funded projects (Capital Crescent Trail, Bethesda Metro South Entrance, and Silver Spring Green Trail).

Montgomery County Economic Development Corporation (MCEDC) – Non-Departmental Account

- On June 30th, 2015 the County Council approved legislation to privatize the County's economic development functions that led to the creation of the MCEDC. The 11-member private sector board was largely confirmed by the County Council on November 3, 2015, following appointment by the County Executive. MCEDC will receive funding from the County for its core operations and raise additional funds to expand its programs.

WorkSource Montgomery, Inc. (WSM) – Non-Departmental Account

- In October 2015, WSM became the County's designated workforce development entity, with the Workforce Development Board establishing workforce policy for the County and WSM to implement. WSM will unify and coordinate the County's workforce programs and organizations to connect our residents and employers with one another. It will serve unemployed and underemployed residents as well as County businesses who need access to talent.



Multi-Agency Summary Schedules

The multi-agency summary schedules include data for Montgomery County Government (MCG), Montgomery County Public Schools (MCPS), Montgomery College, Maryland-National Capital Park and Planning Commission (M-NCPPC), and for Debt Service. Not included are: the Washington Suburban Sanitary Commission (WSSC), the Housing Opportunities Commission (HOC), and the Montgomery County Revenue Authority.

Schedule A, Fiscal Summary by Fund

This schedule presents information organized by tax supported funds, special funds, and enterprise (self-supporting) funds. More detail is shown for Montgomery County Government, which has more special funds, than is shown for the other agencies. Fund balances expected to be available to fund the coming budget are shown, along with the new revenues estimated for that year, the inter-fund transfers that affect the net revenue available, the County Council's approved appropriations, and the fund balances projected to be on hand at the end of the coming year.

Schedule A-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.

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Schedule A

FY17 RECOMMENDED FISCAL SUMMARY BY FUND (\$000)

(A)	(B)	(C)	(D)	(E)	(F)	FY17 Operating Budget			(J)	(K)	(L)
						(G) GO & LTL Debt Service	(H) Agy/Fund Approp.	(I) Total Approp.			
Agencies By Fund	FY16 Est Fund Bal	FY17 Est Revenue	Net Inter-Fund Transfers	FY17 Total Resources	CIP Current Revenue & PAYGO				Total Use of Approp.	Designated Fund Balance	FY17 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	117,606	3,312,111	(320,880)	3,108,836	51,216	203,303	1,167,600	1,370,903	1,422,119	0	0
Debt Service: Non-Agency	0	12,534	370,749	383,283	0	6,103	0	6,103	6,103	0	0
Montgomery County Public Schools	33,163	660,784	0	693,947	2,408	150,188	2,311,578	2,461,766	2,464,174	0	0
Montgomery College	9,080	122,186	0	131,266	6,679	23,689	257,068	280,757	287,436	0	0
SUBTOTAL GENERAL FUND	159,848	4,107,615	49,869	4,317,332	60,303	383,283	3,736,246	4,119,528	4,179,831	0	137,501
OTHER FUNDS: TAX SUPPORTED											
County Government	958	1,992	5,962	8,912	0	0	8,693	8,693	8,693	0	220
Urban Districts	1,914	229,200	(13,310)	217,803	4,221	0	213,211	213,211	217,432	0	371
Fire	9,535	160,431	(38,355)	131,611	8,878	0	122,537	122,537	131,415	0	196
Mass Transit	1,182	48,349	(14,522)	35,009	0	0	34,331	34,331	34,331	0	678
Recreation	0	128	2,450	2,578	350	0	2,578	2,578	2,578	0	0
Economic Development	9,066	124,200	(2,204)	131,062		5,534	119,975	125,509	125,859	0	5,203
M-NCPPC											
SUBTOTAL OTHER TAX SUPPORTED	22,654	564,300	(59,979)	526,975	13,449	5,534	501,324	506,858	520,307	0	6,668
TOTAL AVAIL TAX SUPPORTED	182,502	4,671,915	(10,110)	4,844,307	73,752	388,816	4,237,570	4,626,386	4,700,138	0	144,169
Revenue Stabilization (Designated)	254,750	865	24,597	280,211	0	0	0	0	0	280,211	0
TOTAL TAX SUPPORTED (W RSF)	437,251	4,672,780	14,486	5,124,518	73,752	388,816	4,237,570	4,626,386	4,700,138	280,211	144,169
GRANT FUNDS											
County Government	0	115,790	0	115,790	0	0	116,403	116,403	116,403	0	(614)
Montgomery County Public Schools	0	78,964	0	78,964	0	0	78,964	78,964	78,964	0	0
Montgomery College	0	19,773	0	19,773	0	0	19,773	19,773	19,773	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
FEE SUPPORTED FUNDS											
Cable TV	1,563	28,644	(9,181)	21,026	4,817	0	15,808	15,808	20,625	0	402
Montgomery Housing Initiative	4,787	16,012	13,514	34,313	0	0	30,925	30,925	30,925	0	3,388
Water Quality Protection Fund	5,703	37,102	(7,799)	35,005	7,986	0	25,281	25,281	33,267	0	1,738
ENTERPRISE FUNDS											
County Government	5,847	10,988	(595)	16,239	0	0	11,292	11,292	11,292	0	4,947
Community Use of Public Facilities	32,500	31,756	(4,479)	59,778	8,482	0	27,319	27,319	35,801	0	23,977
Parking Districts	11,060	47,120	(4,816)	53,364	0	0	37,766	37,766	37,766	3,651	11,947
Permitting Services	1,345	6,442	(245)	7,542	0	0	6,704	6,704	6,704	0	837
Solid Waste Collection	0	99,716	323	100,039	0	0	85,515	85,515	85,515	(2,370)	16,893
Solid Waste Disposal	(37)	7,212	(1,220)	5,954	0	0	5,661	5,661	5,661	0	292
Vacuum Leaf Collection	(366)	86,575	(20,712)	65,496	0	0	63,169	63,169	63,169	0	2,328
Liquor Control	0	0	14,318	14,318	0	14,318	0	14,318	14,318	0	0
Non-Tax Supported Debt Service	11,038	62,025	1,743	74,806	0	0	63,767	63,767	63,767	0	11,038
Montgomery County Public Schools	21,281	26,048	1,621	48,950	0	0	31,135	31,135	31,135	0	17,815
Montgomery College	13,138	14,758	1,343	29,240	1,300	0	15,783	15,783	17,083	0	12,157
M-NCPPC											
SUBTOTAL NON-TAX SUPPORTED	107,858	689,474	(16,186)	781,147	22,585	14,318	635,816	650,134	672,719	1,281	107,146
TOTAL BUDGET (with Revenue Stabilization)	545,110	5,362,254	(1,699)	5,905,664	96,337	403,135	4,873,386	5,276,520	5,372,857	281,492	251,315

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Schedule A-1

BUDGET SUMMARY BY AGENCY

(in millions)

(A) Fiscal Year	(B) Tax Supported	(C) Grant Supported	(D) Self Supported	(E) Grand Total
MONTGOMERY COUNTY GOVERNMENT				
FY16 Approved	1,520.1	120.7	316.1	1,956.9
FY17 Recommended	1,548.9	116.4	309.4	1,974.8
Percent Change From FY16	1.9%	-3.5%	-2.1%	0.9%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY16 Approved	2,176.5	79.1	62.8	2,318.4
FY17 Recommended	2,311.6	79.0	63.8	2,454.3
Percent Change From FY16	6.2%	-0.2%	1.6%	5.9%
MONTGOMERY COLLEGE				
FY16 Approved	252.2	19.8	37.9	309.9
FY17 Recommended	257.1	19.8	31.1	308.0
Percent Change From FY16	1.9%	----	-17.8%	-0.6%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY16 Approved	117.4	0.6	15.4	133.3
FY17 Recommended	120.0	0.6	15.8	136.3
Percent Change From FY16	2.2%	----	2.4%	2.2%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY16 Approved	4,066.2	220.1	432.2	4,718.5
FY17 Recommended	4,237.6	215.7	420.1	4,873.4
Percent Change From FY16	4.2%	-2.0%	-2.8%	3.3%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY16 Approved	354.0		10.2	364.2
FY17 Recommended	388.8		14.3	403.1
Percent Change From FY16	9.8%	----	40.1%	10.7%
TOTAL BUDGETS				
FY16 Approved	4,420.2	220.1	442.4	5,082.7
FY17 Recommended	4,626.4	215.7	434.4	5,276.5
Percent Change From FY16	4.7%	-2.0%	-1.8%	3.8%

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Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY16

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	156,538,119	(89,423)	154,843	270,048	0	7,387,209	11,573,730
Revenues	3,116,847,269	699,129	974,996	199,752	0	172,126,095	225,671,316
Net Transfers	(268,797,958)	2,829,223	2,602,075	1,744,849	0	(36,053,042)	(11,094,477)
TOTAL RESOURCES	3,004,587,430	3,438,929	3,731,914	2,214,649	0	143,460,262	226,150,569
Contributions	(1,635,915,324)	0	0	0	0	0	0
To CIP: Current Revenue	(81,836,000)	0	0	0	0	(13,732,000)	0
Expenditures	(1,169,580,593)	(3,103,697)	(3,362,150)	(1,961,205)	0	(120,193,657)	(224,236,678)
TOTAL USE OF RESOURCES	(2,887,331,917)	(3,103,697)	(3,362,150)	(1,961,205)	0	(133,925,657)	(224,236,678)
ESTIMATED FY16 ENDING FUND BALANCE	117,255,513	335,232	369,764	253,444	0	9,534,605	1,913,891
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	350,000	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY17	117,605,513	335,232	369,764	253,444	0	9,534,605	1,913,891

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY17

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	117,605,513	335,232	369,764	253,444	0	9,534,605	1,913,891
Revenues	3,312,110,774	754,713	1,028,877	208,375	0	160,431,361	229,199,843
Net Transfers	(320,880,070)	2,130,083	2,133,138	1,698,815	0	(38,354,959)	(13,310,272)
TOTAL RESOURCES	3,108,836,217	3,220,028	3,531,779	2,160,634	0	131,611,007	217,803,462
Contributions	(1,747,915,324)	0	0	0	0	0	0
To CIP: Current Revenue	(60,303,000)	0	0	0	0	(8,878,000)	(4,221,000)
Expenditures	(1,167,599,598)	(3,140,907)	(3,444,719)	(2,107,065)	0	(122,536,862)	(213,211,431)
TOTAL USE OF RESOURCES	(2,975,817,922)	(3,140,907)	(3,444,719)	(2,107,065)	0	(131,414,862)	(217,432,431)
ESTIMATED FY17 ENDING FUND BALANCE	133,018,295	79,121	87,060	53,569	0	196,145	371,031
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY18	133,018,295	79,121	87,060	53,569	0	196,145	371,031



Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY16

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
(765,161)	2,250,774	230,647,665	407,967,804	0	37,124,908	12,684,099	11,085,825	468,862,636
46,693,171	128,223	605,360	3,563,945,311	20,851,982	634,201,313	115,938,997	120,682,787	4,455,620,390
(12,863,356)	2,145,646	23,496,502	(295,990,538)	321,669,827	0	0	(818,027)	24,861,262
33,064,654	4,524,643	254,749,527	3,675,922,577	342,521,809	671,326,221	128,623,096	130,950,585	4,949,344,288
0	0	0	(1,635,915,324)	0	1,507,631,597	128,283,727	0	0
0	0	0	(95,568,000)	0	0	0	(350,000)	(95,918,000)
(31,883,102)	(4,524,643)	0	(1,558,845,725)	(342,521,809)	(2,145,795,185)	(247,827,051)	(121,535,046)	(4,416,524,816)
(31,883,102)	(4,524,643)	0	(3,290,329,049)	(342,521,809)	(638,163,588)	(119,543,324)	(121,885,046)	(4,512,442,816)
1,181,552	0	254,749,527	385,593,528	0	33,162,633	9,079,772	9,065,539	436,901,472
0	0	(254,749,527)	(254,749,527)	0	0	0	0	(254,749,527)
0	0	0	350,000	0	0	0	0	350,000
0	0	0	0	0	0	0	0	0
1,181,552	0	0	131,194,001	0	33,162,633	9,079,772	9,065,539	182,501,945

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY17

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
1,181,552	0	254,749,527	385,943,528	0	33,162,633	9,079,772	9,065,539	437,251,472
48,348,667	128,223	864,800	3,753,075,633	12,533,760	660,783,990	122,186,497	124,200,129	4,672,780,009
(14,521,678)	2,449,557	24,596,588	(354,058,798)	370,748,880	0	0	(2,203,688)	14,486,394
35,008,541	2,577,780	280,210,915	3,784,960,363	383,282,640	693,946,623	131,266,269	131,061,980	5,124,517,875
0	0	0	(1,747,915,324)	0	1,617,631,597	130,283,727	0	0
0	0	0	(73,402,000)	0	0	0	(350,000)	(73,752,000)
(34,330,513)	(2,577,780)	0	(1,548,948,875)	(383,282,640)	(2,311,578,220)	(257,067,779)	(125,508,581)	(4,626,386,095)
(34,330,513)	(2,577,780)	0	(3,370,266,199)	(383,282,640)	(693,946,623)	(126,784,052)	(125,858,581)	(4,700,138,095)
678,028	0	280,210,915	414,694,164	0	0	4,482,217	5,203,399	424,379,780
0	0	(280,210,915)	(280,210,915)	0	0	0	0	(280,210,915)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
678,028	0	0	134,483,249	0	0	4,482,217	5,203,399	144,168,865



Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM										
March 15, 2016										
TAX SUPPORTED APPROPRIATIONS (\$000s)	ACTUAL FY15 Exp	ACTUAL FY15 Appr.	LATEST FY16 Exp.	RECOMMENDED 6 YR	RECOMMENDED FY17 Appr	RECOMMENDED FY18 Exp	RECOMMENDED FY19	RECOMMENDED FY20	RECOMMENDED FY21	RECOMMENDED FY22
GENERAL REVENUE SUPPORTED										
MCG	23,775	20,934	10,336	77,545	13,168	13,111	13,351	12,581	12,667	12,667
M-NCPPC PARKS	797	2,798	2,798	16,788	2,798	2,798	2,798	2,798	2,798	2,798
PUBLIC SCHOOLS (MCPS)	8,954	3,467	22,495	112,910	2,408	26,038	24,897	19,833	19,936	19,798
MONTGOMERY COLLEGE	9,087	11,471	10,957	72,664	6,679	13,197	13,197	13,197	13,197	13,197
HOC	-	1,250	1,250	7,500	1,250	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	29,950	29,950	34,000	204,000	34,000	34,000	34,000	34,000	34,000	34,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	29,950	29,950	34,000	204,000	34,000	34,000	34,000	34,000	34,000	34,000
SUBTOTAL	72,563	69,870	81,836	491,407	60,303	90,394	89,493	83,659	83,848	83,710
OTHER TAX SUPPORTED										
MASS TRANSIT	755	(491)	13,732	94,746	8,878	18,499	24,404	16,305	16,825	9,835
FIRE CONSOLIDATED	699	5,389	-	24,990	4,221	3,027	2,394	5,116	5,116	5,116
M-NCPPC PARKS	350	350	350	2,100	350	350	350	350	350	350
URBAN DISTRICTS	104	-	-	-	-	-	-	-	-	-
RECREATION	322	645	-	-	-	-	-	-	-	-
SUBTOTAL	2,230	5,893	14,082	121,836	13,449	21,876	27,148	21,771	22,291	15,301
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	74,793	75,763	95,918	613,243	73,752	112,270	116,641	105,430	106,139	99,011
INFLATION	-	-	-	17,851	-	-	1,835	3,557	5,584	6,875
SUBTOTAL ALLOCATION:	-	-	-	17,851	-	-	1,835	3,557	5,584	6,875
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	74,793	75,763	95,918	631,094	73,752	112,270	118,476	108,987	111,723	105,886
NON-TAX SUPPORTED EXPENDITURES (\$000s)	ACTUAL FY15 Exp	ACTUAL FY15 Exp	LATEST FY16 Exp	RECOMMENDED 6 YR	RECOMMENDED FY17 Appr	RECOMMENDED FY18 Exp	RECOMMENDED FY19	RECOMMENDED FY20	RECOMMENDED FY21	RECOMMENDED FY22
NON-TAX SUPPORTED										
MONTGOMERY HOUSING INITIATIVE	-	-	2,275	-	-	-	-	-	-	-
PARKING DISTRICTS	13,747	9,300	4,801	38,342	8,482	7,162	6,012	5,847	5,292	5,547
SOLID WASTE DISPOSAL	-	-	718	-	-	-	-	-	-	-
M-NCPPC ENTERPRISE FUND	1,004	800	800	15,950	1,300	1,050	800	6,000	6,000	800
CABLE TV FUND	1,884	3,748	3,329	26,762	4,817	4,570	4,520	4,430	4,249	4,176
WATER QUALITY PROTECTION CHARGE	3,196	3,826	13,926	40,078	13,126	7,986	5,413	3,852	5,783	3,918
SUBTOTAL EXPENDITURES:	19,831	17,674	25,849	121,132	27,725	20,768	16,745	20,129	21,324	14,441
TOTAL CURRENT REVENUE REQUIREMENTS	94,624	93,437	121,767	752,226	101,477	133,038	135,221	129,116	133,047	120,327

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	281,768,537	149,841,459	156,538,119	117,605,513	-21.5%
REVENUES					
Taxes	2,824,916,005	2,984,286,025	3,004,315,845	3,181,910,292	6.6%
Licenses & Permits	10,315,894	11,902,075	11,728,255	11,931,340	0.2%
Charges for Services	9,230,851	9,609,257	9,216,715	9,609,043	----
Fines & Forfeitures	27,538,161	23,893,361	24,653,370	24,222,150	1.4%
Intergovernmental	60,699,769	59,972,342	58,044,324	74,523,416	24.3%
Investment Income	105,948	1,083,490	39,340	144,540	-86.7%
Miscellaneous	9,507,029	9,935,220	8,849,420	9,769,993	-1.7%
Total REVENUES	2,942,313,657	3,100,681,770	3,116,847,269	3,312,110,774	6.8%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	46,173,197	45,308,845	45,308,845	40,945,114	-9.6%
To Non-Tax Supported Funds	(20,281,167)	(20,877,707)	(20,877,707)	(23,579,220)	12.9%
From Tax Supported Funds	16,104,870	19,547,799	16,922,040	18,625,342	-4.7%
To Tax Supported Funds	(285,670,625)	(290,526,403)	(282,646,625)	(328,067,995)	12.9%
From Internal Service Funds	10,745,911	0	0	0	----
To Revenue Stabilization Fund	(22,392,996)	(23,420,057)	(23,496,502)	(24,596,588)	5.0%
To Component Units/Agencies	(3,892,424)	(4,008,009)	(4,008,009)	(4,206,723)	5.0%
Total NET INTER-FUND TRANSFERS	(259,213,234)	(273,975,532)	(268,797,958)	(320,880,070)	17.1%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,594,239,036)	(1,635,915,324)	(1,635,915,324)	(1,747,915,324)	6.8%
County Contribution to CIP Fund	(72,562,065)	(77,586,000)	(81,836,000)	(60,303,000)	-22.3%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(1,666,801,101)	(1,713,501,324)	(1,717,751,324)	(1,808,218,324)	5.5%
Total Resources	1,298,067,859	1,263,046,373	1,286,836,106	1,300,617,893	3.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,146,565,256)	(1,133,242,438)	(1,169,580,593)	(1,167,599,598)	3.0%
Adjustment for Prior Year Encumbrances/Reserves	5,035,516	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,141,529,740)	(1,133,242,438)	(1,169,580,593)	(1,167,599,598)	3.0%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	(2,000,000)	0	0	-100.0%
Change in Designated Reserves	0	0	350,000	0	----
Total CLAIMS ON FUND	0	(2,000,000)	350,000	0	-100.0%
Total Use of Resources	(1,141,529,740)	(1,135,242,438)	(1,169,230,593)	(1,167,599,598)	2.9%
PROJECTED FUND BALANCE	156,538,119	127,803,935	117,605,513	133,018,295	4.1%
Bethesda Urban District					
BEGINNING FUND BALANCE	119,372	(160,013)	(89,423)	335,232	-309.5%
REVENUES					
Taxes	524,070	501,693	541,210	564,836	12.6%
Charges for Services	139,276	157,919	157,919	189,877	20.2%
Investment Income	0	360	0	0	-100.0%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total REVENUES	663,346	659,972	699,129	754,713	14.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,823,989	2,200,955	2,200,955	1,502,000	-31.8%
From Tax Supported Funds	0	650,318	650,318	650,318	----
To Tax Supported Funds	(20,910)	(22,050)	(22,050)	(22,235)	0.8%
Total NET INTER-FUND TRANSFERS	2,803,079	2,829,223	2,829,223	2,130,083	-24.7%
Total Resources	3,585,797	3,329,182	3,438,929	3,220,028	-3.3%
CIP CURRENT REVENUE	(103,755)	0	0	0	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,675,221)	(3,253,697)	(3,103,697)	(3,140,907)	-3.5%
Adjustment for Prior Year Encumbrances/Reserves	103,756	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,571,465)	(3,253,697)	(3,103,697)	(3,140,907)	-3.5%
Total Use of Resources	(3,675,220)	(3,253,697)	(3,103,697)	(3,140,907)	-3.5%
PROJECTED FUND BALANCE	(89,423)	75,485	335,232	79,121	4.8%
Silver Spring Urban District					
BEGINNING FUND BALANCE	252,066	64,379	154,843	369,764	474.4%
REVENUES					
Taxes	717,223	795,761	840,996	878,877	10.4%
Charges for Services	64,608	134,000	134,000	150,000	11.9%
Investment Income	0	880	0	0	-100.0%
Total REVENUES	781,831	930,641	974,996	1,028,877	10.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,440,546	2,448,205	2,448,205	2,005,282	-18.1%
From Tax Supported Funds	0	524,660	524,660	524,660	----
To Tax Supported Funds	(351,850)	(370,790)	(370,790)	(396,804)	7.0%
Total NET INTER-FUND TRANSFERS	2,088,696	2,602,075	2,602,075	2,133,138	-18.0%
Total Resources	3,122,593	3,597,095	3,731,914	3,531,779	-1.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,056,663)	(3,512,150)	(3,362,150)	(3,444,719)	-1.9%
Adjustment for Prior Year Encumbrances/Reserves	88,913	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,967,750)	(3,512,150)	(3,362,150)	(3,444,719)	-1.9%
Total Use of Resources	(2,967,750)	(3,512,150)	(3,362,150)	(3,444,719)	-1.9%
PROJECTED FUND BALANCE	154,843	84,945	369,764	87,060	2.5%
Wheaton Urban District					
BEGINNING FUND BALANCE	379,282	219,166	270,048	253,444	15.6%
REVENUES					
Taxes	169,854	196,959	198,452	207,075	5.1%
Investment Income	573	300	1,300	1,300	333.3%
Total REVENUES	170,427	197,259	199,752	208,375	5.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	292,320	607,000	607,000	23,629	-96.1%
From Tax Supported Funds	1,284,430	1,360,509	1,360,509	1,917,740	41.0%
To Tax Supported Funds	(196,450)	(222,660)	(222,660)	(242,554)	8.9%
Total NET INTER-FUND TRANSFERS	1,380,300	1,744,849	1,744,849	1,698,815	-2.6%
Total Resources	1,930,009	2,161,274	2,214,649	2,160,634	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,659,961)	(2,111,205)	(1,961,205)	(2,107,065)	-0.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,659,961)	(2,111,205)	(1,961,205)	(2,107,065)	-0.2%
Total Use of Resources	(1,659,961)	(2,111,205)	(1,961,205)	(2,107,065)	-0.2%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
PROJECTED FUND BALANCE	270,048	50,069	253,444	53,569	7.0%
Mass Transit					
BEGINNING FUND BALANCE	8,756,557	813,793	7,387,209	9,534,605	1071.6%
REVENUES					
Taxes	68,879,640	107,000,412	106,834,291	95,144,257	-11.1%
Licenses & Permits	555,763	531,000	531,000	531,000	----
Charges for Services	25,859,474	25,593,978	25,402,744	25,398,044	-0.8%
Fines & Forfeitures	824,757	405,000	405,000	405,000	----
Intergovernmental	38,616,973	39,778,100	38,953,060	38,953,060	-2.1%
Investment Income	0	7,710	0	0	-100.0%
Miscellaneous	267,491	0	0	0	----
Total REVENUES	135,004,098	173,316,200	172,126,095	160,431,361	-7.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	7,799,700	0	0	0	----
To Non-Tax Supported Funds	(340,000)	0	0	0	----
From Tax Supported Funds	531,310	531,310	531,310	1,381,310	160.0%
To Tax Supported Funds	(25,252,989)	(39,246,979)	(36,584,352)	(39,736,269)	1.2%
Total NET INTER-FUND TRANSFERS	(17,261,979)	(38,715,669)	(36,053,042)	(38,354,959)	-0.9%
Total Resources	126,498,676	135,414,324	143,460,262	131,611,007	-2.8%
CIP CURRENT REVENUE	(754,768)	(13,732,000)	(13,732,000)	(8,878,000)	-35.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(119,550,792)	(121,491,890)	(120,193,657)	(122,536,862)	0.9%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	1,194,093	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(118,356,699)	(121,491,890)	(120,193,657)	(122,536,862)	0.9%
Total Use of Resources	(119,111,467)	(135,223,890)	(133,925,657)	(131,414,862)	-2.8%
PROJECTED FUND BALANCE	7,387,209	190,434	9,534,605	196,145	3.0%
Fire					
BEGINNING FUND BALANCE	449,060	9,115,755	11,573,730	1,913,891	-79.0%
REVENUES					
Taxes	233,983,584	206,867,464	206,546,296	210,809,823	1.9%
Licenses & Permits	454,350	600,000	600,000	0	-100.0%
Charges for Services	17,682,946	18,335,000	18,335,000	18,200,000	-0.7%
Intergovernmental	1,526,354	0	0	0	----
Investment Income	75,192	46,760	170,020	170,020	263.6%
Miscellaneous	409,936	10,000	20,000	20,000	100.0%
Total REVENUES	254,132,362	225,859,224	225,671,316	229,199,843	1.5%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(14,149)	0	0	0	----
From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Tax Supported Funds	(9,462,288)	(12,726,850)	(11,344,477)	(13,560,272)	6.5%
Total NET INTER-FUND TRANSFERS	(9,226,437)	(12,476,850)	(11,094,477)	(13,310,272)	6.7%
Total Resources	245,354,985	222,498,129	226,150,569	217,803,462	-2.1%
CIP CURRENT REVENUE	(699,057)	0	0	(4,221,000)	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(228,697,061)	(222,299,388)	(224,236,678)	(213,211,431)	-4.1%
Adjustment for Prior Year Encumbrances/Reserves	(4,385,137)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(233,082,198)	(222,299,388)	(224,236,678)	(213,211,431)	-4.1%
Total Use of Resources	(233,781,255)	(222,299,388)	(224,236,678)	(217,432,431)	-2.2%
PROJECTED FUND BALANCE	11,573,730	198,741	1,913,891	371,031	86.7%
Recreation					

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
BEGINNING FUND BALANCE	(729,555)	(1,669,172)	(765,161)	1,181,552	-170.8%
REVENUES					
Taxes	34,586,397	35,717,163	35,719,851	37,432,378	4.8%
Charges for Services	9,996,052	11,260,542	10,760,542	10,760,542	-4.4%
Investment Income	11,567	10,940	26,150	26,150	139.0%
Miscellaneous	190,182	186,628	186,628	129,597	-30.6%
Total REVENUES	44,784,198	47,175,273	46,693,171	48,348,667	2.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	108,818	0	0	0	----
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(15,453,971)	(13,902,500)	(13,873,056)	(15,531,378)	11.7%
Total NET INTER-FUND TRANSFERS	(14,335,453)	(12,892,800)	(12,863,356)	(14,521,678)	12.6%
Total Resources	29,719,190	32,613,301	33,064,654	35,008,541	7.3%
CIP CURRENT REVENUE	(322,063)	0	0	0	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(29,802,194)	(32,339,234)	(31,883,102)	(34,330,513)	6.2%
Adjustment for Prior Year Encumbrances/Reserves	(360,094)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(30,162,288)	(32,339,234)	(31,883,102)	(34,330,513)	6.2%
Total Use of Resources	(30,484,351)	(32,339,234)	(31,883,102)	(34,330,513)	6.2%
PROJECTED FUND BALANCE	(765,161)	274,067	1,181,552	678,028	147.4%
Economic Development Fund					
BEGINNING FUND BALANCE	2,914,137	0	2,250,774	0	----
REVENUES					
Investment Income	28,438	55,970	33,253	33,253	-40.6%
Miscellaneous	193,142	94,970	94,970	94,970	----
Total REVENUES	221,580	150,940	128,223	128,223	-15.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,199,627	1,702,651	2,145,646	2,449,557	43.9%
Total NET INTER-FUND TRANSFERS	1,199,627	1,702,651	2,145,646	2,449,557	43.9%
Total Resources	4,335,344	1,853,591	4,524,643	2,577,780	39.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,084,570)	(1,853,591)	(4,524,643)	(2,577,780)	39.1%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,084,570)	(1,853,591)	(4,524,643)	(2,577,780)	39.1%
Total Use of Resources	(2,084,570)	(1,853,591)	(4,524,643)	(2,577,780)	39.1%
PROJECTED FUND BALANCE	2,250,774	0	0	0	----
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	207,986,941	230,668,781	230,647,665	254,749,527	10.4%
REVENUES					
Investment Income	267,729	776,850	605,360	864,800	11.3%
Total REVENUES	267,729	776,850	605,360	864,800	11.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	22,392,995	23,420,057	23,496,502	24,596,588	5.0%
Total NET INTER-FUND TRANSFERS	22,392,995	23,420,057	23,496,502	24,596,588	5.0%
Total Resources	230,647,665	254,865,688	254,749,527	280,210,915	9.9%
DESIGNATED FUND BALANCE	230,647,665	254,865,688	254,749,527	280,210,915	9.9%

DEBT SERVICE

Debt Service

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
BEGINNING FUND BALANCE	0	0	0	0	----
REVENUES					
Intergovernmental	14,119,296	17,341,440	20,851,982	12,533,760	-27.7%
Investment Income	8,957	0	0	0	----
Miscellaneous	2,352,252	0	0	0	----
Total REVENUES	16,480,505	17,341,440	20,851,982	12,533,760	-27.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	316,029,146	331,441,285	321,669,827	370,748,880	11.9%
Total NET INTER-FUND TRANSFERS	316,029,146	331,441,285	321,669,827	370,748,880	11.9%
Total Resources	332,509,651	348,782,725	342,521,809	383,282,640	9.9%
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(308,090,187)	(316,819,300)	(315,024,624)	(352,370,610)	11.2%
Debt Service - Other	(24,419,464)	(31,963,425)	(27,497,185)	(30,912,030)	-3.3%
Total APPROPRIATION/EXPENDITURE	(332,509,651)	(348,782,725)	(342,521,809)	(383,282,640)	9.9%
Total Use of Resources	(332,509,651)	(348,782,725)	(342,521,809)	(383,282,640)	9.9%
PROJECTED FUND BALANCE	0	0	0	0	----

MONTGOMERY COUNTY PUBLIC SCHOOLS

Current Fund MCPS

BEGINNING FUND BALANCE	39,355,084	33,162,633	37,124,908	33,162,633	----
REVENUES					
Charges for Services	4,110,380	4,105,755	4,105,755	3,840,600	-6.5%
Intergovernmental	620,487,635	631,625,558	630,095,558	656,943,390	4.0%
Total REVENUES	624,598,015	635,731,313	634,201,313	660,783,990	3.9%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,439,045,758	1,463,274,812	1,463,274,812	1,617,631,597	10.5%
County Contribution to Other - Pension Shift	37,809,551	44,356,785	44,356,785	0	-100.0%
County Contribution to CIP Fund	8,953,638	18,245,000	22,495,000	2,408,000	-86.8%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,485,808,947	1,525,876,597	1,530,126,597	1,620,039,597	6.2%
Total Resources	2,149,762,046	2,194,770,543	2,201,452,818	2,313,986,220	5.4%
CIP CURRENT REVENUE	(8,953,638)	(18,245,000)	(22,495,000)	(2,408,000)	-86.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,140,808,408)	(2,176,525,543)	(2,145,795,185)	(2,311,578,220)	6.2%
Adjustment for Prior Year Encumbrances/Reserves	37,124,908	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,103,683,500)	(2,176,525,543)	(2,145,795,185)	(2,311,578,220)	6.2%
Total Use of Resources	(2,112,637,138)	(2,194,770,543)	(2,168,290,185)	(2,313,986,220)	5.4%
PROJECTED FUND BALANCE	37,124,908	0	33,162,633	0	----

MONTGOMERY COLLEGE

Current Fund MC

BEGINNING FUND BALANCE	12,811,385	9,999,949	12,115,618	8,415,618	-15.8%
REVENUES					
Charges for Services	81,422,679	81,187,685	80,375,808	84,070,914	3.6%
Intergovernmental	33,227,660	34,306,176	34,306,176	36,466,583	6.3%
Investment Income	78,379	55,000	55,000	55,000	----
Miscellaneous	1,731,491	1,270,000	1,202,013	1,594,000	25.5%
Total REVENUES	116,460,209	116,818,861	115,938,997	122,186,497	4.6%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	116,733,727	127,633,727	127,633,727	129,633,727	1.6%
County Contribution to CIP Fund	9,086,748	10,957,000	10,957,000	6,679,000	-39.0%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	125,820,475	138,590,727	138,590,727	136,312,727	-1.6%
Total Resources	255,092,069	265,409,537	266,645,342	266,914,842	0.6%
CIP CURRENT REVENUE	(9,086,748)	(10,957,000)	(10,957,000)	(6,679,000)	-39.0%

APPROPRIATION/EXPENDITURE

Appropriation/Expenditure	(237,407,591)	(251,468,195)	(247,272,724)	(256,317,779)	1.9%
Adjustment for Prior Year Encumbrances/Reserves	3,517,888	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(233,889,703)	(251,468,195)	(247,272,724)	(256,317,779)	1.9%
Total Use of Resources	(242,976,451)	(262,425,195)	(258,229,724)	(262,996,779)	0.2%
PROJECTED FUND BALANCE	12,115,618	2,984,342	8,415,618	3,918,063	31.3%

Emergency Repair Fund

BEGINNING FUND BALANCE	666,911	641,911	568,481	664,154	3.5%
REVENUES					
Investment Income	1,559	0	0	0	----
Total REVENUES	1,559	0	0	0	----

CONTRIBUTIONS TO/FROM OTHER FUNDS

County Contribution to Current/Other Fund	250,000	250,000	250,000	250,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	250,000	250,000	250,000	250,000	----
Total Resources	918,470	891,911	818,481	914,154	2.5%

APPROPRIATION/EXPENDITURE

Appropriation/Expenditure	(349,989)	(350,000)	(154,327)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(349,989)	(350,000)	(154,327)	(350,000)	----
Total Use of Resources	(349,989)	(350,000)	(154,327)	(350,000)	----
PROJECTED FUND BALANCE	568,481	541,911	664,154	564,154	4.1%

MC Grants Tax Supported Fund

BEGINNING FUND BALANCE	0	0	0	0	----
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CONTRIBUTIONS TO/FROM OTHER FUNDS

County Contribution to Current/Other Fund	400,000	400,000	400,000	400,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	400,000	400,000	400,000	400,000	----
Total Resources	400,000	400,000	400,000	400,000	----

APPROPRIATION/EXPENDITURE

Appropriation/Expenditure	(400,000)	(400,000)	(400,000)	(400,000)	----
Total 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

Administration Fund

BEGINNING FUND BALANCE	6,985,210	3,135,483	5,235,726	3,222,666	2.8%
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REVENUES

Taxes	25,414,947	27,795,118	27,791,137	27,505,550	-1.0%
Charges for Services	318,873	144,000	144,000	145,000	0.7%
Intergovernmental	416,660	400,400	400,400	409,900	2.4%
Investment Income	66,195	35,000	35,000	60,000	71.4%
Miscellaneous	6,644	0	0	0	----
Total REVENUES	26,223,319	28,374,518	28,370,537	28,120,450	-0.9%

NET INTER-FUND TRANSFERS

To Non-Tax Supported Funds	0	0	0	(500,000)	----
To Tax Supported Funds	(1,100,000)	(700,000)	(700,000)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(1,100,000)	(700,000)	(700,000)	(500,000)	-28.6%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total Resources	32,108,529	30,810,001	32,906,263	30,843,116	0.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(26,872,803)	(29,873,597)	(29,683,597)	(29,697,202)	-0.6%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(26,872,803)	(29,873,597)	(29,683,597)	(29,697,202)	-0.6%
Total Use of Resources	(26,872,803)	(29,873,597)	(29,683,597)	(29,697,202)	-0.6%
PROJECTED FUND BALANCE	5,235,726	936,404	3,222,666	1,145,914	22.4%
Park Fund					
BEGINNING FUND BALANCE	5,342,888	4,181,857	5,840,933	5,842,873	39.7%
REVENUES					
Taxes	83,626,126	85,238,361	85,226,154	88,664,950	4.0%
Charges for Services	2,453,157	2,424,443	2,424,443	2,594,043	7.0%
Intergovernmental	2,453,147	2,739,782	2,739,782	2,817,413	2.8%
Investment Income	22,744	5,000	15,000	30,000	500.0%
Miscellaneous	236,625	126,300	126,300	107,700	-14.7%
Total REVENUES	88,791,799	90,533,886	90,531,679	94,214,106	4.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	805,550	805,550	0	-100.0%
From Tax Supported Funds	1,100,000	700,000	700,000	0	-100.0%
Total NET INTER-FUND TRANSFERS	1,100,000	1,505,550	1,505,550	0	-100.0%
Total Resources	95,234,687	96,221,293	97,878,162	100,056,979	4.0%
CIP CURRENT REVENUE	(350,000)	(350,000)	(350,000)	(350,000)	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(84,228,834)	(87,499,802)	(87,426,204)	(90,277,525)	3.2%
Debt Service - Other	(4,789,723)	(5,059,085)	(4,259,085)	(5,371,969)	6.2%
Adjustment for Prior Year Encumbrances/Reserves	(25,197)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(89,043,754)	(92,558,887)	(91,685,289)	(95,649,494)	3.3%
Total Use of Resources	(89,393,754)	(92,908,887)	(92,035,289)	(95,999,494)	3.3%
PROJECTED FUND BALANCE	5,840,933	3,312,406	5,842,873	4,057,485	22.5%
ALA Debt Service Fund					
BEGINNING FUND BALANCE	18,739	(4,627)	9,166	0	-100.0%
REVENUES					
Taxes	1,738,887	1,783,340	1,780,571	1,865,573	4.6%
Total REVENUES	1,738,887	1,783,340	1,780,571	1,865,573	4.6%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,467,000)	(1,609,540)	(1,623,577)	(1,703,688)	5.8%
Total NET INTER-FUND TRANSFERS	(1,467,000)	(1,609,540)	(1,623,577)	(1,703,688)	5.8%
Total Resources	290,626	169,173	166,160	161,885	-4.3%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(281,460)	(166,160)	(166,160)	(161,885)	-2.6%
Total APPROPRIATION/EXPENDITURE	(281,460)	(166,160)	(166,160)	(161,885)	-2.6%
Total Use of Resources	(281,460)	(166,160)	(166,160)	(161,885)	-2.6%
PROJECTED FUND BALANCE	9,166	3,013	0	0	-100.0%
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Water Quality Protection Fund					
BEGINNING FUND BALANCE	9,901,942	10,698,489	13,221,064	5,702,695	-46.7%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
REVENUES					
Taxes	2,485,541	2,400,000	2,400,000	2,280,000	-5.0%
Charges for Services	28,232,040	32,833,364	32,551,518	34,730,616	5.8%
Investment Income	28,213	81,730	63,790	91,130	11.5%
Total REVENUES	30,745,794	35,315,094	35,015,308	37,101,746	5.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(3,011,877)	(3,020,250)	(3,020,250)	(6,367,900)	110.8%
To Tax Supported Funds	(1,287,544)	(1,330,510)	(1,330,510)	(1,431,071)	7.6%
Total NET INTER-FUND TRANSFERS	(4,299,421)	(4,350,760)	(4,350,760)	(7,798,971)	79.3%
Total Resources	36,348,315	41,662,823	43,885,612	35,005,470	-16.0%
CIP CURRENT REVENUE	(3,196,080)	(13,926,000)	(13,126,000)	(7,986,000)	-42.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(20,055,129)	(23,273,827)	(21,958,808)	(25,281,110)	8.6%
Adjustment for Prior Year Encumbrances/Reserves	123,958	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(19,931,171)	(23,273,827)	(21,958,808)	(25,281,110)	8.6%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(3,098,109)	0	----
Total CLAIMS ON FUND	0	0	(3,098,109)	0	----
Total Use of Resources	(23,127,251)	(37,199,827)	(38,182,917)	(33,267,110)	-10.6%
PROJECTED FUND BALANCE	13,221,064	4,462,996	5,702,695	1,738,360	-61.0%
Grant Fund MCG					
BEGINNING FUND BALANCE	0	0	0	0	----
REVENUES					
Charges for Services	12,826	314,752	314,752	295,208	-6.2%
Intergovernmental	115,179,661	118,669,256	118,669,256	114,494,422	-3.5%
Investment Income	196,060	0	0	0	----
Miscellaneous	950,367	1,077,967	1,077,967	1,000,000	-7.2%
Total REVENUES	116,338,914	120,061,975	120,061,975	115,789,630	-3.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	354,149	0	0	0	----
Total NET INTER-FUND TRANSFERS	354,149	0	0	0	----
Total Resources	116,693,063	120,061,975	120,061,975	115,789,630	-3.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(116,693,063)	(120,669,648)	(120,669,648)	(116,403,381)	-3.5%
Total APPROPRIATION/EXPENDITURE	(116,693,063)	(120,669,648)	(120,669,648)	(116,403,381)	-3.5%
Total Use of Resources	(116,693,063)	(120,669,648)	(120,669,648)	(116,403,381)	-3.5%
PROJECTED FUND BALANCE	0	(607,673)	(607,673)	(613,751)	1.0%
Cable Television					
BEGINNING FUND BALANCE	135,781	1,231,157	1,905,445	1,563,194	27.0%
REVENUES					
Charges for Services	28,285,039	28,007,439	28,578,732	28,617,360	2.2%
Investment Income	8,355	11,240	18,890	26,990	140.1%
Total REVENUES	28,293,394	28,018,679	28,597,622	28,644,350	2.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(8,389,025)	(9,087,925)	(9,087,925)	(9,181,309)	1.0%
Total NET INTER-FUND TRANSFERS	(8,389,025)	(9,087,925)	(9,087,925)	(9,181,309)	1.0%
Total Resources	20,040,150	20,161,911	21,415,142	21,026,235	4.3%
CIP CURRENT REVENUE	(2,979,000)	(4,098,000)	(4,098,000)	(4,817,000)	17.5%
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Appropriation/Expenditure	(14,553,037)	(15,764,947)	(15,753,948)	(15,807,515)	0.3%
Adjustment for Prior Year Encumbrances/Reserves	(602,668)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,155,705)	(15,764,947)	(15,753,948)	(15,807,515)	0.3%
Total Use of Resources	(18,134,705)	(19,862,947)	(19,851,948)	(20,624,515)	3.8%
PROJECTED FUND BALANCE	1,905,445	298,964	1,563,194	401,720	34.4%
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	8,680,975	7,241,980	6,932,681	4,786,860	-33.9%
REVENUES					
Taxes	8,630,004	9,182,680	10,810,000	10,276,000	11.9%
Charges for Services	0	32,188	32,188	50,000	55.3%
Investment Income	2,039,820	1,468,200	2,125,040	2,125,040	44.7%
Miscellaneous	6,419,726	3,513,486	5,964,506	3,561,286	1.4%
Total REVENUES	17,089,550	14,196,554	18,931,734	16,012,326	12.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(7,330,155)	(7,196,110)	(7,196,110)	(7,950,310)	10.5%
From Tax Supported Funds	18,572,277	19,259,777	19,259,777	21,767,940	13.0%
To Tax Supported Funds	(295,481)	(289,410)	(289,410)	(303,734)	4.9%
Total NET INTER-FUND TRANSFERS	10,946,641	11,774,257	11,774,257	13,513,896	14.8%
Total Resources	36,717,166	33,212,791	37,638,672	34,313,082	3.3%
CIP CURRENT REVENUE	0	(2,275,000)	(2,275,000)	0	-100.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(29,408,968)	(27,598,771)	(30,513,332)	(30,864,202)	11.8%
Debt Service - Other	(65,630)	(63,480)	(63,480)	(61,280)	-3.5%
Adjustment for Prior Year Encumbrances/Reserves	(309,887)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(29,784,485)	(27,662,251)	(30,576,812)	(30,925,482)	11.8%
Total Use of Resources	(29,784,485)	(29,937,251)	(32,851,812)	(30,925,482)	3.3%
PROJECTED FUND BALANCE	6,932,681	3,275,540	4,786,860	3,387,600	3.4%
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	5,419,310	5,432,550	5,910,061	5,846,732	7.6%
REVENUES					
Charges for Services	10,998,118	10,955,160	10,955,160	10,939,718	-0.1%
Investment Income	14,832	36,860	33,540	47,910	30.0%
Total REVENUES	11,012,950	10,992,020	10,988,700	10,987,628	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(563,437)	(468,600)	(468,600)	(755,354)	61.2%
Total NET INTER-FUND TRANSFERS	(403,437)	(308,600)	(308,600)	(595,354)	92.9%
Total Resources	16,028,823	16,115,970	16,590,161	16,239,006	0.8%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,606,189)	(10,846,275)	(10,743,429)	(11,292,468)	4.1%
Adjustment for Prior Year Encumbrances/Reserves	167,975	0	0	0	----
Pension Liability Restatement (GASB 68)	(680,548)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,118,762)	(10,846,275)	(10,743,429)	(11,292,468)	4.1%
Total Use of Resources	(10,118,762)	(10,846,275)	(10,743,429)	(11,292,468)	4.1%
PROJECTED UNRESTRICTED NET ASSETS	5,910,061	5,269,695	5,846,732	4,946,538	-6.1%
Bethesda Parking District					
BEGINNING CASH BALANCE	25,614,401	9,809,221	13,059,293	13,366,666	36.3%
REVENUES					
Taxes	2,746,026	0	0	0	----
Licenses & Permits	1,106	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Charges for Services	13,193,107	14,699,000	13,505,081	14,105,081	-4.0%
Fines & Forfeitures	4,261,637	4,600,000	3,250,000	3,250,000	-29.3%
Investment Income	15,243	107,190	27,990	39,990	-62.7%
Miscellaneous	(386,394)	324,120	324,120	324,120	----
Total REVENUES	19,830,725	19,730,310	17,107,191	17,719,191	-10.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,500,000	1,500,000	1,500,000	0	-100.0%
To Tax Supported Funds	(7,539,300)	(2,555,915)	(2,555,915)	(1,882,332)	-26.4%
Total NET INTER-FUND TRANSFERS	(6,039,300)	(1,055,915)	(1,055,915)	(1,882,332)	78.3%
Total Resources	39,405,826	28,483,616	29,110,569	29,203,525	2.5%
CIP CURRENT REVENUE	(12,385,872)	(590,000)	(590,000)	(2,715,000)	360.2%

APPROPRIATION/EXPENDITURE

Appropriation/Expenditure	(9,445,885)	(10,185,681)	(10,333,436)	(10,226,558)	0.4%
Debt Service - Other	(4,959,789)	(4,960,917)	(4,820,467)	(4,574,348)	-7.8%
Adjustment for Prior Year Encumbrances/Reserves	445,013	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(13,960,661)	(15,146,598)	(15,153,903)	(14,800,906)	-2.3%
Total Use of Resources	(26,346,533)	(15,736,598)	(15,743,903)	(17,515,906)	11.3%
PROJECTED CASH BALANCE	13,059,293	12,747,018	13,366,666	11,687,619	-8.3%

Montgomery Hills Parking District

BEGINNING CASH BALANCE	80,484	89,126	67,549	47,117	-47.1%
REVENUES					
Taxes	89,654	0	0	0	----
Charges for Services	35,481	45,000	45,000	45,000	----
Fines & Forfeitures	41,857	28,000	28,000	28,000	----
Investment Income	1,322	13,100	2,990	4,270	-67.4%
Miscellaneous	(12,685)	0	0	0	----
Total REVENUES	155,629	86,100	75,990	77,270	-10.3%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(12,846)	(12,960)	(12,960)	(13,378)	3.2%
Total NET INTER-FUND TRANSFERS	(12,846)	(12,960)	(12,960)	(13,378)	3.2%
Total Resources	223,267	162,266	130,579	111,009	-31.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(119,009)	(84,231)	(83,462)	(84,329)	0.1%
Adjustment for Prior Year Encumbrances/Reserves	(36,709)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(155,718)	(84,231)	(83,462)	(84,329)	0.1%
Total Use of Resources	(155,718)	(84,231)	(83,462)	(84,329)	0.1%
PROJECTED CASH BALANCE	67,549	78,035	47,117	26,680	-65.8%

Silver Spring Parking District

BEGINNING CASH BALANCE	18,341,172	14,847,113	18,808,969	18,313,183	23.3%
REVENUES					
Taxes	7,641,713	0	0	0	----
Charges for Services	10,251,552	11,805,800	10,661,253	10,661,253	-9.7%
Fines & Forfeitures	2,713,531	2,256,250	1,869,689	1,869,689	-17.1%
Investment Income	29,670	63,540	67,090	95,840	50.8%
Miscellaneous	(893,068)	6,825,000	7,600,000	0	-100.0%
Total REVENUES	19,743,398	20,950,590	20,198,032	12,626,782	-39.7%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(1,500,000)	(1,500,000)	(1,500,000)	0	-100.0%
To Tax Supported Funds	(6,029,373)	(4,838,355)	(4,838,355)	(2,492,734)	-48.5%
Total NET INTER-FUND TRANSFERS	(7,529,373)	(6,338,355)	(6,338,355)	(2,492,734)	-60.7%
Total Resources	30,555,197	29,459,348	32,668,646	28,447,231	-3.4%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
CIP CURRENT REVENUE	(1,360,141)	(4,054,000)	(2,900,000)	(5,610,000)	38.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,711,420)	(11,449,969)	(11,455,463)	(11,064,912)	-3.4%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	325,333	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,386,087)	(11,449,969)	(11,455,463)	(11,064,912)	-3.4%
Total Use of Resources	(11,746,228)	(15,503,969)	(14,355,463)	(16,674,912)	7.6%
PROJECTED CASH BALANCE	18,808,969	13,955,379	18,313,183	11,772,319	-15.6%
Wheaton Parking District					
BEGINNING CASH BALANCE	1,343,049	1,436,975	1,486,093	773,000	-46.2%
REVENUES					
Taxes	426,306	0	0	0	----
Charges for Services	869,850	960,000	905,000	815,000	-15.1%
Fines & Forfeitures	572,066	600,000	546,000	511,000	-14.8%
Investment Income	2,210	7,930	5,000	7,140	-10.0%
Miscellaneous	(189,020)	0	0	0	----
Total REVENUES	1,681,412	1,567,930	1,456,000	1,333,140	-15.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(576,253)	(666,910)	(666,910)	(90,084)	-86.5%
Total NET INTER-FUND TRANSFERS	(576,253)	(666,910)	(666,910)	(90,084)	-86.5%
Total Resources	2,448,208	2,337,995	2,275,183	2,016,056	-13.8%
CIP CURRENT REVENUE	(1,324)	(157,000)	(157,000)	(157,000)	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,130,542)	(1,345,179)	(1,345,183)	(1,368,604)	1.7%
Adjustment for Prior Year Encumbrances/Reserves	169,751	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(960,791)	(1,345,179)	(1,345,183)	(1,368,604)	1.7%
Total Use of Resources	(962,115)	(1,502,179)	(1,502,183)	(1,525,604)	1.6%
PROJECTED CASH BALANCE	1,486,093	835,816	773,000	490,452	-41.3%
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	28,183,801	12,601,123	12,551,520	11,060,380	-12.2%
REVENUES					
Licenses & Permits	36,573,946	36,140,374	44,340,785	46,655,846	29.1%
Charges for Services	1,911,017	2,017,709	2,320,193	104,484	-94.8%
Fines & Forfeitures	114,445	85,043	147,464	147,464	73.4%
Investment Income	65,618	177,460	148,370	211,960	19.4%
Miscellaneous	(1,039)	0	0	0	----
Total REVENUES	38,663,987	38,420,586	46,956,812	47,119,754	22.6%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(4,090,186)	(4,206,430)	(4,206,430)	(4,815,802)	14.5%
Total NET INTER-FUND TRANSFERS	(4,090,186)	(4,206,430)	(4,206,430)	(4,815,802)	14.5%
Total Resources	62,757,602	46,815,279	55,301,902	53,364,332	14.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(31,187,262)	(33,893,405)	(33,737,234)	(37,765,525)	11.4%
Adjustment for Prior Year Encumbrances/Reserves	6,739,458	0	0	0	----
Pension Liability Restatement (GASB 68)	(9,411,927)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(33,859,731)	(33,893,405)	(33,737,234)	(37,765,525)	11.4%
CLAIMS ON FUND					
Set Aside: Future Needs	(16,346,351)	(3,558,818)	(10,504,288)	(3,651,386)	2.6%
Total CLAIMS ON FUND	(16,346,351)	(3,558,818)	(10,504,288)	(3,651,386)	2.6%
Total Use of Resources	(50,206,082)	(37,452,223)	(44,241,522)	(41,416,911)	10.6%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
PROJECTED UNRESTRICTED NET ASSETS	12,551,520	9,363,056	11,060,380	11,947,421	27.6%
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	2,330,824	1,462,184	1,910,947	1,344,920	-8.0%
REVENUES					
Charges for Services	6,044,482	6,428,730	6,393,430	6,427,259	----
Investment Income	4,623	16,410	10,450	14,930	-9.0%
Total REVENUES	6,049,105	6,445,140	6,403,880	6,442,189	----
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(203,943)	(217,850)	(217,850)	(245,187)	12.5%
Total NET INTER-FUND TRANSFERS	(203,943)	(217,850)	(217,850)	(245,187)	12.5%
Total Resources	8,175,986	7,689,474	8,096,977	7,541,922	-1.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,135,608)	(6,477,939)	(6,331,057)	(6,704,479)	3.5%
Budget to GAAP Reconciliation	78,375	0	0	0	----
Pension Liability Restatement (GASB 68)	(371,707)	0	0	0	----
Current Year Encumbrances	163,901	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,265,039)	(6,477,939)	(6,331,057)	(6,704,479)	3.5%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(421,000)	0	----
Total CLAIMS ON FUND	0	0	(421,000)	0	----
Total Use of Resources	(6,265,039)	(6,477,939)	(6,752,057)	(6,704,479)	3.5%
ENDING RETAINED EARNINGS	1,910,947	1,211,535	1,344,920	837,443	-30.9%
Solid Waste Disposal					
	0	0	0	0	----
REVENUES					
Licenses & Permits	13,940	13,145	13,145	13,145	----
Charges for Services	96,176,874	90,192,461	89,360,079	90,305,919	0.1%
Fines & Forfeitures	69,534	56,934	56,934	56,934	----
Investment Income	55,878	289,990	126,350	180,500	-37.8%
Miscellaneous	265,944	5,776,193	5,333,576	9,159,130	58.6%
Total REVENUES	96,582,170	96,328,723	94,890,084	99,715,628	3.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,132,744	1,052,224	1,052,224	687,926	-34.6%
From Tax Supported Funds	1,548,890	1,457,930	1,457,930	1,651,280	13.3%
To Tax Supported Funds	(1,847,329)	(1,826,160)	(1,826,160)	(2,015,947)	10.4%
Total NET INTER-FUND TRANSFERS	834,305	683,994	683,994	323,259	-52.7%
Total Resources	97,416,475	97,012,717	95,574,078	100,038,887	3.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(101,089,531)	(105,411,914)	(104,438,483)	(85,515,498)	-18.9%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	(1,585,751)	(36,426)	(32,019)	712,521	-2056.1%
Plus Payout of Appropriated Closure Costs	1,226,973	2,415,495	1,669,495	1,657,566	-31.4%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(101,448,309)	(103,032,845)	(102,801,007)	(83,145,411)	-19.3%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(718,000)	0	----
Total CLAIMS ON FUND	0	0	(718,000)	0	----
Total Use of Resources	(101,448,309)	(103,032,845)	(103,519,007)	(83,145,411)	-19.3%
NET CHANGE	(4,031,834)	(6,020,128)	(7,944,929)	16,893,476	-380.6%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	1,299,279	968,830	21,740	(37,407)	-103.9%
REVENUES					
Charges for Services	6,544,019	6,835,000	6,898,902	7,202,921	5.4%
Investment Income	2,693	8,790	6,090	8,700	-1.0%
Total REVENUES	6,546,712	6,843,790	6,904,992	7,211,621	5.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(1,132,744)	(1,052,224)	(1,052,224)	(687,926)	-34.6%
To Tax Supported Funds	(503,807)	(494,320)	(494,320)	(532,337)	7.7%
Total NET INTER-FUND TRANSFERS	(1,636,551)	(1,546,544)	(1,546,544)	(1,220,263)	-21.1%
Total Resources	6,209,440	6,266,076	5,380,188	5,953,951	-5.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,859,403)	(5,417,595)	(5,417,595)	(5,661,484)	4.5%
Adjustment for Prior Year Encumbrances/Reserves	357,242	0	0	0	----
Pension Liability Restatement (GASB 68)	(685,539)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,187,700)	(5,417,595)	(5,417,595)	(5,661,484)	4.5%
Total Use of Resources	(6,187,700)	(5,417,595)	(5,417,595)	(5,661,484)	4.5%
PROJECTED FUND BALANCE	21,740	848,481	(37,407)	292,467	-65.5%
Liquor Control					
BEGINNING CASH BALANCE	7,903,057	2,568,683	4,306,913	(366,109)	-114.3%
REVENUES					
Taxes	7,819	0	0	0	----
Licenses & Permits	1,756,197	1,726,197	1,726,197	1,726,197	----
Charges for Services	15,222	8,740	8,740	8,740	----
Fines & Forfeitures	159,606	220,560	220,560	220,560	----
Investment Income	23,735	30,060	53,670	76,670	155.1%
Miscellaneous	77,338,201	81,463,676	79,846,676	84,542,843	3.8%
Total REVENUES	79,300,780	83,449,233	81,855,843	86,575,010	3.7%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(28,300,046)	(24,569,660)	(24,569,660)	(20,712,444)	-15.7%
Total NET INTER-FUND TRANSFERS	(28,300,046)	(24,569,660)	(24,569,660)	(20,712,444)	-15.7%
Total Resources	58,903,791	61,448,256	61,593,096	65,496,457	6.6%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(46,538,328)	(48,329,648)	(51,242,805)	(52,235,786)	8.1%
Debt Service - Other	(7,938,245)	(11,002,600)	(10,716,400)	(10,932,900)	-0.6%
Adjustment for Prior Year Encumbrances/Reserves	(120,305)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(54,596,878)	(59,332,248)	(61,959,205)	(63,168,686)	6.5%
Total Use of Resources	(54,596,878)	(59,332,248)	(61,959,205)	(63,168,686)	6.5%
PROJECTED CASH BALANCE	4,306,913	2,116,008	(366,109)	2,327,771	10.0%
DEBT SERVICE					
Debt Service - Non-Tax Supported					
BEGINNING FUND BALANCE	0	0	0	0	----
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	10,214,799	10,216,360	10,216,360	14,318,210	40.1%
Total NET INTER-FUND TRANSFERS	10,214,799	10,216,360	10,216,360	14,318,210	40.1%
Total Resources	10,214,799	10,216,360	10,216,360	14,318,210	40.1%
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(10,214,799)	(10,216,360)	(10,216,360)	(14,318,210)	40.1%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total APPROPRIATION/EXPENDITURE	(10,214,799)	(10,216,360)	(10,216,360)	(14,318,210)	40.1%
Total Use of Resources	(10,214,799)	(10,216,360)	(10,216,360)	(14,318,210)	40.1%
PROJECTED FUND BALANCE	0	0	0	0	----

MONTGOMERY COUNTY PUBLIC SCHOOLS

Grant Fund MCPS

BEGINNING FUND BALANCE	0	0	0	0	----
REVENUES					
Intergovernmental	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
Total REVENUES	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
Total Resources	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(78,551,825)	(79,092,560)	(79,092,560)	(78,963,887)	-0.2%
Total APPROPRIATION/EXPENDITURE	(78,551,825)	(79,092,560)	(79,092,560)	(78,963,887)	-0.2%
Total Use of Resources	(78,551,825)	(79,092,560)	(79,092,560)	(78,963,887)	-0.2%
PROJECTED FUND BALANCE	0	0	0	0	----

Food Service Fund

BEGINNING CASH BALANCE	6,129,713	6,129,713	9,603,469	9,603,469	56.7%
REVENUES					
Charges for Services	19,006,692	21,699,064	21,699,064	17,262,204	-20.4%
Intergovernmental	35,997,896	31,467,815	31,467,815	36,705,065	16.6%
Total REVENUES	55,004,588	53,166,879	53,166,879	53,967,269	1.5%
Total Resources	61,134,301	59,296,592	62,770,348	63,570,738	7.2%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(54,353,613)	(53,166,879)	(53,166,879)	(53,967,269)	1.5%
Adjustment for Prior Year Encumbrances/Reserves	2,822,781	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(51,530,832)	(53,166,879)	(53,166,879)	(53,967,269)	1.5%
Total Use of Resources	(51,530,832)	(53,166,879)	(53,166,879)	(53,967,269)	1.5%
PROJECTED CASH BALANCE	9,603,469	6,129,713	9,603,469	9,603,469	56.7%

Real Estate Fund

BEGINNING CASH BALANCE	873,905	873,905	672,100	672,100	-23.1%
REVENUES					
Miscellaneous	3,277,410	3,257,703	3,257,703	3,686,191	13.2%
Total REVENUES	3,277,410	3,257,703	3,257,703	3,686,191	13.2%
Total Resources	4,151,315	4,131,608	3,929,803	4,358,291	5.5%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,385,485)	(3,257,703)	(3,257,703)	(3,686,191)	13.2%
Adjustment for Prior Year Encumbrances/Reserves	(93,730)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,479,215)	(3,257,703)	(3,257,703)	(3,686,191)	13.2%
Total Use of Resources	(3,479,215)	(3,257,703)	(3,257,703)	(3,686,191)	13.2%
PROJECTED CASH BALANCE	672,100	873,905	672,100	672,100	-23.1%

Field Trip Fund

BEGINNING CASH BALANCE	65,712	65,712	248,321	248,321	277.9%
REVENUES					
Charges for Services	2,003,127	1,991,533	1,991,533	2,006,361	0.7%
Total REVENUES	2,003,127	1,991,533	1,991,533	2,006,361	0.7%
Total Resources	2,068,839	2,057,245	2,239,854	2,254,682	9.6%
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Appropriation/Expenditure	(1,895,960)	(1,991,533)	(1,991,533)	(2,006,361)	0.7%
Adjustment for Prior Year Encumbrances/Reserves	75,442	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,820,518)	(1,991,533)	(1,991,533)	(2,006,361)	0.7%
Total Use of Resources	(1,820,518)	(1,991,533)	(1,991,533)	(2,006,361)	0.7%
PROJECTED CASH BALANCE	248,321	65,712	248,321	248,321	277.9%
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	791,097	791,097	553,537	553,537	-30.0%
REVENUES					
Charges for Services	2,205,227	2,700,509	2,700,509	2,364,802	-12.4%
Total REVENUES	2,205,227	2,700,509	2,700,509	2,364,802	-12.4%
Total Resources	2,996,324	3,491,606	3,254,046	2,918,339	-16.4%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,466,024)	(2,700,509)	(2,700,509)	(2,364,802)	-12.4%
Adjustment for Prior Year Encumbrances/Reserves	23,237	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,442,787)	(2,700,509)	(2,700,509)	(2,364,802)	-12.4%
Total Use of Resources	(2,442,787)	(2,700,509)	(2,700,509)	(2,364,802)	-12.4%
PROJECTED CASH BALANCE	553,537	791,097	553,537	553,537	-30.0%
Instructional Television Fund					
BEGINNING CASH BALANCE	(61,288)	(61,288)	(39,310)	(39,310)	-35.9%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,595,624	1,654,209	1,654,209	1,742,791	5.4%
Total NET INTER-FUND TRANSFERS	1,595,624	1,654,209	1,654,209	1,742,791	5.4%
Total Resources	1,534,336	1,592,921	1,614,899	1,703,481	6.9%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,634,934)	(1,654,209)	(1,654,209)	(1,742,791)	5.4%
Adjustment for Prior Year Encumbrances/Reserves	61,288	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,573,646)	(1,654,209)	(1,654,209)	(1,742,791)	5.4%
Total Use of Resources	(1,573,646)	(1,654,209)	(1,654,209)	(1,742,791)	5.4%
PROJECTED CASH BALANCE	(39,310)	(61,288)	(39,310)	(39,310)	-35.9%
MONTGOMERY COLLEGE					
Grant Fund MC					
BEGINNING FUND BALANCE	0	0	0	0	----
REVENUES					
Intergovernmental	10,796,833	19,773,000	12,000,000	19,773,000	----
Total REVENUES	10,796,833	19,773,000	12,000,000	19,773,000	----
Total Resources	10,796,833	19,773,000	12,000,000	19,773,000	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,796,833)	(19,773,000)	(12,000,000)	(19,773,000)	----
Total APPROPRIATION/EXPENDITURE	(10,796,833)	(19,773,000)	(12,000,000)	(19,773,000)	----
Total Use of Resources	(10,796,833)	(19,773,000)	(12,000,000)	(19,773,000)	----
PROJECTED FUND BALANCE	0	0	0	0	----
Endowment Fund					
BEGINNING FUND BALANCE	536,233	537,133	537,464	538,664	0.3%
REVENUES					
Miscellaneous	1,231	1,000	1,200	1,000	----
Total REVENUES	1,231	1,000	1,200	1,000	----
Total Resources	537,464	538,133	538,664	539,664	0.3%

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(263,000)	0	(263,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	0	(263,000)	0	(263,000)	----
Total Use of Resources	0	(263,000)	0	(263,000)	----
PROJECTED FUND BALANCE	537,464	275,133	538,664	276,664	0.6%
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	3,639,431	3,163,394	2,746,302	2,246,302	-29.0%
REVENUES					
Charges for Services	7,059,670	9,843,000	7,400,000	10,335,150	5.0%
Intergovernmental	6,370,003	5,971,322	6,019,610	6,122,792	2.5%
Miscellaneous	174,505	388,000	111,000	278,982	-28.1%
Total REVENUES	13,604,178	16,202,322	13,530,610	16,736,924	3.3%
Total Resources	17,243,609	19,365,716	16,276,912	18,983,226	-2.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,585,747)	(18,675,686)	(14,030,610)	(18,560,870)	-0.6%
Adjustment for Prior Year Encumbrances/Reserves	88,440	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,497,307)	(18,675,686)	(14,030,610)	(18,560,870)	-0.6%
Total Use of Resources	(14,497,307)	(18,675,686)	(14,030,610)	(18,560,870)	-0.6%
PROJECTED FUND BALANCE	2,746,302	690,030	2,246,302	422,356	-38.8%
Auxiliary Fund					
BEGINNING FUND BALANCE	2,916,128	2,489,422	2,362,749	1,838,069	-26.2%
REVENUES					
Charges for Services	2,904,802	3,162,200	2,589,000	1,545,000	-51.1%
Miscellaneous	1,191,913	1,612,000	1,198,320	995,000	-38.3%
Total REVENUES	4,096,715	4,774,200	3,787,320	2,540,000	-46.8%
Total Resources	7,012,843	7,263,622	6,150,069	4,378,069	-39.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,650,970)	(5,414,054)	(4,312,000)	(2,695,000)	-50.2%
Adjustment for Prior Year Encumbrances/Reserves	876	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,650,094)	(5,414,054)	(4,312,000)	(2,695,000)	-50.2%
Total Use of Resources	(4,650,094)	(5,414,054)	(4,312,000)	(2,695,000)	-50.2%
PROJECTED FUND BALANCE	2,362,749	1,849,568	1,838,069	1,683,069	-9.0%
Cable Television Fund					
BEGINNING FUND BALANCE	241,498	196,923	230,143	155,773	-20.9%
REVENUES					
Miscellaneous	6,753	0	750	0	----
Total REVENUES	6,753	0	750	0	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,430,000	1,542,300	1,542,300	1,620,732	5.1%
Total NET INTER-FUND TRANSFERS	1,430,000	1,542,300	1,542,300	1,620,732	5.1%
Total Resources	1,678,251	1,739,223	1,773,193	1,776,505	2.1%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,454,767)	(1,634,073)	(1,617,420)	(1,715,732)	5.0%
Adjustment for Prior Year Encumbrances/Reserves	6,659	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,448,108)	(1,634,073)	(1,617,420)	(1,715,732)	5.0%
Total Use of Resources	(1,448,108)	(1,634,073)	(1,617,420)	(1,715,732)	5.0%
PROJECTED FUND BALANCE	230,143	105,150	155,773	60,773	-42.2%
Major Facilities Reserve Fund					

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
BEGINNING FUND BALANCE	10,239,265	10,780,434	11,157,380	7,907,380	-26.7%
REVENUES					
Charges for Services	2,915,935	2,900,000	2,845,000	2,900,000	----
Investment Income	14,481	14,000	15,000	14,000	----
Total REVENUES	2,930,416	2,914,000	2,860,000	2,914,000	----
Total Resources	13,169,681	13,694,434	14,017,380	10,821,380	-21.0%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,102,301)	(7,500,000)	(6,110,000)	(3,500,000)	-53.3%
Adjustment for Prior Year Encumbrances/Reserves	90,000	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,012,301)	(7,500,000)	(6,110,000)	(3,500,000)	-53.3%
Total Use of Resources	(2,012,301)	(7,500,000)	(6,110,000)	(3,500,000)	-53.3%
PROJECTED FUND BALANCE	11,157,380	6,194,434	7,907,380	7,321,380	18.2%
Transportation Fund					
BEGINNING FUND BALANCE	8,270,048	8,220,048	8,272,720	8,594,720	4.6%
REVENUES					
Charges for Services	2,811,813	3,875,000	3,350,000	3,654,000	-5.7%
Miscellaneous	223,208	270,000	240,000	202,000	-25.2%
Total REVENUES	3,035,021	4,145,000	3,590,000	3,856,000	-7.0%
Total Resources	11,305,069	12,365,048	11,862,720	12,450,720	0.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,990,349)	(4,400,000)	(3,268,000)	(4,400,000)	----
Adjustment for Prior Year Encumbrances/Reserves	(42,000)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,032,349)	(4,400,000)	(3,268,000)	(4,400,000)	----
Total Use of Resources	(3,032,349)	(4,400,000)	(3,268,000)	(4,400,000)	----
PROJECTED FUND BALANCE	8,272,720	7,965,048	8,594,720	8,050,720	1.1%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	0	0	0	0	----
REVENUES					
Intergovernmental	23,170	550,000	550,000	550,000	----
Total REVENUES	23,170	550,000	550,000	550,000	----
Total Resources	23,170	550,000	550,000	550,000	----
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(23,170)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(23,170)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	(23,170)	(550,000)	(550,000)	(550,000)	----
PROJECTED FUND BALANCE	0	0	0	0	----
Special Revenue Funds					
BEGINNING FUND BALANCE	5,194,308	3,326,323	5,380,411	3,714,330	11.7%
REVENUES					
Charges for Services	3,396,443	2,705,498	2,596,087	2,597,945	-4.0%
Intergovernmental	71,857	55,000	136,500	145,000	163.6%
Investment Income	18,682	6,300	4,900	15,000	138.1%
Miscellaneous	422,647	0	0	0	----
Total REVENUES	3,909,629	2,766,798	2,737,487	2,757,945	-0.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	23,543	0	0	0	----
From Tax Supported Funds	0	0	0	500,000	----

Fiscal Summary By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
From Component Units/Agencies	866,800	811,500	811,500	843,200	3.9%
Total NET INTER-FUND TRANSFERS	890,343	811,500	811,500	1,343,200	65.5%
Total Resources	9,994,280	6,904,621	8,929,398	7,815,475	13.2%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,613,869)	(5,656,827)	(5,215,068)	(5,751,622)	1.7%
Total APPROPRIATION/EXPENDITURE	(4,613,869)	(5,656,827)	(5,215,068)	(5,751,622)	1.7%
Total Use of Resources	(4,613,869)	(5,656,827)	(5,215,068)	(5,751,622)	1.7%
PROJECTED FUND BALANCE	5,380,411	1,247,794	3,714,330	2,063,853	65.4%
Enterprise Fund					
BEGINNING CASH BALANCE	7,076,824	6,822,063	7,705,866	8,462,324	24.0%
REVENUES					
Charges for Services	9,867,991	10,296,041	10,399,136	10,631,182	3.3%
Miscellaneous	59,900	20,000	0	50,000	150.0%
Total REVENUES	9,927,891	10,316,041	10,399,136	10,681,182	3.5%
Total Resources	17,004,715	17,138,104	18,105,002	19,143,506	11.7%
CIP CURRENT REVENUE	(1,003,523)	(800,000)	(800,000)	(1,300,000)	62.5%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,159,154)	(8,631,262)	(8,842,678)	(8,712,147)	0.9%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	(136,172)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,295,326)	(8,631,262)	(8,842,678)	(8,712,147)	0.9%
Total Use of Resources	(9,298,849)	(9,431,262)	(9,642,678)	(10,012,147)	6.2%
PROJECTED CASH BALANCE	7,705,866	7,706,842	8,462,324	9,131,359	18.5%
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	970,361	970,361	961,561	961,561	-0.9%
REVENUES					
Charges for Services	1,045,042	1,123,800	1,123,800	1,315,000	17.0%
Investment Income	4,720	3,000	3,000	4,000	33.3%
Miscellaneous	3,000	0	0	0	----
Total REVENUES	1,052,762	1,126,800	1,126,800	1,319,000	17.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(23,543)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(23,543)	0	0	0	----
Total Resources	1,999,580	2,097,161	2,088,361	2,280,561	8.7%
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,063,217)	(1,126,800)	(1,126,800)	(1,319,000)	17.1%
Adjustment for Prior Year Encumbrances/Reserves	25,198	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,038,019)	(1,126,800)	(1,126,800)	(1,319,000)	17.1%
Total Use of Resources	(1,038,019)	(1,126,800)	(1,126,800)	(1,319,000)	17.1%
PROJECTED FUND BALANCE	961,561	970,361	961,561	961,561	-0.9%



Schedule A-5

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking: Telecommunications NDA	0	0	0	12,799	----
From Bethesda PD: Overhead	339,098	354,960	354,960	367,533	3.5%
From Bethesda PD: Technology Modernization	20,193	0	0	0	----
From Cable TV	4,753,735	5,277,325	5,277,325	5,163,433	-2.2%
From Cable TV: MC Cable Fund	1,430,000	1,542,300	1,542,300	1,620,732	5.1%
From Cable TV: MCPS Instructional TV Fund	1,595,624	1,654,209	1,654,209	1,742,791	5.4%
From Cable TV: Overhead	579,475	614,091	614,091	649,394	5.7%
From Cable TV: Technology Modernization	30,191	0	0	0	----
From Cable TV: Telecommunications NDA	0	0	0	4,959	----
From Community Use of Public Fac: Technology Mod	26,469	0	0	0	----
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	420,820	461,270	461,270	515,821	11.8%
From CUPF: CAPP	0	0	0	200,000	----
From CUPF: Telecommunications NDA	0	0	0	32,203	----
From Liquor Control: Technology Modernization	960,383	0	0	0	----
From Liquor Fund: Earnings Transfer	24,021,413	21,453,970	21,453,970	17,185,388	-19.9%
From Liquor Fund: Overhead	3,318,250	3,115,690	3,115,690	3,358,024	7.8%
From Liquor: Telecommunications NDA	0	0	0	169,032	----
From Montgomery Hills PD: Overhead	7,381	7,960	7,960	8,378	5.3%
From Montgomery Hills PD: RSC	5,000	5,000	5,000	5,000	----
From Montgomery Hills PD: Technology Modernization	465	0	0	0	----
From Montgomery Housing Initiative: Technology	14,551	0	0	0	----
From Montgomery Housing Initiative: Overhead	280,930	289,410	289,410	303,734	4.9%
From Permitting Services: DCM	109,020	109,020	109,020	109,020	----
From Permitting Services: DPWT Lab Testing	100,000	100,000	100,000	0	-100.0%
From Permitting Services: Overhead	3,682,700	3,997,410	3,997,410	4,654,730	16.4%
From Permitting Services: Technology Modernization	198,466	0	0	0	----
From Permitting: Telecommunications NDA	0	0	0	52,052	----
From Risk Management: Telecommunications NDA	0	0	0	4,312	----
From Silver Spring PD: Other	0	2,000,000	2,000,000	0	-100.0%
From Silver Spring PD: Overhead	346,163	390,150	390,150	405,260	3.9%
From Silver Spring PD: Technology Modernization	23,984	0	0	0	----
From SilverSpring Parking: Telecommunications NDA	0	0	0	82,192	----
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	188,619	212,850	212,850	240,187	12.8%
From Solid Waste Collection: Technology Modernizat	10,324	0	0	0	----
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: EOB Rent	214,020	218,770	218,770	222,710	1.8%
From Solid Waste Disposal: Overhead	1,519,080	1,584,010	1,584,010	1,701,407	7.4%
From Solid Waste Disposal: Technology Modernizatio	90,849	0	0	0	----
From Solid Waste Disposal: Telecommunications NDA	0	0	0	68,450	----
From Vacuum Leaf Collection: Overhead	473,290	494,320	494,320	532,337	7.7%
From Vacuum Leaf Collection: Technology Modernizat	30,517	0	0	0	----
From Water Quality Protection Fund: Overhead	1,206,980	1,330,510	1,330,510	1,417,920	6.6%

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
From Water Quality Protection: Technology Moderniz	80,564	0	0	0	----
From Wheaton Parking: Telecommunications NDA	0	0	0	4,064	----
From Wheaton PD: Overhead	55,478	59,910	59,910	62,391	4.1%
From Wheaton PD: Technology Modernization	3,455	0	0	0	----
From WQPF: Telecommunications NDA	0	0	0	13,151	----
TOTAL From Non-Tax Supported Funds	46,173,197	45,308,845	45,308,845	40,945,114	-9.6%
From Tax Supported Funds					
From Bethesda Urban District: Overhead	20,910	22,050	22,050	22,235	0.8%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire District: Fund Balance Transfer	0	154,340	0	0	-100.0%
From Fire: Telecommunications NDA	0	0	0	430,482	----
From Mass Transit: Fund Balance Transfer	0	2,471,419	0	0	-100.0%
From Mass Transit: Overhead	10,548,510	11,130,400	11,130,400	11,602,510	4.2%
From Mass Transit: Telecommunications NDA	0	0	0	131,019	----
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	3,019,990	3,208,980	3,208,980	3,548,948	10.6%
From Recreation: Telecommunications NDA	0	0	0	283,630	----
From Recreation: Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	351,850	370,790	370,790	396,804	7.0%
From Wheaton Urban District: Overhead	196,450	222,660	222,660	242,554	8.9%
TOTAL From Tax Supported Funds	16,104,870	19,547,799	16,922,040	18,625,342	-4.7%
To Non-Tax Supported Funds					
To Community Use of Public Facilities: Elections	(135,000)	(135,000)	(135,000)	(135,000)	----
To Community Use of Public Facilities: After School	(25,000)	(25,000)	(25,000)	(25,000)	----
To Montgomery Housing Initiative	(18,572,277)	(19,259,777)	(19,259,777)	(21,767,940)	13.0%
To Solid Waste Disposal Fund	(1,548,890)	(1,457,930)	(1,457,930)	(1,651,280)	13.3%
TOTAL To Non-Tax Supported Funds	(20,281,167)	(20,877,707)	(20,877,707)	(23,579,220)	12.9%
To Tax Supported Funds					
To Bethesda Urban District: Baseline Services	0	(650,318)	(650,318)	(650,318)	----
To Debt Service: GO Bonds	(268,947,012)	(267,814,910)	(262,805,857)	(305,294,670)	14.0%
To Debt Service: Short and Long Term Leases	(12,448,546)	(16,682,345)	(13,368,625)	(14,590,040)	-12.5%
To Economic Development Fund	(1,199,627)	(1,702,651)	(2,145,646)	(2,449,557)	43.9%
To Fire: EMST Fee Payment for Uninsured Residents	(250,000)	(250,000)	(250,000)	(250,000)	----
To Mass Transit	0	0	0	(850,000)	----
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 Silver Spring Urban District: Baseline Services	0	(524,660)	(524,660)	(524,660)	----
To Wheaton Urban District: Baseline Services	(76,090)	(76,090)	(76,090)	(76,090)	----
To Wheaton Urban District: Non-Baseline Services	(1,208,340)	(1,284,419)	(1,284,419)	(1,841,650)	43.4%
TOTAL To Tax Supported Funds	(285,670,625)	(290,526,403)	(282,646,625)	(328,067,995)	12.9%
From Internal Service Funds					
From: Employee Health Benefit Fund	10,745,911	0	0	0	----
TOTAL From Internal Service Funds	10,745,911	0	0	0	----
To Component Units/Agencies					
To MC: Cable TV Fund (Non-Tax)	(1,430,000)	(1,542,300)	(1,542,300)	(1,620,732)	5.1%
To MCPS: Instructional Television Fund (Non-Tax)	(1,595,624)	(1,654,209)	(1,654,209)	(1,742,791)	5.4%
To MNCPPC: Special Revenue Fund	(866,800)	(811,500)	(811,500)	(843,200)	3.9%
TOTAL To Component Units/Agencies	(3,892,424)	(4,008,009)	(4,008,009)	(4,206,723)	5.0%
To Revenue Stabilization Fund					

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
To Revenue Stabilization Fund	(22,392,996)	(23,420,057)	(23,496,502)	(24,596,588)	5.0%
TOTAL To Revenue Stabilization Fund	(22,392,996)	(23,420,057)	(23,496,502)	(24,596,588)	5.0%
TOTAL COUNTY GENERAL FUND	(259,213,234)	(273,975,532)	(268,797,958)	(320,880,070)	17.1%
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,823,989	2,200,955	2,200,955	1,502,000	-31.8%
TOTAL From Non-Tax Supported Funds	2,823,989	2,200,955	2,200,955	1,502,000	-31.8%
From Tax Supported Funds					
From General Fund: Baseline Services	0	650,318	650,318	650,318	----
TOTAL From Tax Supported Funds	0	650,318	650,318	650,318	----
To Tax Supported Funds					
To General Fund: Overhead	(20,910)	(22,050)	(22,050)	(22,235)	0.8%
TOTAL To Tax Supported Funds	(20,910)	(22,050)	(22,050)	(22,235)	0.8%
TOTAL BETHESDA URBAN DISTRICT	2,803,079	2,829,223	2,829,223	2,130,083	-24.7%
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,440,546	2,448,205	2,448,205	2,005,282	-18.1%
TOTAL From Non-Tax Supported Funds	2,440,546	2,448,205	2,448,205	2,005,282	-18.1%
From Tax Supported Funds					
From General Fund: Baseline Services	0	524,660	524,660	524,660	----
TOTAL From Tax Supported Funds	0	524,660	524,660	524,660	----
To Tax Supported Funds					
To General Fund: Overhead	(351,850)	(370,790)	(370,790)	(396,804)	7.0%
TOTAL To Tax Supported Funds	(351,850)	(370,790)	(370,790)	(396,804)	7.0%
TOTAL SILVER SPRING URBAN DISTRICT	2,088,696	2,602,075	2,602,075	2,133,138	-18.0%
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	292,320	607,000	607,000	23,629	-96.1%
TOTAL From Non-Tax Supported Funds	292,320	607,000	607,000	23,629	-96.1%
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	1,208,340	1,284,419	1,284,419	1,841,650	43.4%
TOTAL From Tax Supported Funds	1,284,430	1,360,509	1,360,509	1,917,740	41.0%
To Tax Supported Funds					
To General Fund: Overhead	(196,450)	(222,660)	(222,660)	(242,554)	8.9%
TOTAL To Tax Supported Funds	(196,450)	(222,660)	(222,660)	(242,554)	8.9%
TOTAL WHEATON URBAN DISTRICT	1,380,300	1,744,849	1,744,849	1,698,815	-2.6%
MASS TRANSIT					
From Non-Tax Supported Funds					
From Bethesda PD: MATS	492,820	0	0	0	----
From Bethesda PD: Parking Fines	3,863,200	0	0	0	----
From SS PD: Parking Fines	3,218,680	0	0	0	----
From Wheaton PD: Parking Fines	225,000	0	0	0	----
TOTAL From Non-Tax Supported Funds	7,799,700	0	0	0	----

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
From Tax Supported Funds					
From General Fund	0	0	0	850,000	----
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
TOTAL From Tax Supported Funds	531,310	531,310	531,310	1,381,310	160.0%
To Non-Tax Supported Funds					
To Grants Fund: County Match	(340,000)	0	0	0	----
TOTAL To Non-Tax Supported Funds	(340,000)	0	0	0	----
To Tax Supported Funds					
To Debt Service: GO Bonds	(10,902,479)	(17,248,520)	(17,200,152)	(18,863,850)	9.4%
To Debt Service: Long Term Lease	(3,802,000)	(8,396,640)	(8,253,800)	(9,138,890)	8.8%
To General Fund: Fund Balance Transfer	0	(2,471,419)	0	0	-100.0%
To General Fund: Overhead	(10,548,510)	(11,130,400)	(11,130,400)	(11,602,510)	4.2%
To General Fund: Telecommunications NDA	0	0	0	(131,019)	----
TOTAL To Tax Supported Funds	(25,252,989)	(39,246,979)	(36,584,352)	(39,736,269)	1.2%
TOTAL MASS TRANSIT	(17,261,979)	(38,715,669)	(36,053,042)	(38,354,959)	-0.9%
FIRE					
From Tax Supported Funds					
Tran Fr GF: EMST Fee Payment for Unisire Residents	250,000	250,000	250,000	250,000	----
TOTAL From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Non-Tax Supported Funds					
To Grants Fund: County Match	(14,149)	0	0	0	----
TOTAL To Non-Tax Supported Funds	(14,149)	0	0	0	----
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	(1,400,030)	(5,213,400)	(4,203,200)	(5,517,600)	5.8%
To Debt Service: GO Bonds	(7,941,508)	(7,238,360)	(7,020,527)	(7,491,440)	3.5%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Fund Balance Transfer	0	(154,340)	0	0	-100.0%
To General Fund: Telecommunications NDA	0	0	0	(430,482)	----
TOTAL To Tax Supported Funds	(9,462,288)	(12,726,850)	(11,344,477)	(13,560,272)	6.5%
TOTAL FIRE	(9,226,437)	(12,476,850)	(11,094,477)	(13,310,272)	6.7%
RECREATION					
From Non-Tax Supported Funds					
From CUPF: ActiveNet	108,818	0	0	0	----
TOTAL From Non-Tax Supported Funds	108,818	0	0	0	----
From Tax Supported Funds					
From General Fund: ASACs	120,990	120,990	120,990	120,990	----
From General Fund: Countywide Services	888,710	888,710	888,710	888,710	----
TOTAL From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds					
To Debt Service: GO Bonds	(9,065,412)	(7,322,070)	(7,292,626)	(8,327,890)	13.7%
To Debt Service: Long Term Lease	(1,522,159)	(1,525,040)	(1,525,040)	(1,524,500)	----
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	(3,019,990)	(3,208,980)	(3,208,980)	(3,548,948)	10.6%
To General Fund: Telecommunications NDA	0	0	0	(283,630)	----
TOTAL To Tax Supported Funds	(15,453,971)	(13,902,500)	(13,873,056)	(15,531,378)	11.7%

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
TOTAL RECREATION	(14,335,453)	(12,892,800)	(12,863,356)	(14,521,678)	12.6%
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	1,199,627	1,702,651	2,145,646	2,449,557	43.9%
TOTAL From Tax Supported Funds	1,199,627	1,702,651	2,145,646	2,449,557	43.9%
TOTAL ECONOMIC DEVELOPMENT FUND	1,199,627	1,702,651	2,145,646	2,449,557	43.9%
REVENUE STABILIZATION FUND					
TOTAL REVENUE STABILIZATION FUND	22,392,995	23,420,057	23,496,502	24,596,588	5.0%
DEBT SERVICE					
DEBT SERVICE					
From Tax Supported Funds					
From Fire Fund (LTL)	1,400,030	5,213,400	4,203,200	5,517,600	5.8%
From Fire Tax District	7,941,508	7,238,360	7,020,527	7,491,440	3.5%
From General Fund: GO Bonds	268,947,012	267,814,910	262,805,857	305,294,670	14.0%
From General Fund: Long Term Lease	12,448,546	16,682,345	13,368,625	14,590,040	-12.5%
From Mass Transit	10,902,479	17,248,520	17,200,152	18,863,850	9.4%
From Mass Transit (LTL)	3,802,000	8,396,640	8,253,800	9,138,890	8.8%
From Recreation	9,065,412	7,322,070	7,292,626	8,327,890	13.7%
From Recreation Fund: Long Term Lease	1,522,159	1,525,040	1,525,040	1,524,500	----
TOTAL From Tax Supported Funds	316,029,146	331,441,285	321,669,827	370,748,880	11.9%
TOTAL DEBT SERVICE	316,029,146	331,441,285	321,669,827	370,748,880	11.9%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	0	0	0	(500,000)	----
TOTAL To Non-Tax Supported Funds	0	0	0	(500,000)	----
To Tax Supported Funds					
Transfer To Park Fund	(1,100,000)	(700,000)	(700,000)	0	-100.0%
TOTAL To Tax Supported Funds	(1,100,000)	(700,000)	(700,000)	0	-100.0%
TOTAL ADMINISTRATION FUND	(1,100,000)	(700,000)	(700,000)	(500,000)	-28.6%
PARK FUND					
From Non-Tax Supported Funds					
Transfer From M-NCPPC ISF	0	805,550	805,550	0	-100.0%
TOTAL From Non-Tax Supported Funds	0	805,550	805,550	0	-100.0%
From Tax Supported Funds					
Transfer From Admin Fund	1,100,000	700,000	700,000	0	-100.0%
TOTAL From Tax Supported Funds	1,100,000	700,000	700,000	0	-100.0%
TOTAL PARK FUND	1,100,000	1,505,550	1,505,550	0	-100.0%
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,467,000)	(1,609,540)	(1,623,577)	(1,703,688)	5.8%
TOTAL To Internal Service Funds	(1,467,000)	(1,609,540)	(1,623,577)	(1,703,688)	5.8%
TOTAL ALA DEBT SERVICE FUND	(1,467,000)	(1,609,540)	(1,623,577)	(1,703,688)	5.8%
TOTAL TAX SUPPORTED	44,389,740	24,875,299	24,861,262	14,486,394	-41.8%

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
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NON-TAX SUPPORTED

MONTGOMERY COUNTY GOVERNMENT

WATER QUALITY PROTECTION FUND

To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(3,011,877)	(3,020,250)	(3,020,250)	(6,367,900)	110.8%
TOTAL To Non-Tax Supported Funds	(3,011,877)	(3,020,250)	(3,020,250)	(6,367,900)	110.8%
To Tax Supported Funds					
To General Fund: Overhead	(1,206,980)	(1,330,510)	(1,330,510)	(1,417,920)	6.6%
To General Fund: Technology Modernization	(80,564)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(13,151)	----
TOTAL To Tax Supported Funds	(1,287,544)	(1,330,510)	(1,330,510)	(1,431,071)	7.6%
TOTAL WATER QUALITY PROTECTION FUND	(4,299,421)	(4,350,760)	(4,350,760)	(7,798,971)	79.3%

GRANT FUND MCG

From Tax Supported Funds					
From Fire: County Match	14,149	0	0	0	----
From Mass Transit: County Match	340,000	0	0	0	----
TOTAL From Tax Supported Funds	354,149	0	0	0	----
TOTAL GRANT FUND MCG	354,149	0	0	0	----

CABLE TELEVISION

To Tax Supported Funds					
To General Fund: MC Cable Fund	(1,430,000)	(1,542,300)	(1,542,300)	(1,620,732)	5.1%
To General Fund: MCPS Instructional TV Fund	(1,595,624)	(1,654,209)	(1,654,209)	(1,742,791)	5.4%
To General Fund: Overhead	(579,475)	(614,091)	(614,091)	(649,394)	5.7%
To General Fund: Technology Modernization	(30,191)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(4,959)	----
Transfer to General Fund	(4,753,735)	(5,277,325)	(5,277,325)	(5,163,433)	-2.2%
TOTAL To Tax Supported Funds	(8,389,025)	(9,087,925)	(9,087,925)	(9,181,309)	1.0%
TOTAL CABLE TELEVISION	(8,389,025)	(9,087,925)	(9,087,925)	(9,181,309)	1.0%

MONTGOMERY HOUSING INITIATIVE

From Tax Supported Funds					
From General Fund	18,572,277	19,259,777	19,259,777	21,767,940	13.0%
TOTAL From Tax Supported Funds	18,572,277	19,259,777	19,259,777	21,767,940	13.0%
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(7,330,155)	(7,196,110)	(7,196,110)	(7,950,310)	10.5%
TOTAL To Non-Tax Supported Funds	(7,330,155)	(7,196,110)	(7,196,110)	(7,950,310)	10.5%
To Tax Supported Funds					
To General Fund: Overhead	(280,930)	(289,410)	(289,410)	(303,734)	4.9%
To General Fund: Technology Modernization	(14,551)	0	0	0	----
TOTAL To Tax Supported Funds	(295,481)	(289,410)	(289,410)	(303,734)	4.9%
TOTAL MONTGOMERY HOUSING INITIATIVE	10,946,641	11,774,257	11,774,257	13,513,896	14.8%

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: Elections	135,000	135,000	135,000	135,000	----
TOTAL From Tax Supported Funds	160,000	160,000	160,000	160,000	----

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
To Tax Supported Funds					
To General Fund: CAPP	0	0	0	(200,000)	----
To General Fund: DCM	(7,330)	(7,330)	(7,330)	(7,330)	----
To General Fund: Overhead	(420,820)	(461,270)	(461,270)	(515,821)	11.8%
To General Fund: Technology Modernization	(26,469)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(32,203)	----
To Recreation: ActiveNet	(108,818)	0	0	0	----
TOTAL To Tax Supported Funds	(563,437)	(468,600)	(468,600)	(755,354)	61.2%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	(403,437)	(308,600)	(308,600)	(595,354)	92.9%
BETHESDA PARKING DISTRICT					
From Non-Tax Supported Funds					
From Silver Spring PLD	1,500,000	1,500,000	1,500,000	0	-100.0%
TOTAL From Non-Tax Supported Funds	1,500,000	1,500,000	1,500,000	0	-100.0%
To Tax Supported Funds					
To General Fund: Overhead	(339,098)	(354,960)	(354,960)	(367,533)	3.5%
To General Fund: Technology Modernization	(20,193)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(12,799)	----
To Mass Transit: PVN	(3,863,200)	0	0	0	----
To MATS	(492,820)	0	0	0	----
To Urban District: Meter Revenue	(2,823,989)	(2,200,955)	(2,200,955)	(1,502,000)	-31.8%
TOTAL To Tax Supported Funds	(7,539,300)	(2,555,915)	(2,555,915)	(1,882,332)	-26.4%
TOTAL BETHESDA PARKING DISTRICT	(6,039,300)	(1,055,915)	(1,055,915)	(1,882,332)	78.3%
MONTGOMERY HILLS PARKING DISTRICT					
To Tax Supported Funds					
To General Fund: Technology Modernization	(465)	0	0	0	----
To General Fund: Overhead	(7,381)	(7,960)	(7,960)	(8,378)	5.3%
To General Fund: RSC	(5,000)	(5,000)	(5,000)	(5,000)	----
TOTAL To Tax Supported Funds	(12,846)	(12,960)	(12,960)	(13,378)	3.2%
TOTAL MONTGOMERY HILLS PARKING DISTRICT	(12,846)	(12,960)	(12,960)	(13,378)	3.2%
SILVER SPRING PARKING DISTRICT					
To Non-Tax Supported Funds					
To Bethesda PLD	(1,500,000)	(1,500,000)	(1,500,000)	0	-100.0%
TOTAL To Non-Tax Supported Funds	(1,500,000)	(1,500,000)	(1,500,000)	0	-100.0%
To Tax Supported Funds					
To General Fund	0	(2,000,000)	(2,000,000)	0	-100.0%
To General Fund: Overhead	(346,163)	(390,150)	(390,150)	(405,260)	3.9%
To General Fund: Technology Modernization	(23,984)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(82,192)	----
To Mass Transit: MATS	(962,430)	0	0	0	----
To Mass Transit: PVN	(2,256,250)	0	0	0	----
To Urban District: Meter Revenue	(2,440,546)	(2,448,205)	(2,448,205)	(2,005,282)	-18.1%
TOTAL To Tax Supported Funds	(6,029,373)	(4,838,355)	(4,838,355)	(2,492,734)	-48.5%
TOTAL SILVER SPRING PARKING DISTRICT	(7,529,373)	(6,338,355)	(6,338,355)	(2,492,734)	-60.7%
WHEATON PARKING DISTRICT					
To Tax Supported Funds					
To General Fund: Overhead	(55,478)	(59,910)	(59,910)	(62,391)	4.1%
To General Fund: Technology Modernization	(3,455)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(4,064)	----

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
To Mass Transit: PVN	(225,000)	0	0	0	----
To Urban District: Meter Revenue	(292,320)	(607,000)	(607,000)	(23,629)	-96.1%
TOTAL To Tax Supported Funds	(576,253)	(666,910)	(666,910)	(90,084)	-86.5%
TOTAL WHEATON PARKING DISTRICT	(576,253)	(666,910)	(666,910)	(90,084)	-86.5%
PERMITTING SERVICES					
To Tax Supported Funds					
To General Fund: DCM	(109,020)	(109,020)	(109,020)	(109,020)	----
To General Fund: DOT Lab Testing	(100,000)	(100,000)	(100,000)	0	-100.0%
To General Fund: Overhead	(3,682,700)	(3,997,410)	(3,997,410)	(4,654,730)	16.4%
To General Fund: Technology Modernization	(198,466)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(52,052)	----
TOTAL To Tax Supported Funds	(4,090,186)	(4,206,430)	(4,206,430)	(4,815,802)	14.5%
TOTAL PERMITTING SERVICES	(4,090,186)	(4,206,430)	(4,206,430)	(4,815,802)	14.5%
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(188,619)	(212,850)	(212,850)	(240,187)	12.8%
To General Fund: Technology Modernization	(10,324)	0	0	0	----
TOTAL To Tax Supported Funds	(203,943)	(217,850)	(217,850)	(245,187)	12.5%
TOTAL SOLID WASTE COLLECTION	(203,943)	(217,850)	(217,850)	(245,187)	12.5%
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	1,132,744	1,052,224	1,052,224	687,926	-34.6%
TOTAL From Non-Tax Supported Funds	1,132,744	1,052,224	1,052,224	687,926	-34.6%
From Tax Supported Funds					
From General Fund: Tip Fee Charges	1,548,890	1,457,930	1,457,930	1,651,280	13.3%
TOTAL From Tax Supported Funds	1,548,890	1,457,930	1,457,930	1,651,280	13.3%
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: EOB Rent	(214,020)	(218,770)	(218,770)	(222,710)	1.8%
To General Fund: Overhead	(1,519,080)	(1,584,010)	(1,584,010)	(1,701,407)	7.4%
To General Fund: Technology Modernization	(90,849)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(68,450)	----
TOTAL To Tax Supported Funds	(1,847,329)	(1,826,160)	(1,826,160)	(2,015,947)	10.4%
TOTAL SOLID WASTE DISPOSAL	834,305	683,994	683,994	323,259	-52.7%
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(1,132,744)	(1,052,224)	(1,052,224)	(687,926)	-34.6%
TOTAL To Non-Tax Supported Funds	(1,132,744)	(1,052,224)	(1,052,224)	(687,926)	-34.6%
To Tax Supported Funds					
To General Fund: Overhead	(473,290)	(494,320)	(494,320)	(532,337)	7.7%
To General Fund: Technology Modernization	(30,517)	0	0	0	----
TOTAL To Tax Supported Funds	(503,807)	(494,320)	(494,320)	(532,337)	7.7%
TOTAL VACUUM LEAF COLLECTION	(1,636,551)	(1,546,544)	(1,546,544)	(1,220,263)	-21.1%
LIQUOR CONTROL					
To Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
To General Fund: Earnings Transfer	(24,021,413)	(21,453,970)	(21,453,970)	(17,185,388)	-19.9%
To General Fund: Overhead	(3,318,250)	(3,115,690)	(3,115,690)	(3,358,024)	7.8%
To General Fund: Technology Modernization	(960,383)	0	0	0	----
To General Fund: Telecommunications NDA	0	0	0	(169,032)	----
TOTAL To Tax Supported Funds	(28,300,046)	(24,569,660)	(24,569,660)	(20,712,444)	-15.7%
TOTAL LIQUOR CONTROL	(28,300,046)	(24,569,660)	(24,569,660)	(20,712,444)	-15.7%

EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND

To Tax Supported Funds					
To: General Fund	(10,745,911)	0	0	0	----
TOTAL To Tax Supported Funds	(10,745,911)	0	0	0	----
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	(10,745,911)	0	0	0	----

SELF INSURANCE INTERNAL SERVICE FUND

To Tax Supported Funds					
To General Fund: Telecommunications NDA	0	0	0	(4,312)	----
TOTAL To Tax Supported Funds	0	0	0	(4,312)	----
TOTAL SELF INSURANCE INTERNAL SERVICE FUND	0	0	0	(4,312)	----

DEBT SERVICE

DEBT SERVICE - NON-TAX SUPPORTED

From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	7,195,949	7,196,110	7,196,110	7,950,310	10.5%
From Water Quality Protection: Other Debt	3,018,850	3,020,250	3,020,250	6,367,900	110.8%
TOTAL From Non-Tax Supported Funds	10,214,799	10,216,360	10,216,360	14,318,210	40.1%
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	10,214,799	10,216,360	10,216,360	14,318,210	40.1%

MONTGOMERY COUNTY PUBLIC SCHOOLS

INSTRUCTIONAL TELEVISION FUND

From Tax Supported Funds					
From MCG General Fund	1,595,624	1,654,209	1,654,209	1,742,791	5.4%
TOTAL From Tax Supported Funds	1,595,624	1,654,209	1,654,209	1,742,791	5.4%
TOTAL INSTRUCTIONAL TELEVISION FUND	1,595,624	1,654,209	1,654,209	1,742,791	5.4%

MONTGOMERY COLLEGE

CABLE TELEVISION FUND

From Tax Supported Funds					
From MCG: County Cable Plan	1,430,000	1,542,300	1,542,300	1,620,732	5.1%
TOTAL From Tax Supported Funds	1,430,000	1,542,300	1,542,300	1,620,732	5.1%
TOTAL CABLE TELEVISION FUND	1,430,000	1,542,300	1,542,300	1,620,732	5.1%

MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

SPECIAL REVENUE FUNDS

From Non-Tax Supported Funds					
From M-NCPPC Property Mgt Fund	23,543	0	0	0	----
TOTAL From Non-Tax Supported Funds	23,543	0	0	0	----
From Tax Supported Funds					
Transfer From Administration Fund	0	0	0	500,000	----

Inter-Fund Transfers

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
TOTAL From Tax Supported Funds	0	0	0	500,000	----
From Component Units/Agencies					
From County GF (Ballfields)	866,800	811,500	811,500	843,200	3.9%
TOTAL From Component Units/Agencies	866,800	811,500	811,500	843,200	3.9%
TOTAL SPECIAL REVENUE FUNDS	890,343	811,500	811,500	1,343,200	65.5%
PROP MGMT MNCPPC					
To Non-Tax Supported Funds					
To M-NCPPC Special Revenue Fund	(23,543)	0	0	0	----
TOTAL To Non-Tax Supported Funds	(23,543)	0	0	0	----
TOTAL PROP MGMT MNCPPC	(23,543)	0	0	0	----
TOTAL NON-TAX SUPPORTED	(45,983,974)	(25,679,289)	(25,679,289)	(16,190,082)	-37.0%

SUMMARY

GRAND TOTAL ALL FUNDS/AGENCIES	(1,594,234)	(803,990)	(818,027)	(1,703,688)	111.9%
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Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(116,733,727)	(127,633,727)	(127,633,727)	(129,633,727)	1.6%
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	(1,476,855,309)	(1,507,631,597)	(1,507,631,597)	(1,617,631,597)	7.3%
TOTAL To Tax Supported Funds	(1,594,239,036)	(1,635,915,324)	(1,635,915,324)	(1,747,915,324)	6.8%
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(29,950,000)	(34,000,000)	(34,000,000)	(34,000,000)	----
Contribution To HOC: CIP	0	(1,250,000)	(1,250,000)	(1,250,000)	----
Contribution To MC: CIP	(9,086,748)	(10,957,000)	(10,957,000)	(6,679,000)	-39.0%
Contribution To MCG: CIP	(23,774,903)	(10,336,000)	(10,336,000)	(13,168,000)	27.4%
Contribution To MCPS: CIP	(8,953,638)	(18,245,000)	(22,495,000)	(2,408,000)	-86.8%
Contribution To MNCPPC: Regional Parks CIP	(796,776)	(2,798,000)	(2,798,000)	(2,798,000)	----
TOTAL County Contribution to CIP Fund	(72,562,065)	(77,586,000)	(81,836,000)	(60,303,000)	-22.3%
TOTAL COUNTY GENERAL FUND	(1,666,801,101)	(1,713,501,324)	(1,717,751,324)	(1,808,218,324)	5.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	(1,666,801,101)	(1,713,501,324)	(1,717,751,324)	(1,808,218,324)	5.5%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,439,045,758	1,463,274,812	1,463,274,812	1,617,631,597	10.5%
TOTAL County Contribution to Current/Other Fund	1,439,045,758	1,463,274,812	1,463,274,812	1,617,631,597	10.5%
County Contribution to CIP Fund					
County Contribution to CIP	8,953,638	18,245,000	22,495,000	2,408,000	-86.8%
TOTAL County Contribution to CIP Fund	8,953,638	18,245,000	22,495,000	2,408,000	-86.8%
County Contribution to Other - Pension Shift					
County Contribution to Other - Pension Shift	37,809,551	44,356,785	44,356,785	0	-100.0%
TOTAL County Contribution to Other - Pension Shift	37,809,551	44,356,785	44,356,785	0	-100.0%
TOTAL CURRENT FUND MCPS	1,485,808,947	1,525,876,597	1,530,126,597	1,620,039,597	6.2%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	1,485,808,947	1,525,876,597	1,530,126,597	1,620,039,597	6.2%
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	116,733,727	127,633,727	127,633,727	129,633,727	1.6%
TOTAL County Contribution to Current/Other Fund	116,733,727	127,633,727	127,633,727	129,633,727	1.6%

Contribution To/From Other Funds

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
County Contribution to CIP Fund					
County Contribution to CIP	9,086,748	10,957,000	10,957,000	6,679,000	-39.0%
TOTAL County Contribution to CIP Fund	9,086,748	10,957,000	10,957,000	6,679,000	-39.0%
TOTAL CURRENT FUND MC	125,820,475	138,590,727	138,590,727	136,312,727	-1.6%
EMERGENCY REPAIR FUND					
County Contribution to Current/Other Fund					
EPMRF: County Contribution	250,000	250,000	250,000	250,000	----
TOTAL County Contribution to Current/Other Fund	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 County Contribution to Current/Other Fund	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	126,470,475	139,240,727	139,240,727	136,962,727	-1.6%
TOTAL TAX SUPPORTED	(54,521,679)	(48,384,000)	(48,384,000)	(51,216,000)	5.9%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	(54,521,679)	(48,384,000)	(48,384,000)	(51,216,000)	5.9%



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.

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Schedule B-1

Expenditures Detailed By Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,146,565,256	1,133,242,438	1,169,580,593	1,167,599,598	3.0%
Montgomery County Government Special Funds	388,526,462	386,861,155	389,265,132	381,349,277	-1.4%
Debt Service Special Funds	332,509,651	348,782,725	342,521,809	383,282,640	9.9%
Montgomery County Public Schools Current Fund	2,140,808,408	2,176,525,543	2,145,795,185	2,311,578,220	6.2%
Montgomery College Current Fund	237,407,591	251,468,195	247,272,724	256,317,779	1.9%
Montgomery College Special Funds	749,989	750,000	554,327	750,000	----
M-NCPPC Special Funds	116,172,820	122,598,644	121,535,046	125,508,581	2.4%
TOTAL TAX SUPPORTED	4,362,740,177	4,420,228,700	4,416,524,816	4,626,386,095	4.7%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	234,721,211	249,405,353	250,665,014	237,426,891	-4.8%
Montgomery County Government Special Funds	180,775,827	187,370,673	188,959,216	188,417,487	0.6%
Debt Service Special Funds	10,214,799	10,216,360	10,216,360	14,318,210	40.1%
Montgomery County Public Schools Enterprise Funds	63,736,016	62,770,833	62,770,833	63,767,414	1.6%
Montgomery County Public Schools Special Funds	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
Montgomery College Enterprise Funds	25,784,134	37,623,813	29,338,030	30,871,602	-17.9%
Montgomery College Special Funds	10,796,833	20,036,000	12,000,000	20,036,000	----
M-NCPPC Enterprise Funds	13,836,240	15,414,889	15,184,546	15,782,769	2.4%
M-NCPPC Special Funds	23,170	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	618,440,055	662,480,481	648,776,559	650,134,260	-1.9%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,981,180,232	5,082,709,181	5,065,301,375	5,276,520,355	3.8%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
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MONTGOMERY COUNTY GOVERNMENT

General Government

Board of Appeals	580,973	589,425	564,107	594,272	0.8%
Board of Elections	6,646,450	6,556,351	7,184,397	7,856,590	19.8%
Circuit Court	13,543,192	14,047,866	13,683,087	14,361,847	2.2%
Community Engagement Cluster	3,599,823	3,551,447	3,453,568	3,674,986	3.5%
County Attorney	6,050,944	5,660,259	5,688,959	5,960,796	5.3%
County Council	10,699,573	10,826,866	10,791,346	11,098,372	2.5%
County Executive	4,988,963	5,204,117	5,132,744	5,607,127	7.7%
Ethics Commission	361,196	382,007	380,540	574,294	50.3%
Finance	13,221,625	13,712,942	13,546,707	14,072,320	2.6%
General Services	39,497,666	26,939,015	27,512,310	28,932,619	7.4%
Human Resources	8,338,226	8,088,066	8,264,246	8,205,240	1.4%
Human Rights	1,046,515	1,074,757	1,082,600	1,156,836	7.6%
Inspector General	713,687	1,043,162	977,036	1,041,859	-0.1%
Intergovernmental Relations	908,648	923,317	965,140	1,145,981	24.1%
Legislative Oversight	1,475,104	1,479,274	1,540,649	1,567,907	6.0%
Management and Budget	3,825,355	4,093,855	4,011,021	4,303,141	5.1%
Merit System Protection Board	214,107	196,605	200,116	481,713	145.0%
Procurement	0	4,181,749	4,094,637	4,487,579	7.3%
Public Information	4,924,792	4,932,519	4,852,051	4,861,963	-1.4%
State's Attorney	15,148,048	15,766,321	15,864,079	16,297,355	3.4%
Technology Services	30,616,876	40,907,969	40,079,833	41,384,891	1.2%
Urban Districts	8,391,845	8,877,052	8,427,052	8,692,691	-2.1%
Zoning and Administrative Hearings	573,083	624,000	624,697	620,013	-0.6%
Total General Government	175,366,691	179,658,941	178,920,922	186,980,392	4.1%

Public Safety

Consumer Protection	2,135,561	2,388,730	2,315,369	2,110,385	-11.7%
Correction and Rehabilitation	71,013,420	70,609,851	70,363,282	66,869,129	-5.3%
Emergency Management and Homeland Security	8,002,000	2,152,490	2,012,955	1,998,385	-7.2%
Fire and Rescue Service	231,244,558	222,299,388	224,236,678	213,211,431	-4.1%
Police	272,522,554	270,782,964	269,341,674	265,934,884	-1.8%
Sheriff	24,305,909	23,827,486	23,725,103	22,594,872	-5.2%
Total Public Safety	609,224,002	592,060,909	591,995,061	572,719,086	-3.3%

Transportation

Parking District Services	26,366,645	28,025,977	28,038,011	27,318,751	-2.5%
Transit Services	124,739,938	126,189,452	124,891,219	127,602,501	1.1%
Transportation	73,415,234	51,532,414	51,432,205	53,365,223	3.6%
Total Transportation	224,521,817	205,747,843	204,361,435	208,286,475	1.2%

Health and Human Services

Health and Human Services	290,484,440	288,993,599	287,253,001	291,341,530	0.8%
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Libraries, Culture, and Recreation

Community Use of Public Facilities	9,606,189	10,846,275	10,743,429	11,292,468	4.1%
Public Libraries	36,649,337	40,760,225	39,671,446	41,700,518	2.3%

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Recreation	29,877,954	32,412,906	31,956,774	34,410,714	6.2%
Total Libraries, Culture, and Recreation	76,133,480	84,019,406	82,371,649	87,403,700	4.0%
Community Development and Housing					
Agriculture	0	0	0	1,001,957	----
Economic Development	15,571,207	14,860,322	14,980,704	0	-100.0%
Economic Development Fund	2,084,570	1,853,591	4,524,643	2,577,780	39.1%
Housing and Community Affairs	41,747,955	40,614,238	43,427,636	44,183,222	8.8%
Permitting Services	31,187,262	33,893,405	33,737,234	37,765,525	11.4%
Total Community Development and Housing	90,590,994	91,221,556	96,670,217	85,528,484	-6.2%
Environment					
Environmental Protection	21,830,642	25,474,687	24,383,785	27,824,515	9.2%
Solid Waste Services	107,225,139	111,889,853	110,769,540	92,219,977	-17.6%
Total Environment	129,055,781	137,364,540	135,153,325	120,044,492	-12.6%
Other County Government Functions					
Cable Television Communications Plan	14,553,037	15,764,947	15,753,948	15,807,515	0.3%
Liquor Control	54,518,159	59,332,248	61,959,205	63,168,686	6.5%
Non-Departmental Accounts	261,606,041	277,593,739	318,909,301	317,582,400	14.4%
Utilities	24,534,314	25,121,891	25,121,891	25,930,493	3.2%
Total Other County Government Functions	355,211,551	377,812,825	421,744,345	422,489,094	11.8%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,950,588,756	1,956,879,619	1,998,469,955	1,974,793,253	0.9%

DEBT SERVICE

Debt Service	342,724,450	358,999,085	352,738,169	397,600,850	10.8%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Maryland-National Capital Park and Planning Commission	130,032,230	138,563,533	137,269,592	141,841,350	2.4%
MONTGOMERY COLLEGE					
Montgomery College	274,738,547	309,878,008	289,165,081	307,975,381	-0.6%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	2,283,096,249	2,318,388,936	2,287,658,578	2,454,309,521	5.9%

SUMMARY

TOTAL EXPENDITURES ALL AGENCIES	4,981,180,232	5,082,709,181	5,065,301,375	5,276,520,355	3.8%
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Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	580,973	589,425	564,107	594,272	0.8%
Board of Elections	6,646,450	6,556,351	7,184,397	7,856,590	19.8%
Circuit Court	11,362,542	11,632,745	11,267,966	11,738,835	0.9%
Community Engagement Cluster	3,497,173	3,485,081	3,387,202	3,607,688	3.5%
County Attorney	6,050,944	5,660,259	5,688,959	5,960,796	5.3%
County Council	10,699,573	10,826,866	10,791,346	11,098,372	2.5%
County Executive	4,851,832	5,070,467	4,999,094	5,471,966	7.9%
Ethics Commission	361,196	382,007	380,540	574,294	50.3%
Finance	13,221,625	13,712,942	13,546,707	14,072,320	2.6%
General Services	39,156,421	26,939,015	27,512,310	28,932,619	7.4%
Human Resources	8,327,876	8,088,066	8,264,246	8,205,240	1.4%
Human Rights	1,046,515	1,074,757	1,082,600	1,156,836	7.6%
Inspector General	713,687	1,043,162	977,036	1,041,859	-0.1%
Intergovernmental Relations	877,984	892,647	934,470	1,115,311	24.9%
Legislative Oversight	1,475,104	1,479,274	1,540,649	1,567,907	6.0%
Management and Budget	3,825,355	4,093,855	4,011,021	4,303,141	5.1%
Merit System Protection Board	214,107	196,605	200,116	481,713	145.0%
Procurement	0	4,181,749	4,094,637	4,487,579	7.3%
Public Information	4,924,792	4,932,519	4,852,051	4,861,963	-1.4%
State's Attorney	15,024,981	15,645,021	15,742,779	16,178,129	3.4%
Technology Services	30,609,527	40,907,969	40,079,833	41,384,891	1.2%
Zoning and Administrative Hearings	573,083	624,000	624,697	620,013	-0.6%
Total General Government	164,041,740	168,014,782	167,726,763	175,312,334	4.3%
Public Safety					
Consumer Protection	2,135,561	2,388,730	2,315,369	2,110,385	-11.7%
Correction and Rehabilitation	71,013,420	70,609,851	70,363,282	66,869,129	-5.3%
Emergency Management and Homeland Security	1,018,359	1,354,300	1,214,765	1,261,460	-6.9%
Police	271,132,211	270,617,964	269,176,674	265,769,884	-1.8%
Sheriff	23,409,494	23,044,206	22,941,823	21,865,315	-5.1%
Total Public Safety	368,709,045	368,015,051	366,011,913	357,876,173	-2.8%
Transportation					
Transportation	67,482,662	46,099,835	45,999,626	47,703,739	3.5%
Health and Human Services					
Health and Human Services	205,030,917	209,253,900	207,513,302	212,735,215	1.7%
Libraries, Culture, and Recreation					
Public Libraries	36,596,422	40,707,935	39,619,156	41,648,228	2.3%
Community Development and Housing					
Agriculture	0	0	0	1,001,957	----
Economic Development	11,783,197	11,288,011	11,408,393	0	-100.0%
Housing and Community Affairs	5,029,586	5,554,107	5,452,944	5,879,404	5.9%
Total Community Development and Housing	16,812,783	16,842,118	16,861,337	6,881,361	-59.1%
Environment					
Environmental Protection	1,751,332	2,200,860	2,424,977	2,543,405	15.6%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Other County Government Functions					
Non-Departmental Accounts	261,606,041	256,986,066	298,301,628	296,968,650	15.6%
Utilities	24,534,314	25,121,891	25,121,891	25,930,493	3.2%
Total Other County Government Functions	286,140,355	282,107,957	323,423,519	322,899,143	14.5%
TOTAL GENERAL FUND TAX SUPPORTED	1,146,565,256	1,133,242,438	1,169,580,593	1,167,599,598	3.0%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	8,391,845	8,877,052	8,427,052	8,692,691	-2.1%
Public Safety					
Fire and Rescue Service	228,697,061	222,299,388	224,236,678	213,211,431	-4.1%
Transportation					
Transit Services	119,550,792	121,491,890	120,193,657	122,536,862	0.9%
Libraries, Culture, and Recreation					
Recreation	29,802,194	32,339,234	31,883,102	34,330,513	6.2%
Community Development and Housing					
Economic Development Fund	2,084,570	1,853,591	4,524,643	2,577,780	39.1%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	26,366,645	28,025,977	28,038,011	27,318,751	-2.5%
Transportation	5,859,403	5,417,595	5,417,595	5,661,484	4.5%
Total Transportation	32,226,048	33,443,572	33,455,606	32,980,235	-1.4%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	9,606,189	10,846,275	10,743,429	11,292,468	4.1%
Community Development and Housing					
Permitting Services	31,187,262	33,893,405	33,737,234	37,765,525	11.4%
Environment					
Solid Waste Services	107,225,139	111,889,853	110,769,540	92,219,977	-17.6%
Other County Government Functions					
Liquor Control	54,476,573	59,332,248	61,959,205	63,168,686	6.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,180,650	2,415,121	2,415,121	2,623,012	8.6%
Community Engagement Cluster	102,650	66,366	66,366	67,298	1.4%
County Executive	137,131	133,650	133,650	135,161	1.1%
General Services	341,245	0	0	0	----
Human Resources	10,350	0	0	0	----
Intergovernmental Relations	30,664	30,670	30,670	30,670	----
State's Attorney	123,067	121,300	121,300	119,226	-1.7%
Technology Services	7,349	0	0	0	----
Total General Government	2,933,106	2,767,107	2,767,107	2,975,367	7.5%
Public Safety					
Emergency Management and Homeland Security	6,983,641	798,190	798,190	736,925	-7.7%
Fire and Rescue Service	2,547,497	0	0	0	----
Police	1,390,343	165,000	165,000	165,000	----
Sheriff	896,415	783,280	783,280	729,557	-6.9%
Total Public Safety	11,817,896	1,746,470	1,746,470	1,631,482	-6.6%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Transportation					
Transit Services	5,189,146	4,697,562	4,697,562	5,065,639	7.8%
Transportation	73,169	14,984	14,984	0	-100.0%
Total Transportation	5,262,315	4,712,546	4,712,546	5,065,639	7.5%
Health and Human Services					
Health and Human Services	85,453,523	79,739,699	79,739,699	78,606,315	-1.4%
Libraries, Culture, and Recreation					
Public Libraries	52,915	52,290	52,290	52,290	----
Recreation	75,760	73,672	73,672	80,201	8.9%
Total Libraries, Culture, and Recreation	128,675	125,962	125,962	132,491	5.2%
Community Development and Housing					
Economic Development	3,788,010	3,572,311	3,572,311	0	-100.0%
Housing and Community Affairs	36,718,369	35,060,131	37,974,692	38,303,818	9.3%
Total Community Development and Housing	40,506,379	38,632,442	41,547,003	38,303,818	-0.9%
Environment					
Environmental Protection	20,079,310	23,273,827	21,958,808	25,281,110	8.6%
Other County Government Functions					
Cable Television Communications Plan	14,553,037	15,764,947	15,753,948	15,807,515	0.3%
Liquor Control	41,586	0	0	0	----
Non-Departmental Accounts	0	20,607,673	20,607,673	20,613,750	----
Total Other County Government Functions	14,594,623	36,372,620	36,361,621	36,421,265	0.1%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	180,775,827	187,370,673	188,959,216	188,417,487	0.6%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,950,588,756	1,956,879,619	1,998,469,955	1,974,793,253	0.9%

DEBT SERVICE

DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	332,509,651	348,782,725	342,521,809	383,282,640	9.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	10,214,799	10,216,360	10,216,360	14,318,210	40.1%
TOTAL DEBT SERVICE	342,724,450	358,999,085	352,738,169	397,600,850	10.8%

MONTGOMERY COUNTY PUBLIC SCHOOLS

CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,140,808,408	2,176,525,543	2,145,795,185	2,311,578,220	6.2%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	2,466,024	2,700,509	2,700,509	2,364,802	-12.4%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,895,960	1,991,533	1,991,533	2,006,361	0.7%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	54,353,613	53,166,879	53,166,879	53,967,269	1.5%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,634,934	1,654,209	1,654,209	1,742,791	5.4%
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,385,485	3,257,703	3,257,703	3,686,191	13.2%
SPECIAL FUNDS NON-TAX SUPPORTED					

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Montgomery County Public Schools	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,283,096,249	2,318,388,936	2,287,658,578	2,454,309,521	5.9%

MONTGOMERY COLLEGE

CURRENT FUND MC TAX SUPPORTED					
Montgomery College	237,407,591	251,468,195	247,272,724	256,317,779	1.9%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	749,989	750,000	554,327	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	749,989	750,000	554,327	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	4,650,970	5,414,054	4,312,000	2,695,000	-50.2%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,454,767	1,634,073	1,617,420	1,715,732	5.0%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	2,102,301	7,500,000	6,110,000	3,500,000	-53.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	10,796,833	20,036,000	12,000,000	20,036,000	----
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	10,796,833	20,036,000	12,000,000	20,036,000	----
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	2,990,349	4,400,000	3,268,000	4,400,000	----
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	14,585,747	18,675,686	14,030,610	18,560,870	-0.6%
TOTAL MONTGOMERY COLLEGE	274,738,547	309,878,008	289,165,081	307,975,381	-0.6%

MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	116,172,820	122,598,644	121,535,046	125,508,581	2.4%
TOTAL SPECIAL FUNDS TAX SUPPORTED	116,172,820	122,598,644	121,535,046	125,508,581	2.4%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	8,159,154	8,631,262	8,842,678	8,712,147	0.9%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,063,217	1,126,800	1,126,800	1,319,000	17.1%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	23,170	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	4,613,869	5,656,827	5,215,068	5,751,622	1.7%
TOTAL M-NCPPC	130,032,230	138,563,533	137,269,592	141,841,350	2.4%

SUMMARY

TOTAL EXPENDITURES ALL AGENCIES	4,981,180,232	5,082,709,181	5,065,301,375	5,276,520,355	3.8%
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Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	598,947,563	618,427,804	610,318,776	612,320,730	-1.0%
Operating Expenses	547,617,693	514,694,334	559,261,817	555,158,568	7.9%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	0	120,300	0	120,300	----
Total GENERAL FUND TAX SUPPORTED	1,146,565,256	1,133,242,438	1,169,580,593	1,167,599,598	3.0%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	275,461,702	275,638,598	274,595,276	269,817,593	-2.1%
Operating Expenses	113,064,760	111,222,557	114,669,856	111,531,684	0.3%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	0	0	0	0	----
Total SPECIAL FUNDS TAX SUPPORTED	388,526,462	386,861,155	389,265,132	381,349,277	-1.4%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	53,981,879	54,012,167	54,012,167	54,479,863	0.9%
Operating Expenses	62,711,184	66,657,481	66,657,481	61,923,517	-7.1%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	0	0	0	0	----
Total GRANT FUND - MCG NON-TAX SUPPORTED	116,693,063	120,669,648	120,669,648	116,403,380	-3.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	12,591,908	13,980,019	13,278,791	14,413,664	3.1%
Operating Expenses	51,425,226	52,657,526	54,947,297	57,600,443	9.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	65,630	63,480	63,480	0	-100.0%
Capital Outlay	0	0	0	0	----
Total SPECIAL FUNDS NON-TAX SUPPORTED	64,082,764	66,701,025	68,289,568	72,014,107	8.0%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	74,765,148	78,483,845	79,019,166	85,189,235	8.5%
Operating Expenses	147,058,029	150,905,884	156,702,381	133,483,101	-11.5%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	12,898,034	15,963,517	14,943,467	15,507,248	-2.9%
Capital Outlay	0	4,052,107	0	3,247,307	-19.9%

Expenditures By Appropriation Category

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	234,721,211	249,405,353	250,665,014	237,426,891	-4.8%

SUMMARY

Total PERSONNEL COSTS	1,015,748,200	1,040,542,433	1,031,224,176	1,036,221,085	-0.4%
Total OPERATING EXPENSES	921,876,892	896,137,782	952,238,832	919,697,313	2.6%
Total DEBT SERVICE G.O. BONDS	0	0	0	0	----
Total DEBT SERVICE OTHER	12,963,664	16,026,997	15,006,947	15,507,248	-3.2%
Total CAPITAL OUTLAY	0	4,172,407	0	3,367,607	-19.3%
Total MONTGOMERY COUNTY GOVERNMENT	1,950,588,756	1,956,879,619	1,998,469,955	1,974,793,253	0.9%

PERCENT OF TOTAL BUDGET

PERSONNEL COSTS	52.1%	53.2%	51.6%	52.5%	----
OPERATING EXPENSES	47.3%	45.8%	47.6%	46.6%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.7%	0.8%	0.8%	0.8%	----
CAPITAL OUTLAY	----	0.2%	----	0.2%	----



Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	213,975,910	227,060,946	225,398,375	245,854,554	8.3%
Motor Pool Internal Service Fund	71,634,915	77,829,594	78,069,310	79,996,583	2.8%
Printing & Mail Internal Service Fund	7,683,748	7,909,603	7,656,286	7,966,825	0.7%
Self Insurance Internal Service Fund	52,392,655	60,490,424	60,490,424	63,693,195	5.3%
TOTAL INTERNAL SERVICE FUNDS	345,687,228	373,290,567	371,614,395	397,511,157	6.5%

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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.

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Schedule C-1

Revenues Detailed By Fund

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	2,942,313,657	3,100,681,770	3,116,847,269	3,312,110,774	6.8%
Montgomery County Government Special Funds	436,025,571	449,066,359	447,098,042	440,964,859	-1.8%
Debt Service Special Funds	16,480,505	17,341,440	20,851,982	12,533,760	-27.7%
Montgomery County Public Schools Current Fund	624,598,015	635,731,313	634,201,313	660,783,990	3.9%
Montgomery College Current Fund	116,460,209	116,818,861	115,938,997	122,186,497	4.6%
Montgomery College Special Funds	1,559	0	0	0	----
M-NCPPC Special Funds	116,754,005	120,691,744	120,682,787	124,200,129	2.9%
TOTAL TAX SUPPORTED	4,252,633,521	4,440,331,487	4,455,620,390	4,672,780,009	5.2%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	279,566,868	284,814,422	286,837,524	289,808,213	1.8%
Montgomery County Government Special Funds	192,467,652	197,592,302	202,606,639	197,548,052	----
Montgomery County Public Schools Enterprise Funds	62,490,352	61,116,624	61,116,624	62,024,623	1.5%
Montgomery County Public Schools Special Funds	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
Montgomery College Enterprise Funds	23,673,083	28,035,522	23,768,680	26,046,924	-7.1%
Montgomery College Special Funds	10,798,064	19,774,000	12,001,200	19,774,000	----
M-NCPPC Enterprise Funds	14,890,282	14,209,639	14,263,423	14,758,127	3.9%
M-NCPPC Special Funds	23,170	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	662,461,296	685,185,069	680,236,650	689,473,826	0.6%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,915,094,817	5,125,516,556	5,135,857,040	5,362,253,835	4.6%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	2,942,313,657	3,100,681,770	3,116,847,269	3,312,110,774	10.0%
Special Funds Tax Supported	436,025,571	449,066,359	447,098,042	440,964,859	----
Enterprise Funds Non-Tax Supported	279,566,868	284,814,422	286,837,524	289,808,213	----
Special Funds Non-Tax Supported	192,467,652	197,592,302	202,606,639	197,548,052	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,850,373,748	4,032,154,853	4,053,389,474	4,240,431,898	10.0%
DEBT SERVICE					
Debt Service Fund Tax Supported	16,480,505	17,341,440	20,851,982	12,533,760	-30.0%
TOTAL DEBT SERVICE	16,480,505	17,341,440	20,851,982	12,533,760	-30.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	624,598,015	635,731,313	634,201,313	660,783,990	----
Enterprise Funds Non-Tax Supported	62,490,352	61,116,624	61,116,624	62,024,623	----
Special Funds Non-Tax Supported	78,551,825	79,092,560	79,092,560	78,963,887	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	765,640,192	775,940,497	774,410,497	801,772,500	----
MONTGOMERY COLLEGE					
Current Fund Tax Supported	116,460,209	116,818,861	115,938,997	122,186,497	----
Special Funds Tax Supported	1,559	0	0	0	----
Enterprise Funds Non-Tax Supported	23,673,083	28,035,522	23,768,680	26,046,924	-10.0%
Special Funds Non-Tax Supported	10,798,064	19,774,000	12,001,200	19,774,000	----
TOTAL MONTGOMERY COLLEGE	150,932,915	164,628,383	151,708,877	168,007,421	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	116,754,005	120,691,744	120,682,787	124,200,129	----
Enterprise Funds Non-Tax Supported	14,890,282	14,209,639	14,263,423	14,758,127	----
Special Funds Non-Tax Supported	23,170	550,000	550,000	550,000	----
TOTAL M-NCPPC	131,667,457	135,451,383	135,496,210	139,508,256	----
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	4,915,094,817	5,125,516,556	5,135,857,040	5,362,253,835	----

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
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TAX SUPPORTED

MONTGOMERY COUNTY GOVERNMENT

County General Fund

Taxes

Admissions Tax	2,753,644	3,247,808	2,908,800	3,065,887	-5.6%
County Income Tax	1,310,821,061	1,433,417,237	1,438,080,452	1,453,877,240	1.4%
E-Cigarette Tax	0	125,000	325,000	338,300	170.6%
Energy Tax	207,195,218	206,190,000	203,051,314	203,990,141	-1.1%
Hotel/Motel Tax	19,007,650	20,339,825	19,914,314	20,637,350	1.5%
Property Tax	1,088,699,217	1,116,715,944	1,115,368,145	1,275,595,681	14.2%
Real Property Transfer Tax	92,068,495	96,240,000	109,310,000	108,430,000	12.7%
Recordation Tax	55,530,762	57,593,411	65,398,803	65,666,678	14.0%
Telephone Tax	48,839,958	50,416,800	49,959,017	50,309,015	-0.2%
TOTAL TAXES	2,824,916,005	2,984,286,025	3,004,315,845	3,181,910,292	6.6%

Licenses & Permits

Clerk of the Court Business Licenses	0	215,000	215,000	215,000	----
Hazardous Materials Permits	850,266	800,000	800,000	800,000	----
Health Inspection: Restaurants	1,787,366	1,737,820	1,775,370	1,783,800	2.6%
Health Inspections: Living Facilities	264,393	240,730	258,040	258,040	7.2%
Health Inspections: Swimming Pools	625,320	526,330	530,500	534,600	1.6%
Landlord-Tenant Fees	5,013,344	5,436,018	5,436,018	5,635,073	3.7%
Marriage Licenses	280,088	372,000	327,000	327,000	-12.1%
New Home Builder's License	133,813	134,000	134,000	134,000	----
Other Licenses/Permits	233,172	208,470	185,620	188,120	-9.8%
Pet Licenses	270,633	1,251,707	1,251,707	1,251,707	----
Residential Parking Permits	217,874	200,000	35,000	24,000	-88.0%
Trader's License	639,625	780,000	780,000	780,000	----
TOTAL LICENSES & PERMITS	10,315,894	11,902,075	11,728,255	11,931,340	0.2%

Charges for Services

Alternative Community Services	427,441	550,000	365,000	365,000	-33.6%
Board of Appeals Fees	224,201	306,334	315,084	315,084	2.9%
Care of Federal/State Prisoners	1,582,628	2,038,313	1,741,508	1,694,040	-16.9%
Common Ownership Community Fees	413,722	410,000	415,000	675,000	64.6%
Discovery Materials	25,897	30,000	26,000	26,000	-13.3%
Facility Rental Fees	10,667	25,000	25,000	25,000	----
Health and Human Services Fees	1,501,385	1,332,800	1,382,530	1,420,200	6.6%
Home Confinement Fees	84,962	41,000	59,133	61,000	48.8%
Library Fees	25,689	20,000	20,000	20,000	----
Motor Pool Charges/Fees	9,135	0	0	0	----
Other Charges/Fees	2,720,955	2,643,810	2,693,460	2,583,719	-2.3%
Parking Fees	221,569	317,000	210,000	210,000	-33.8%
Recreation Fees	7,740	0	0	0	----
Sheriff Fees	970,866	1,200,000	1,200,000	1,200,000	----
Street Tree Planting	89,250	75,000	75,000	75,000	----
Subdivision Plan Review	302,457	200,000	300,000	300,000	50.0%
Substance Abusers Intervention Program (IPSA)	73,774	105,000	74,000	74,000	-29.5%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Tree Canopy	509,250	250,000	250,000	500,000	100.0%
Zoning Fees	29,263	65,000	65,000	65,000	----
TOTAL CHARGES FOR SERVICES	9,230,851	9,609,257	9,216,715	9,609,043	----
Fines & Forfeitures					
Library Fines	955,969	1,421,220	1,421,220	1,000,000	-29.6%
Other Fines/Forfeitures	561,807	936,900	932,150	922,150	-1.6%
Parking Fines	2,414,881	935,241	1,000,000	1,000,000	6.9%
Photo Red Light Citations	4,758,461	3,900,000	4,100,000	4,100,000	5.1%
Speed Camera Citations	18,847,043	16,700,000	17,200,000	17,200,000	3.0%
TOTAL FINES & FORFEITURES	27,538,161	23,893,361	24,653,370	24,222,150	1.4%
Intergovernmental					
Core Health Services Funding	3,199,502	3,975,150	3,975,150	4,254,770	7.0%
EEOC Reimbursement	0	55,000	55,000	55,000	----
Emergency 911	7,190,139	6,745,000	6,745,000	6,745,000	----
Federal Financial Participation Reimbursements	14,662,088	14,314,585	14,290,435	14,356,435	0.3%
Federal Grants	963,875	0	0	0	----
Illegal Alien Inmate Reimbursement	584,351	600,000	516,933	500,000	-16.7%
Indirect Costs: Grants	963,575	1,100,000	1,000,000	1,000,000	-9.1%
Magistrates	161,835	170,660	20,000	170,660	----
Medicaid/Medicare Reimbursement	4,367,792	2,543,575	3,344,910	3,305,160	29.9%
Nursing Home Reimbursement	684,334	666,850	704,020	704,020	5.6%
Other Intergovernmental	4,800,190	5,092,128	3,088,776	16,741,340	228.8%
State Aid: Highway User	3,368,037	4,125,000	3,719,706	3,742,245	-9.3%
State Aid: Police Protection	13,719,271	13,768,440	13,768,440	14,743,832	7.1%
State Grants	0	0	0	650,000	----
State Interpreter Fee Reimbursement	267,427	314,709	314,709	314,709	----
State Jury Fee Reimbursement	400,860	404,245	404,245	404,245	----
State Reimbursement: Library Operations	2,344,321	2,902,000	2,902,000	2,997,000	3.3%
State Reimbursement: Library Staff Retirement	3,022,172	2,201,000	2,201,000	2,845,000	29.3%
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	60,699,769	59,972,342	58,044,324	74,523,416	24.3%
Investment Income					
Investment Income	105,948	1,083,490	39,340	144,540	-86.7%
Miscellaneous					
Conference Center - Net Proceeds	1,157,727	900,000	900,000	900,000	----
Conference Center - Rental Income	319,100	319,100	319,100	319,100	----
Loan Payments	8,170	306,800	10,000	10,000	-96.7%
Miscellaneous Revenues	3,832,894	3,559,320	2,970,320	3,890,893	9.3%
Property Rentals	3,384,862	3,850,000	3,850,000	3,850,000	----
Vehicle/Bike Auction Proceeds	804,276	1,000,000	800,000	800,000	-20.0%
TOTAL MISCELLANEOUS	9,507,029	9,935,220	8,849,420	9,769,993	-1.7%
TOTAL COUNTY GENERAL FUND	2,942,313,657	3,100,681,770	3,116,847,269	3,312,110,774	6.8%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	524,070	501,693	541,210	564,836	12.6%
Charges for Services					
Optional Method Development	139,276	157,919	157,919	189,877	20.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Investment Income					
Investment Income	0	360	0	0	-100.0%
TOTAL BETHESDA URBAN DISTRICT	663,346	659,972	699,129	754,713	14.4%
Economic Development Fund					
Investment Income					
Investment Income	28,438	55,970	33,253	33,253	-40.6%
Miscellaneous					
Loan Payments	107,932	94,970	94,970	94,970	----
Miscellaneous Revenues	85,210	0	0	0	----
TOTAL MISCELLANEOUS	193,142	94,970	94,970	94,970	----
TOTAL ECONOMIC DEVELOPMENT FUND	221,580	150,940	128,223	128,223	-15.1%
Fire					
Taxes					
Property Tax	233,983,584	206,867,464	206,546,296	210,809,823	1.9%
Licenses & Permits					
Fire Code Enforcement Permits	453,765	600,000	600,000	0	-100.0%
Occupancy Permits	585	0	0	0	----
TOTAL LICENSES & PERMITS	454,350	600,000	600,000	0	-100.0%
Charges for Services					
Automation Enhancement Fee	103,483	120,000	120,000	0	-100.0%
EMS Reimbursement-Ambulance Fee	16,912,283	17,500,000	17,500,000	18,200,000	4.0%
Other Charges/Fees	667,180	715,000	715,000	0	-100.0%
TOTAL CHARGES FOR SERVICES	17,682,946	18,335,000	18,335,000	18,200,000	-0.7%
Intergovernmental					
State Fire/Rescue 508 Funds	1,526,354	0	0	0	----
Investment Income					
Investment Income	75,192	46,760	170,020	170,020	263.6%
Miscellaneous					
Miscellaneous Revenues	409,936	10,000	20,000	20,000	100.0%
TOTAL FIRE	254,132,362	225,859,224	225,671,316	229,199,843	1.5%
Mass Transit					
Taxes					
Property Tax	68,879,640	107,000,412	106,834,291	95,144,257	-11.1%
Licenses & Permits					
Taxi Licensing Fees	555,763	531,000	531,000	531,000	----
Charges for Services					
Bus Advertising	1,100,940	545,000	935,000	935,000	71.6%
Insurance Recoveries	243,039	0	0	0	----
Motor Pool Charges/Fees	487,923	0	0	0	----
Other Charges/Fees	628,624	837,000	982,194	982,194	17.3%
Parking Fees	666,639	661,385	661,385	661,385	----
Ride On Fare Revenue	22,732,309	23,550,593	22,824,165	22,819,465	-3.1%
TOTAL CHARGES FOR SERVICES	25,859,474	25,593,978	25,402,744	25,398,044	-0.8%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Fines & Forfeitures					
Other Fines/Forfeitures	11,514	0	0	0	----
Parking Fines	813,243	405,000	405,000	405,000	----
TOTAL FINES & FORFEITURES	824,757	405,000	405,000	405,000	----
Intergovernmental					
State Aid: Call N' Ride	186,554	379,110	379,110	379,110	----
State Aid: Damascus Fixed Route	225,815	309,950	309,950	309,950	----
State Aid: Ride On	38,204,604	39,089,040	38,264,000	38,264,000	-2.1%
TOTAL INTERGOVERNMENTAL	38,616,973	39,778,100	38,953,060	38,953,060	-2.1%
Investment Income					
Investment Income	0	7,710	0	0	-100.0%
Miscellaneous					
Miscellaneous Revenues	267,491	0	0	0	----
TOTAL MASS TRANSIT	135,004,098	173,316,200	172,126,095	160,431,361	-7.4%
Recreation					
Taxes					
Property Tax	34,586,397	35,717,163	35,719,851	37,432,378	4.8%
Charges for Services					
Facility Rental Fees	780,568	794,600	794,600	794,600	----
Other Charges/Fees	(140)	0	0	0	----
Recreation Fee Subsidy	0	0	(1,000,000)	(1,000,000)	----
Recreation Fees	9,215,624	10,465,942	10,965,942	10,965,942	4.8%
TOTAL CHARGES FOR SERVICES	9,996,052	11,260,542	10,760,542	10,760,542	-4.4%
Investment Income					
Investment Income	11,567	10,940	26,150	26,150	139.0%
Miscellaneous					
Miscellaneous Revenues	190,182	84,365	84,365	84,365	----
Miscellaneous Revenues - Parks ActiveNet	0	102,263	102,263	45,232	-55.8%
TOTAL MISCELLANEOUS	190,182	186,628	186,628	129,597	-30.6%
TOTAL RECREATION	44,784,198	47,175,273	46,693,171	48,348,667	2.5%
Revenue Stabilization					
Investment Income					
Investment Income	267,729	776,850	605,360	864,800	11.3%
TOTAL REVENUE STABILIZATION	267,729	776,850	605,360	864,800	11.3%
Silver Spring Urban District					
Taxes					
Property Tax	717,223	795,761	840,996	878,877	10.4%
Charges for Services					
Optional Method Development	64,608	134,000	134,000	150,000	11.9%
Investment Income					
Investment Income	0	880	0	0	-100.0%
TOTAL SILVER SPRING URBAN DISTRICT	781,831	930,641	974,996	1,028,877	10.6%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Wheaton Urban District					
Taxes					
Property Tax	169,854	196,959	198,452	207,075	5.1%
Investment Income					
Investment Income	573	300	1,300	1,300	333.3%
TOTAL WHEATON URBAN DISTRICT	170,427	197,259	199,752	208,375	5.6%

DEBT SERVICE

Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	5,956,603	5,853,000	5,853,520	5,591,000	-4.5%
Other Intergovernmental	102,077	0	0	0	----
Premium on General Obligation Bonds	5,236,781	11,488,440	14,998,462	6,942,760	-39.6%
State Grants	2,823,835	0	0	0	----
TOTAL INTERGOVERNMENTAL	14,119,296	17,341,440	20,851,982	12,533,760	-27.7%
Investment Income					
Investment Income	8,957	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	2,352,252	0	0	0	----
TOTAL DEBT SERVICE	16,480,505	17,341,440	20,851,982	12,533,760	-27.7%

MONTGOMERY COUNTY PUBLIC SCHOOLS

Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	4,110,380	4,105,755	4,105,755	3,840,600	-6.5%
Intergovernmental					
Basic State Aid	310,456,913	322,176,176	322,176,176	325,526,802	1.0%
Federal Revenues	258,780	200,000	100,000	150,000	-25.0%
Foster Care/Miscellaneous	171,860	400,000	400,000	170,000	-57.5%
GCEI - Geographic Cost of Education Index	34,394,095	17,744,167	17,744,167	35,976,870	102.8%
Students With Disabilities	52,899,267	54,303,397	52,873,397	54,890,319	1.1%
Thornton Legislation	184,215,753	197,015,246	197,015,246	199,296,312	1.2%
Transportation	38,090,967	39,786,572	39,786,572	40,933,087	2.9%
TOTAL INTERGOVERNMENTAL	620,487,635	631,625,558	630,095,558	656,943,390	4.0%
TOTAL CURRENT FUND MCPS	624,598,015	635,731,313	634,201,313	660,783,990	3.9%

MONTGOMERY COLLEGE

Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	1,387,109	1,395,656	1,381,699	1,511,963	8.3%
Tuition and Fees: Current Fund	80,035,570	79,792,029	78,994,109	82,558,951	3.5%
TOTAL CHARGES FOR SERVICES	81,422,679	81,187,685	80,375,808	84,070,914	3.6%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	253,422	325,000	325,000	325,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
State Aid	32,974,238	33,981,176	33,981,176	36,141,583	6.4%
TOTAL INTERGOVERNMENTAL	33,227,660	34,306,176	34,306,176	36,466,583	6.3%
Investment Income					
Current Fund: Interest	78,379	55,000	55,000	55,000	----
Miscellaneous					
Current Fund: Other Revenue	1,664,838	1,135,000	1,097,013	1,459,000	28.5%
Current Fund: Performing Arts Center	66,653	135,000	105,000	135,000	----
TOTAL MISCELLANEOUS	1,731,491	1,270,000	1,202,013	1,594,000	25.5%
TOTAL CURRENT FUND MC	116,460,209	116,818,861	115,938,997	122,186,497	4.6%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	1,559	0	0	0	----
TOTAL EMERGENCY REPAIR FUND	1,559	0	0	0	----
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	25,414,947	27,795,118	27,791,137	27,505,550	-1.0%
Charges for Services					
User Fees	318,873	144,000	144,000	145,000	0.7%
Intergovernmental					
Intergovernmental	416,660	400,400	400,400	409,900	2.4%
Investment Income					
Investment Income	66,195	35,000	35,000	60,000	71.4%
Miscellaneous					
Miscellaneous	6,644	0	0	0	----
TOTAL ADMINISTRATION FUND	26,223,319	28,374,518	28,370,537	28,120,450	-0.9%
ALA Debt Service Fund					
Taxes					
Property Tax	1,738,887	1,783,340	1,780,571	1,865,573	4.6%
TOTAL ALA DEBT SERVICE FUND	1,738,887	1,783,340	1,780,571	1,865,573	4.6%
Park Fund					
Taxes					
Property Tax	83,626,126	85,238,361	85,226,154	88,664,950	4.0%
Charges for Services					
Facility User Fees	2,453,157	2,424,443	2,424,443	2,594,043	7.0%
Intergovernmental					
Intergovernmental	2,453,147	2,739,782	2,739,782	2,817,413	2.8%
Investment Income					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Investment Income	(4,639)	5,000	5,000	5,000	----
Investment Income: CIP	27,383	0	10,000	25,000	----
TOTAL INVESTMENT INCOME	22,744	5,000	15,000	30,000	500.0%
Miscellaneous					
Miscellaneous	236,625	126,300	126,300	107,700	-14.7%
TOTAL PARK FUND	88,791,799	90,533,886	90,531,679	94,214,106	4.1%

NON-TAX SUPPORTED

MONTGOMERY COUNTY GOVERNMENT

Enterprise Funds

Bethesda Parking

Taxes

Property Tax	2,746,026	0	0	0	----
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Licenses & Permits

Electrical Permits and Licenses	1,106	0	0	0	----
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Charges for Services

Other Charges and Fees	(350)	0	0	0	----
Parking Fees	13,193,457	14,383,000	13,505,081	14,105,081	-1.9%
Smart Meters	0	316,000	0	0	-100.0%

TOTAL CHARGES FOR SERVICES	13,193,107	14,699,000	13,505,081	14,105,081	-4.0%
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Fines & Forfeitures

Parking Fines	4,261,637	4,600,000	3,250,000	3,250,000	-29.3%
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Investment Income

Investment Income	15,243	107,190	27,990	39,990	-62.7%
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Miscellaneous

Miscellaneous Revenues	(1,053,755)	284,120	284,120	284,120	----
Property Rentals	667,361	40,000	40,000	40,000	----

TOTAL MISCELLANEOUS	(386,394)	324,120	324,120	324,120	----
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TOTAL BETHESDA PARKING	19,830,725	19,730,310	17,107,191	17,719,191	-10.2%
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Community Use of Public Facilities

Charges for Services

Facility Rental Fees	10,998,118	10,955,160	10,955,160	10,939,718	-0.1%
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Investment Income

Investment Income	14,832	36,860	33,540	47,910	30.0%
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TOTAL COMMUNITY USE OF PUBLIC FACILITIES	11,012,950	10,992,020	10,988,700	10,987,628	----
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Leaf Vacuuming

Charges for Services

Leaf Vacuum Collection Fees	6,532,082	6,835,000	6,898,902	7,202,921	5.4%
Other Charges/Fees	11,948	0	0	0	----
Systems Benefit Charge	(11)	0	0	0	----

TOTAL CHARGES FOR SERVICES	6,544,019	6,835,000	6,898,902	7,202,921	5.4%
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Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Investment Income					
Investment Income	2,693	8,790	6,090	8,700	-1.0%
TOTAL LEAF VACUUMING	6,546,712	6,843,790	6,904,992	7,211,621	5.4%
Liquor					
Taxes					
Bag Tax	7,819	0	0	0	----
Licenses & Permits					
Liquor Licenses	1,702,657	1,570,197	1,570,197	1,570,197	----
Other Licenses/Permits	53,540	156,000	156,000	156,000	----
TOTAL LICENSES & PERMITS	1,756,197	1,726,197	1,726,197	1,726,197	----
Charges for Services					
Other Charges/Fees	15,222	8,740	8,740	8,740	----
Fines & Forfeitures					
Other Fines/Forfeitures	159,606	220,560	220,560	220,560	----
Investment Income					
Investment Income	23,735	30,060	53,670	76,670	155.1%
Miscellaneous					
Liquor Sales	77,199,898	81,463,676	79,846,676	84,542,843	3.8%
Miscellaneous Revenues	138,303	0	0	0	----
TOTAL MISCELLANEOUS	77,338,201	81,463,676	79,846,676	84,542,843	3.8%
TOTAL LIQUOR	79,300,780	83,449,233	81,855,843	86,575,010	3.7%
Montgomery Hills Parking					
Taxes					
Property Tax	89,654	0	0	0	----
Charges for Services					
Parking Fees	35,481	45,000	45,000	45,000	----
Fines & Forfeitures					
Parking Fines	41,857	28,000	28,000	28,000	----
Investment Income					
Investment Income	1,322	13,100	2,990	4,270	-67.4%
Miscellaneous					
Miscellaneous Revenues	(12,685)	0	0	0	----
TOTAL MONTGOMERY HILLS PARKING	155,629	86,100	75,990	77,270	-10.3%
Permitting Services					
Licenses & Permits					
Building Permits	18,619,057	17,303,987	25,665,265	25,665,265	48.3%
Electrical Permits and Licenses	4,058,410	3,403,352	3,997,312	3,997,312	17.5%
Fire Code Enforcement Permits	1,701,380	2,435,618	1,412,610	2,847,610	16.9%
Grading/Storm Drains/Paving/Driveway Permits	5,462,025	4,777,732	5,811,013	5,811,013	21.6%
Mechanical Construction Permit	1,545,272	1,547,794	1,185,045	1,185,045	-23.4%
Occupancy Permits	693,126	1,201,028	885,252	885,252	-26.3%
Other Licenses/Permits	452,502	1,954,704	0	880,061	-55.0%
Sediment Control Permits	3,056,766	1,222,542	3,306,018	3,306,018	170.4%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Sign Permits	155,908	317,674	140,650	140,650	-55.7%
Special Exception Fee	230,400	322,149	322,149	322,149	----
Stormwater Mgmt and Water Quality Plan Fee	295,150	133,765	281,443	281,443	110.4%
Utility Permits	0	1,175,879	1,034,616	1,034,616	-12.0%
Well and Septic	303,950	344,150	299,412	299,412	-13.0%
TOTAL LICENSES & PERMITS	36,573,946	36,140,374	44,340,785	46,655,846	29.1%
Charges for Services					
Automation Enhancement Fee	1,843,372	1,942,650	2,215,709	0	-100.0%
Other Charges/Fees	67,645	75,059	104,484	104,484	39.2%
TOTAL CHARGES FOR SERVICES	1,911,017	2,017,709	2,320,193	104,484	-94.8%
Fines & Forfeitures					
Other Fines/Forfeitures	114,445	85,043	147,464	147,464	73.4%
Investment Income					
Investment Income	65,618	177,460	148,370	211,960	19.4%
Miscellaneous					
Miscellaneous Revenues	(1,039)	0	0	0	----
TOTAL PERMITTING SERVICES	38,663,987	38,420,586	46,956,812	47,119,754	22.6%
Silver Spring Parking					
Taxes					
Property Tax	7,641,713	0	0	0	----
Charges for Services					
Other Charges/Fees	(2,623)	0	0	0	----
Parking Fees	10,254,175	11,805,800	10,661,253	10,661,253	-9.7%
TOTAL CHARGES FOR SERVICES	10,251,552	11,805,800	10,661,253	10,661,253	-9.7%
Fines & Forfeitures					
Parking Fines	2,713,531	2,256,250	1,869,689	1,869,689	-17.1%
Investment Income					
Investment Income	29,670	63,540	67,090	95,840	50.8%
Miscellaneous					
Miscellaneous Revenues	(901,872)	6,825,000	7,600,000	0	-100.0%
Property Rentals	8,804	0	0	0	----
TOTAL MISCELLANEOUS	(893,068)	6,825,000	7,600,000	0	-100.0%
TOTAL SILVER SPRING PARKING	19,743,398	20,950,590	20,198,032	12,626,782	-39.7%
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	10,988	0	0	0	----
Systems Benefit Charge	6,033,494	6,428,730	6,393,430	6,427,259	----
TOTAL CHARGES FOR SERVICES	6,044,482	6,428,730	6,393,430	6,427,259	----
Investment Income					
Investment Income	4,623	16,410	10,450	14,930	-9.0%
TOTAL SOLID WASTE COLLECTION	6,049,105	6,445,140	6,403,880	6,442,189	----
Solid Waste Disposal					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Licenses & Permits					
Other Licenses/Permits	13,940	13,145	13,145	13,145	----
Charges for Services					
Other Charges/Fees	238,226	238,628	238,628	238,628	----
Sale of Recycled Materials	3,919,931	5,232,584	5,232,584	5,232,584	----
Solid Waste Disposal Fees/Operating Revenues	22,688,646	28,480,257	28,218,925	28,658,109	0.6%
Systems Benefit Charge	69,330,071	56,240,992	55,669,942	56,176,598	-0.1%
TOTAL CHARGES FOR SERVICES	96,176,874	90,192,461	89,360,079	90,305,919	0.1%
Fines & Forfeitures					
Other Fines/Forfeitures	69,534	56,934	56,934	56,934	----
Investment Income					
Investment Income	55,878	289,990	126,350	180,500	-37.8%
Miscellaneous					
Miscellaneous Revenues	227,770	5,736,474	5,293,857	9,119,411	59.0%
Property Rentals	38,174	39,719	39,719	39,719	----
TOTAL MISCELLANEOUS	265,944	5,776,193	5,333,576	9,159,130	58.6%
TOTAL SOLID WASTE DISPOSAL	96,582,170	96,328,723	94,890,084	99,715,628	3.5%
Wheaton Parking					
Taxes					
Property Tax	426,306	0	0	0	----
Charges for Services					
Parking Fees	869,850	960,000	905,000	815,000	-15.1%
Fines & Forfeitures					
Parking Fines	572,066	600,000	546,000	511,000	-14.8%
Investment Income					
Investment Income	2,210	7,930	5,000	7,140	-10.0%
Miscellaneous					
Miscellaneous Revenues	(189,020)	0	0	0	----
TOTAL WHEATON PARKING	1,681,412	1,567,930	1,456,000	1,333,140	-15.0%
Special Funds					
Cable TV					
Charges for Services					
Franchise Fees	17,329,690	17,281,070	17,538,632	17,661,404	2.2%
Gaithersburg PEG Contribution	176,503	168,127	172,972	169,513	0.8%
I-Net Operating Revenue	1,792,092	0	902,946	0	----
Other Charges/Fees	10,000	0	0	0	----
PEG Capital Revenue	6,558,848	6,298,151	6,563,168	6,516,834	3.5%
PEG Operating Revenue	2,278,196	4,110,091	3,251,014	4,119,609	0.2%
Tower Application Fees	139,710	150,000	150,000	150,000	----
TOTAL CHARGES FOR SERVICES	28,285,039	28,007,439	28,578,732	28,617,360	2.2%
Investment Income					
Investment Income	8,355	11,240	18,890	26,990	140.1%
TOTAL CABLE TV	28,293,394	28,018,679	28,597,622	28,644,350	2.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Grant Fund					
Charges for Services					
Other Charges/Fees	12,826	314,752	314,752	295,208	-6.2%
Intergovernmental					
Federal Grants	46,532,682	30,943,455	30,878,419	24,994,539	-19.2%
HB669 Social Services State Reimbursment	36,169,407	35,909,183	35,909,183	36,176,980	0.7%
Medicaid/Medicare Reimbursement	2,938,465	0	0	0	----
Other Intergovernmental	470,537	131,711	131,711	0	-100.0%
State Grants	29,068,570	51,684,907	51,749,943	53,322,903	3.2%
TOTAL INTERGOVERNMENTAL	115,179,661	118,669,256	118,669,256	114,494,422	-3.5%
Investment Income					
Investment Income	196,060	0	0	0	----
Miscellaneous					
Loan Payments	750,507	1,000,000	1,000,000	1,000,000	----
Miscellaneous Revenues	199,860	77,967	77,967	0	-100.0%
TOTAL MISCELLANEOUS	950,367	1,077,967	1,077,967	1,000,000	-7.2%
TOTAL GRANT FUND	116,338,914	120,061,975	120,061,975	115,789,630	-3.6%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	56,217	800,000	800,000	225,000	-71.9%
Recordation Tax	8,573,787	8,382,680	10,010,000	10,051,000	19.9%
TOTAL TAXES	8,630,004	9,182,680	10,810,000	10,276,000	11.9%
Charges for Services					
Asset Management Fee	0	32,188	32,188	50,000	55.3%
Investment Income					
Investment Income	2,039,820	1,468,200	2,125,040	2,125,040	44.7%
Miscellaneous					
Commitment Fee	0	150,000	150,000	200,000	33.3%
Land Sale Proceeds	0	0	2,451,020	0	----
Loan Payments	4,584,067	1,825,000	1,825,000	1,975,000	8.2%
Miscellaneous Revenues	146,848	75,006	75,006	75,006	----
MPDU Revenues	1,623,181	1,400,000	1,400,000	1,250,000	-10.7%
Other Financing Sources	65,630	63,480	63,480	61,280	-3.5%
TOTAL MISCELLANEOUS	6,419,726	3,513,486	5,964,506	3,561,286	1.4%
TOTAL MONTGOMERY HOUSING INITIATIVE	17,089,550	14,196,554	18,931,734	16,012,326	12.8%
Water Quality Protection					
Taxes					
Bag Tax	2,485,541	2,400,000	2,400,000	2,280,000	-5.0%
Charges for Services					
Other Charges/Fees	81,566	200,000	200,000	200,000	----
Water Quality Protection Fee	28,150,474	32,633,364	32,351,518	34,530,616	5.8%
TOTAL CHARGES FOR SERVICES	28,232,040	32,833,364	32,551,518	34,730,616	5.8%
Investment Income					
Investment Income	28,213	81,730	63,790	91,130	11.5%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
TOTAL WATER QUALITY PROTECTION	30,745,794	35,315,094	35,015,308	37,101,746	5.1%

MONTGOMERY COUNTY PUBLIC SCHOOLS

Enterprise Funds

Entrepreneurial Activities Fund

Charges for Services

Entrepreneurial Activities Fee	2,205,227	2,700,509	2,700,509	2,364,802	-12.4%
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TOTAL ENTREPRENEURIAL ACTIVITIES FUND	2,205,227	2,700,509	2,700,509	2,364,802	-12.4%
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Field Trip Fund

Charges for Services

Field Trip Fees	2,003,127	1,991,533	1,991,533	2,006,361	0.7%
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TOTAL FIELD TRIP FUND	2,003,127	1,991,533	1,991,533	2,006,361	0.7%
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Food Service Fund

Charges for Services

Sale of Meals	19,006,692	21,699,064	21,699,064	17,262,204	-20.4%
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Intergovernmental

Federal Food	33,916,280	29,207,955	29,207,955	34,400,008	17.8%
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State Food	2,081,616	2,259,860	2,259,860	2,305,057	2.0%
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TOTAL INTERGOVERNMENTAL	35,997,896	31,467,815	31,467,815	36,705,065	16.6%
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TOTAL FOOD SERVICE FUND	55,004,588	53,166,879	53,166,879	53,967,269	1.5%
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Real Estate Fund

Miscellaneous

Real Estate Fund	3,277,410	3,257,703	3,257,703	3,686,191	13.2%
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TOTAL REAL ESTATE FUND	3,277,410	3,257,703	3,257,703	3,686,191	13.2%
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Special Funds

Grant Fund MCPS

Intergovernmental

Federal Grants	71,503,473	71,717,356	71,717,356	71,588,683	-0.2%
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Private Grants	6,225,301	6,731,204	6,731,204	6,731,204	----
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State Grants	823,051	644,000	644,000	644,000	----
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TOTAL INTERGOVERNMENTAL	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
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TOTAL GRANT FUND MCPS	78,551,825	79,092,560	79,092,560	78,963,887	-0.2%
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MONTGOMERY COLLEGE

Enterprise Funds

Auxiliary Fund

Charges for Services

Sales	2,904,802	3,162,200	2,589,000	1,545,000	-51.1%
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Miscellaneous

Auxiliary Fund: Interest Income	6,770	4,000	0	4,000	----
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Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Other Revenues: Miscellaneous	1,185,143	1,608,000	1,198,320	991,000	-38.4%
TOTAL MISCELLANEOUS	1,191,913	1,612,000	1,198,320	995,000	-38.3%
TOTAL AUXILIARY FUND	4,096,715	4,774,200	3,787,320	2,540,000	-46.8%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	6,753	0	750	0	----
TOTAL CABLE TELEVISION FUND	6,753	0	750	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	2,915,935	2,900,000	2,845,000	2,900,000	----
Investment Income					
Interest Income	14,481	14,000	15,000	14,000	----
TOTAL MAJOR FACILITIES RESERVE FUND	2,930,416	2,914,000	2,860,000	2,914,000	----
Transportation Fund					
Charges for Services					
Student Fees	2,811,813	3,875,000	3,350,000	3,654,000	-5.7%
Miscellaneous					
Miscellaneous Other	223,208	270,000	240,000	202,000	-25.2%
TOTAL TRANSPORTATION FUND	3,035,021	4,145,000	3,590,000	3,856,000	-7.0%
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	7,059,670	9,843,000	7,400,000	10,335,150	5.0%
Intergovernmental					
State Aid	6,370,003	5,971,322	6,019,610	6,122,792	2.5%
Miscellaneous					
Other Revenues: Interest	8,977	8,000	11,000	10,000	25.0%
Other Revenues; Miscellaneous	165,528	380,000	100,000	268,982	-29.2%
TOTAL MISCELLANEOUS	174,505	388,000	111,000	278,982	-28.1%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	13,604,178	16,202,322	13,530,610	16,736,924	3.3%
Special Funds					
Endowment Fund					
Miscellaneous					
Interest	1,231	1,000	1,200	1,000	----
TOTAL ENDOWMENT FUND	1,231	1,000	1,200	1,000	----
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	10,796,833	19,773,000	12,000,000	19,773,000	----
TOTAL GRANT FUND MC	10,796,833	19,773,000	12,000,000	19,773,000	----

M-NCPPC

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Enterprise Funds					
Enterprise Fund					
Charges for Services					
Fees and Charges	6,039,974	6,257,493	6,413,853	6,639,258	6.1%
Merchandise Sales	567,467	584,300	586,300	621,300	6.3%
Rentals	3,260,550	3,454,248	3,398,983	3,370,624	-2.4%
TOTAL CHARGES FOR SERVICES	9,867,991	10,296,041	10,399,136	10,631,182	3.3%
Miscellaneous					
Non-Operating Revenues/Interest	59,900	20,000	0	50,000	150.0%
TOTAL ENTERPRISE FUND	9,927,891	10,316,041	10,399,136	10,681,182	3.5%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,045,042	1,123,800	1,123,800	1,315,000	17.0%
Investment Income					
Investment Income	4,720	3,000	3,000	4,000	33.3%
Miscellaneous					
Miscellaneous	3,000	0	0	0	----
TOTAL PROP MGMT MNCPPC	1,052,762	1,126,800	1,126,800	1,319,000	17.1%
Special Revenue Funds					
Charges for Services					
Service Charges	3,396,443	2,705,498	2,596,087	2,597,945	-4.0%
Intergovernmental					
Intergovernmental	71,857	55,000	136,500	145,000	163.6%
Investment Income					
Investment Income	18,682	6,300	4,900	15,000	138.1%
Miscellaneous					
Miscellaneous	422,647	0	0	0	----
TOTAL SPECIAL REVENUE FUNDS	3,909,629	2,766,798	2,737,487	2,757,945	-0.3%
Special Funds					
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	----
Park Fund Grants	23,170	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	23,170	550,000	550,000	550,000	----
TOTAL GRANT FUND MNCPPC	23,170	550,000	550,000	550,000	----

SUMMARY

GRAND TOTAL ALL FUNDS/AGENCIES	4,915,094,817	5,125,516,556	5,135,857,040	5,362,253,835	4.6%
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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 workyears 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.

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.

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Schedule D-1

Workforce Detailed By Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,258	5,334	5,334	5,371	0.7%
Part-Time Positions	756	766	766	755	-1.4%
FTEs	5,423.93	5,527.23	5,527.23	5,549.82	0.4%
Montgomery County Government Special Funds					
Full-Time Positions	2,251	2,280	2,280	2,272	-0.4%
Part-Time Positions	5	3	3	8	166.7%
FTEs	2,565.73	2,593.74	2,593.74	2,591.33	-0.1%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	20,391.94	20,602.50	20,602.50	21,059.52	2.2%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,785.10	1,793.10	1,793.10	1,805.10	0.7%
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	----
M-NCPPC Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	836.45	865.74	866.24	889.34	2.7%
Total Full-Time Positions	7,509	7,614	7,614	7,643	0.4%
Total Part-Time Positions	761	769	769	763	-0.8%
Total FTEs	31,003.15	31,382.31	31,382.81	31,895.11	1.6%

NON-TAX SUPPORTED

Montgomery County Government Enterprise Funds					
Full-Time Positions	613	659	659	691	4.9%
Part-Time Positions	158	163	163	165	1.2%
FTEs	753.79	850.13	850.13	890.25	4.7%
Montgomery County Government Internal Service Funds					
Full-Time Positions	241	239	239	238	-0.4%
Part-Time Positions	1	1	1	1	----
FTEs	286.07	285.22	285.22	285.27	----
Montgomery County Government Special Funds					
Full-Time Positions	673	663	663	674	1.7%
Part-Time Positions	43	37	37	39	5.4%
FTEs	649.32	639.19	639.19	651.30	1.9%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	623.05	624.05	624.05	629.42	0.9%

Workforce Detailed By Type

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	564.90	624.05	624.05	559.79	-10.3%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	155.50	155.50	155.50	115.50	-25.7%
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	----
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	142.15	141.85	141.85	155.85	9.9%
M-NCPPC 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	----
Total Full-Time Positions	1,527	1,561	1,561	1,603	2.7%
Total Part-Time Positions	202	201	201	205	2.0%
Total FTEs	3,174.78	3,319.99	3,319.99	3,287.38	-1.0%

SUMMARY

Total Full-Time Positions	9,036	9,175	9,175	9,246	0.8%
Total Part-Time Positions	963	970	970	968	-0.2%
Total FTEs	34,177.93	34,702.30	34,702.80	35,182.49	1.4%



Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
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	----
Board of Elections					
Full-Time Positions	28	28	28	28	----
Part-Time Positions	0	0	0	3	----
FTEs	50.98	54.78	54.78	54.88	0.2%
Circuit Court					
Full-Time Positions	112	112	112	112	----
Part-Time Positions	4	4	4	4	----
FTEs	114.01	114.00	114.00	114.00	----
Community Engagement Cluster					
Full-Time Positions	18	17	17	18	5.9%
Part-Time Positions	2	4	4	4	----
FTEs	22.30	22.25	22.25	23.00	3.4%
County Attorney					
Full-Time Positions	72	72	72	73	1.4%
Part-Time Positions	5	5	5	4	-20.0%
FTEs	43.25	43.50	43.50	43.50	----
County Council					
Full-Time Positions	81	87	87	86	-1.1%
Part-Time Positions	6	5	5	5	----
FTEs	79.05	82.20	82.20	82.10	-0.1%
County Executive					
Full-Time Positions	31	32	32	35	9.4%
Part-Time Positions	5	5	5	5	----
FTEs	31.60	32.60	32.60	33.60	3.1%
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	126	116	116	121	4.3%
Part-Time Positions	0	0	0	0	----
FTEs	125.68	125.93	125.93	121.77	-3.3%
Fleet Management Services					
Full-Time Positions	201	200	200	200	----
Part-Time Positions	0	0	0	0	----
FTEs	204.10	204.10	204.10	204.10	----
General Services					
Full-Time Positions	252	223	223	223	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Part-Time Positions	4	2	2	2	----
FTEs	190.75	161.65	161.65	163.00	0.8%
Human Resources					
Full-Time Positions	70	64	64	66	3.1%
Part-Time Positions	6	6	6	4	-33.3%
FTEs	66.45	67.30	67.30	68.00	1.0%
Human Rights					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	8.60	8.60	8.60	8.60	----
Inspector General					
Full-Time Positions	4	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	5.00	7.00	7.00	7.00	----
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	----
Legislative Oversight					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.00	11.00	11.00	----
Management and Budget					
Full-Time Positions	34	32	32	32	----
Part-Time Positions	0	0	0	0	----
FTEs	29.00	29.50	29.50	29.50	----
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.00	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	0	33	33	35	6.1%
Part-Time Positions	0	2	2	2	----
FTEs	0.00	32.90	32.90	34.90	6.1%
Public Information					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	0	0	0	0	----
FTEs	42.70	42.90	42.90	42.10	-1.9%
State's Attorney					
Full-Time Positions	118	132	132	134	1.5%
Part-Time Positions	13	12	12	11	-8.3%
FTEs	135.60	139.86	139.86	141.36	1.1%
Technology Services					
Full-Time Positions	135	155	155	167	7.7%
Part-Time Positions	2	2	2	2	----
FTEs	110.03	146.65	146.65	159.40	8.7%
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.30	58.30	58.30	58.60	0.5%
Zoning and Administrative Hearings					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Full-Time Positions	3	3	3	3	----
Part-Time Positions	1	1	1	1	----
FTEs	3.75	3.75	3.75	3.75	----
Total Full-Time Positions	1,434	1,461	1,461	1,488	1.8%
Total Part-Time Positions	52	52	52	51	-1.9%
Total FTEs	1,344.75	1,401.87	1,401.87	1,417.26	1.1%

Public Safety

Consumer Protection

Full-Time Positions	17	17	17	16	-5.9%
Part-Time Positions	1	1	1	1	----
FTEs	16.60	16.60	16.60	15.60	-6.0%

Correction and Rehabilitation

Full-Time Positions	526	527	527	539	2.3%
Part-Time Positions	2	1	1	0	-100.0%
FTEs	526.30	526.82	526.82	537.82	2.1%

Emergency Management and Homeland Security

Full-Time Positions	12	13	13	14	7.7%
Part-Time Positions	1	1	1	1	----
FTEs	14.30	15.30	15.30	15.30	----

Fire and Rescue Service

Full-Time Positions	1,283	1,297	1,297	1,276	-1.6%
Part-Time Positions	3	2	2	1	-50.0%
FTEs	1,286.56	1,299.26	1,299.26	1,277.76	-1.7%

Police

Full-Time Positions	1,784	1,809	1,809	1,823	0.8%
Part-Time Positions	186	185	185	186	0.5%
FTEs	1,842.75	1,868.15	1,868.15	1,881.75	0.7%

Sheriff

Full-Time Positions	181	181	181	181	----
Part-Time Positions	4	4	4	5	25.0%
FTEs	183.30	183.30	183.30	183.80	0.3%

Total Full-Time Positions	3,803	3,844	3,844	3,849	0.1%
Total Part-Time Positions	197	194	194	194	----
Total FTEs	3,869.81	3,909.43	3,909.43	3,912.03	0.1%

Transportation

Parking District Services

Full-Time Positions	52	52	52	52	----
Part-Time Positions	0	0	0	0	----
FTEs	49.89	49.33	49.33	48.53	-1.6%

Transit Services

Full-Time Positions	825	825	825	825	----
Part-Time Positions	0	0	0	0	----
FTEs	835.62	836.19	836.19	842.47	0.8%

Transportation

Full-Time Positions	449	453	453	454	0.2%
Part-Time Positions	8	8	8	9	12.5%
FTEs	275.00	279.00	279.00	282.30	1.2%

Total Full-Time Positions	1,326	1,330	1,330	1,331	0.1%
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Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total Part-Time Positions	8	8	8	9	12.5%
Total FTEs	1,160.51	1,164.52	1,164.52	1,173.30	0.8%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,352	1,359	1,359	1,376	1.3%
Part-Time Positions	329	327	327	329	0.6%
FTEs	1,588.87	1,593.66	1,593.66	1,608.88	1.0%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	26	27	27	28	3.7%
Part-Time Positions	1	1	1	1	----
FTEs	26.74	27.74	27.74	29.07	4.8%
Public Libraries					
Full-Time Positions	210	215	215	215	----
Part-Time Positions	210	219	219	209	-4.6%
FTEs	384.56	388.56	388.56	386.56	-0.5%
Recreation					
Full-Time Positions	109	112	112	127	13.4%
Part-Time Positions	1	0	0	6	----
FTEs	413.51	417.29	417.29	431.71	3.5%
Total Full-Time Positions	345	354	354	370	4.5%
Total Part-Time Positions	212	220	220	216	-1.8%
Total FTEs	824.81	833.59	833.59	847.34	1.6%
Community Development and Housing					
Agriculture					
Full-Time Positions	0	0	0	8	----
Part-Time Positions	0	0	0	1	----
FTEs	0.00	0.00	0.00	4.15	----
Economic Development					
Full-Time Positions	39	38	38	0	-100.0%
Part-Time Positions	2	2	2	0	-100.0%
FTEs	33.40	32.40	32.40	0.00	-100.0%
Economic Development Fund					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Housing and Community Affairs					
Full-Time Positions	82	85	85	87	2.4%
Part-Time Positions	3	3	3	3	----
FTEs	77.30	80.30	80.30	82.95	3.3%
Permitting Services					
Full-Time Positions	201	207	207	236	14.0%
Part-Time Positions	1	1	1	2	100.0%
FTEs	206.50	212.50	212.50	243.65	14.7%
Total Full-Time Positions	323	331	331	332	0.3%
Total Part-Time Positions	6	6	6	6	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total FTEs	318.20	326.20	326.20	331.75	1.7%
Environment					
Environmental Protection					
Full-Time Positions	87	93	93	95	2.2%
Part-Time Positions	3	2	2	1	-50.0%
FTEs	97.48	101.78	101.78	104.76	2.9%
Solid Waste Services					
Full-Time Positions	79	79	79	79	----
Part-Time Positions	1	1	1	2	100.0%
FTEs	103.01	103.01	103.01	105.55	2.5%
Total Full-Time Positions	166	172	172	174	1.2%
Total Part-Time Positions	4	3	3	3	----
Total FTEs	200.49	204.79	204.79	210.31	2.7%

Other County Government Functions

Cable Television Communications Plan					
Full-Time Positions	16	13	13	13	----
Part-Time Positions	0	0	0	0	----
FTEs	30.50	30.50	30.50	30.50	----
Liquor Control					
Full-Time Positions	255	294	294	296	0.7%
Part-Time Positions	155	160	160	160	----
FTEs	336.82	426.72	426.72	432.42	1.3%
Non-Departmental Accounts					
Full-Time Positions	16	17	17	17	----
Part-Time Positions	0	0	0	0	----
FTEs	4.08	4.23	4.23	4.18	-1.2%
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	287	324	324	326	0.6%
Total Part-Time Positions	155	160	160	160	----
Total FTEs	371.40	461.45	461.45	467.10	1.2%
Total Full-Time Positions	9,036	9,175	9,175	9,246	0.8%
Total Part-Time Positions	963	970	970	968	-0.2%
Total FTEs	9,678.84	9,895.51	9,895.51	9,967.97	0.7%

MONTGOMERY COUNTY PUBLIC SCHOOLS

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,579.89	21,850.60	21,850.60	22,248.73	1.8%

MONTGOMERY COLLEGE

Montgomery College

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
FTEs	1,940.60	1,948.60	1,948.60	1,920.60	-1.4%

M-NCPPC

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	978.60	1,007.59	1,008.09	1,045.19	3.7%

SUMMARY

Total Full-Time Positions	9,036	9,175	9,175	9,246	0.8%
Total Part-Time Positions	963	970	970	968	-0.2%
Total FTEs	34,177.93	34,702.30	34,702.80	35,182.49	1.4%



Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
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	----
Board of Elections					
Full-Time Positions	28	28	28	28	----
Part-Time Positions	0	0	0	3	----
FTEs	50.98	54.78	54.78	54.88	0.2%
Circuit Court					
Full-Time Positions	89	89	89	89	----
Part-Time Positions	3	3	3	3	----
FTEs	90.78	90.70	90.70	90.70	----
Community Engagement Cluster					
Full-Time Positions	17	16	16	17	6.3%
Part-Time Positions	2	4	4	4	----
FTEs	21.55	21.55	21.55	22.35	3.7%
County Attorney					
Full-Time Positions	72	72	72	73	1.4%
Part-Time Positions	5	5	5	4	-20.0%
FTEs	43.25	43.50	43.50	43.50	----
County Council					
Full-Time Positions	81	87	87	86	-1.1%
Part-Time Positions	6	5	5	5	----
FTEs	79.05	82.20	82.20	82.10	-0.1%
County Executive					
Full-Time Positions	30	31	31	34	9.7%
Part-Time Positions	5	5	5	5	----
FTEs	30.60	31.60	31.60	32.60	3.2%
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	106	106	111	4.7%
Part-Time Positions	0	0	0	0	----
FTEs	95.31	95.81	95.81	91.65	-4.3%
General Services					
Full-Time Positions	222	194	194	195	0.5%
Part-Time Positions	3	1	1	1	----
FTEs	160.00	131.90	131.90	134.25	1.8%
Human Resources					
Full-Time Positions	70	64	64	66	3.1%
Part-Time Positions	6	6	6	4	-33.3%
FTEs	45.60	46.05	46.05	45.70	-0.8%
Human Rights					
Full-Time Positions	8	8	8	8	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	8.60	8.60	8.60	8.60	----
Inspector General					
Full-Time Positions	4	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	5.00	7.00	7.00	7.00	----
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	----
Legislative Oversight					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.00	11.00	11.00	----
Management and Budget					
Full-Time Positions	34	32	32	32	----
Part-Time Positions	0	0	0	0	----
FTEs	29.00	29.50	29.50	29.50	----
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.00	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	0	33	33	35	6.1%
Part-Time Positions	0	2	2	2	----
FTEs	0.00	32.90	32.90	34.90	6.1%
Public Information					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	0	0	0	0	----
FTEs	42.70	42.90	42.90	42.10	-1.9%
State's Attorney					
Full-Time Positions	116	130	130	132	1.5%
Part-Time Positions	12	11	11	10	-9.1%
FTEs	134.38	138.68	138.68	140.31	1.2%
Technology Services					
Full-Time Positions	135	155	155	167	7.7%
Part-Time Positions	2	2	2	2	----
FTEs	110.03	146.65	146.65	159.40	8.7%
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	----
Total Full-Time Positions	1,106	1,135	1,135	1,163	2.5%
Total Part-Time Positions	48	48	48	47	-2.1%
Total FTEs	974.18	1,032.17	1,032.17	1,047.39	1.5%
Public Safety					
Consumer Protection					
Full-Time Positions	17	17	17	16	-5.9%
Part-Time Positions	1	1	1	1	----
FTEs	16.60	16.60	16.60	15.60	-6.0%
Correction and Rehabilitation					
Full-Time Positions	526	527	527	539	2.3%
Part-Time Positions	2	1	1	0	-100.0%
FTEs	526.30	526.82	526.82	537.82	2.1%
Emergency Management and Homeland Security					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
FTEs	8.60	8.60	8.60	8.60	----
Police					
Full-Time Positions	1,783	1,808	1,808	1,822	0.8%
Part-Time Positions	186	185	185	186	0.5%
FTEs	1,841.75	1,867.15	1,867.15	1,880.75	0.7%
Sheriff					
Full-Time Positions	173	173	173	173	----
Part-Time Positions	4	4	4	5	25.0%
FTEs	178.13	178.33	178.33	178.83	0.3%
Total Full-Time Positions	2,507	2,533	2,533	2,558	1.0%
Total Part-Time Positions	194	192	192	193	0.5%
Total FTEs	2,571.38	2,597.50	2,597.50	2,621.60	0.9%
Transportation					
Transportation					
Full-Time Positions	449	453	453	454	0.2%
Part-Time Positions	8	8	8	9	12.5%
FTEs	243.98	247.98	247.98	251.27	1.3%
Total Full-Time Positions	449	453	453	454	0.2%
Total Part-Time Positions	8	8	8	9	12.5%
Total FTEs	243.98	247.98	247.98	251.27	1.3%
Health and Human Services					
Health and Human Services					
Full-Time Positions	808	815	815	824	1.1%
Part-Time Positions	289	292	292	292	----
FTEs	1,161.66	1,168.70	1,168.70	1,175.42	0.6%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	210	215	215	215	----
Part-Time Positions	210	219	219	209	-4.6%
FTEs	383.56	387.56	387.56	385.56	-0.5%
Total Full-Time Positions	210	215	215	215	----
Total Part-Time Positions	210	219	219	209	-4.6%
Total FTEs	383.56	387.56	387.56	385.56	-0.5%
Community Development and Housing					
Agriculture					
Full-Time Positions	0	0	0	8	----
Part-Time Positions	0	0	0	1	----
FTEs	0.00	0.00	0.00	4.15	----
Economic Development					
Full-Time Positions	39	38	38	0	-100.0%
Part-Time Positions	2	2	2	0	-100.0%
FTEs	33.40	32.40	32.40	0.00	-100.0%
Housing and Community Affairs					
Full-Time Positions	82	85	85	87	2.4%
Part-Time Positions	3	3	3	3	----
FTEs	38.60	41.60	41.60	44.25	6.4%
Total Full-Time Positions	121	123	123	95	-22.8%
Total Part-Time Positions	5	5	5	4	-20.0%
Total FTEs	72.00	74.00	74.00	48.40	-34.6%
Environment					
Environmental Protection					
Full-Time Positions	41	43	43	45	4.7%
Part-Time Positions	2	2	2	1	-50.0%
FTEs	13.09	15.09	15.09	16.00	6.0%
Total Full-Time Positions	41	43	43	45	4.7%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	% CHG BUD/REC
Total Part-Time Positions	2	2	2	1	-50.0%
Total FTEs	13.09	15.09	15.09	16.00	6.0%
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	16	17	17	17	----
Part-Time Positions	0	0	0	0	----
FTEs	4.08	4.23	4.23	4.18	-1.2%
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	16	17	17	17	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	4.08	4.23	4.23	4.18	-1.2%
Total Full-Time Positions	5,258	5,334	5,334	5,371	0.7%
Total Part-Time Positions	756	766	766	755	-1.4%
Total FTEs	5,423.93	5,527.23	5,527.23	5,549.82	0.4%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.30	58.30	58.30	58.60	0.5%
Total Full-Time Positions	60	60	60	60	----
Total Part-Time Positions	1	1	1	1	----
Total FTEs	58.30	58.30	58.30	58.60	0.5%
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,271	1,297	1,297	1,276	-1.6%
Part-Time Positions	3	2	2	1	-50.0%
FTEs	1,275.37	1,299.26	1,299.26	1,277.76	-1.7%
Total Full-Time Positions	1,271	1,297	1,297	1,276	-1.6%
Total Part-Time Positions	3	2	2	1	-50.0%
Total FTEs	1,275.37	1,299.26	1,299.26	1,277.76	-1.7%
Transportation					
Transit Services					
Full-Time Positions	810	810	810	808	-0.2%
Part-Time Positions	0	0	0	0	----
FTEs	820.69	821.40	821.40	826.08	0.6%
Transportation					
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	810	810	810	808	-0.2%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	820.69	821.40	821.40	826.08	0.6%
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	109	112	112	127	13.4%
Part-Time Positions	1	0	0	6	----
FTEs	410.37	413.78	413.78	427.89	3.4%
Total Full-Time Positions	109	112	112	127	13.4%
Total Part-Time Positions	1	0	0	6	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Total FTEs	410.37	413.78	413.78	427.89	3.4%
Community Development and Housing					
Economic Development Fund					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Total Full-Time Positions	1	1	1	1	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1.00	1.00	1.00	1.00	----
Total Full-Time Positions	2,251	2,280	2,280	2,272	-0.4%
Total Part-Time Positions	5	3	3	8	166.7%
Total FTEs	2,565.73	2,593.74	2,593.74	2,591.33	-0.1%

SPECIAL FUNDS NON-TAX SUPPORTED

General Government

Circuit Court					
Full-Time Positions	23	23	23	23	----
Part-Time Positions	1	1	1	1	----
FTEs	23.23	23.30	23.30	23.30	----
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.75	0.70	0.70	0.65	-7.1%
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	----
County Executive					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
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 Resources					
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	----
Inspector General					
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	----
State's Attorney					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	1	1	1	1	----
FTEs	1.22	1.18	1.18	1.05	-11.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
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	27	27	27	27	----
Total Part-Time Positions	2	2	2	2	----
Total FTEs	26.20	26.18	26.18	26.00	-0.7%
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	4	5	5	6	20.0%
Part-Time Positions	0	0	0	0	----
FTEs	5.70	6.70	6.70	6.70	----
Fire and Rescue Service					
Full-Time Positions	12	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	11.19	0.00	0.00	0.00	----
Police					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Sheriff					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	5.17	4.97	4.97	4.97	----
Total Full-Time Positions	25	14	14	15	7.1%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	23.06	12.67	12.67	12.67	----
Transportation					
Transit Services					
Full-Time Positions	15	15	15	17	13.3%
Part-Time Positions	0	0	0	0	----
FTEs	14.93	14.79	14.79	16.39	10.8%
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.19	0.19	0.19	0.00	-100.0%
Total Full-Time Positions	15	15	15	17	13.3%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	15.12	14.98	14.98	16.39	9.4%
Health and Human Services					
Health and Human Services					
Full-Time Positions	544	544	544	552	1.5%
Part-Time Positions	40	35	35	37	5.7%
FTEs	427.21	424.96	424.96	433.46	2.0%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Part-Time Positions	0	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	3.14	3.51	3.51	3.82	8.8%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	4.14	4.51	4.51	4.82	6.9%

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	38.70	38.70	38.70	38.70	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	38.70	38.70	38.70	38.70	----

Environment

Environmental Protection					
Full-Time Positions	46	50	50	50	----
Part-Time Positions	1	0	0	0	----
FTEs	84.39	86.69	86.69	88.76	2.4%
Total Full-Time Positions	46	50	50	50	----
Total Part-Time Positions	1	0	0	0	----
Total FTEs	84.39	86.69	86.69	88.76	2.4%

Other County Government Functions

Cable Television Communications Plan					
Full-Time Positions	16	13	13	13	----
Part-Time Positions	0	0	0	0	----
FTEs	30.50	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	13	13	13	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	30.50	30.50	30.50	30.50	----
Total Full-Time Positions	673	663	663	674	1.7%
Total Part-Time Positions	43	37	37	39	5.4%
Total FTEs	649.32	639.19	639.19	651.30	1.9%

ENTERPRISE FUNDS NON-TAX SUPPORTED

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Transportation					
Parking District Services					
Full-Time Positions	52	52	52	52	----
Part-Time Positions	0	0	0	0	----
FTEs	49.89	49.33	49.33	48.53	-1.6%
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	30.83	30.83	30.83	31.03	0.6%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	26	27	27	28	3.7%
Part-Time Positions	1	1	1	1	----
FTEs	26.74	27.74	27.74	29.07	4.8%
Community Development and Housing					
Permitting Services					
Full-Time Positions	201	207	207	236	14.0%
Part-Time Positions	1	1	1	2	100.0%
FTEs	206.50	212.50	212.50	243.65	14.7%
Environment					
Solid Waste Services					
Full-Time Positions	79	79	79	79	----
Part-Time Positions	1	1	1	2	100.0%
FTEs	103.01	103.01	103.01	105.55	2.5%
Other County Government Functions					
Liquor Control					
Full-Time Positions	255	294	294	296	0.7%
Part-Time Positions	155	160	160	160	----
FTEs	336.82	426.72	426.72	432.42	1.3%
Total Full-Time Positions	613	659	659	691	4.9%
Total Part-Time Positions	158	163	163	165	1.2%
Total FTEs	753.79	850.13	850.13	890.25	4.7%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	10	10	10	10	----
Part-Time Positions	0	0	0	0	----
FTEs	30.37	30.12	30.12	30.12	----
Fleet Management Services					
Full-Time Positions	201	200	200	200	----
Part-Time Positions	0	0	0	0	----
FTEs	204.10	204.10	204.10	204.10	----
General Services					
Full-Time Positions	30	29	29	28	-3.4%
Part-Time Positions	1	1	1	1	----
FTEs	30.75	29.75	29.75	28.75	-3.4%
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	20.85	21.25	21.25	22.30	4.9%
Total Full-Time Positions	241	239	239	238	-0.4%
Total Part-Time Positions	1	1	1	1	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
Total FTEs	286.07	285.22	285.22	285.27	----
Total Full-Time Positions	9,036	9,175	9,175	9,246	0.8%
Total Part-Time Positions	963	970	970	968	-0.2%
Total FTEs	9,678.84	9,895.51	9,895.51	9,967.97	0.7%

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	20,391.94	20,602.50	20,602.50	21,059.52	2.2%

SPECIAL FUNDS NON-TAX SUPPORTED

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	564.90	624.05	624.05	559.79	-10.3%

ENTERPRISE FUNDS NON-TAX SUPPORTED

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	623.05	624.05	624.05	629.42	0.9%

Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	21,579.89	21,850.60	21,850.60	22,248.73	1.8%

MONTGOMERY COLLEGE**SPECIAL FUNDS 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	----

CURRENT FUND TAX SUPPORTED

Montgomery College

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,785.10	1,793.10	1,793.10	1,805.10	0.7%

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	155.50	155.50	155.50	115.50	-25.7%

Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,940.60	1,948.60	1,948.60	1,920.60	-1.4%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY15	BUDGET FY16	EST FY16	REC FY17	%CHG BUD/REC
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M-NCPPC

SPECIAL FUNDS TAX SUPPORTED

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	836.45	865.74	866.24	889.34	2.7%

SPECIAL FUNDS NON-TAX SUPPORTED

Maryland-National Capital Park and Planning Commission

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

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	142.15	141.85	141.85	155.85	9.9%

Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	978.60	1,007.59	1,008.09	1,045.19	3.7%

SUMMARY

Total Full-Time Positions	9,036	9,175	9,175	9,246	0.8%
Total Part-Time Positions	963	970	970	968	-0.2%
Total FTEs	34,177.93	34,702.30	34,702.80	35,182.49	1.4%



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.

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Schedule E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

ASSESSABLE BASE (in billion \$)	ACTUAL FY15	BUDGET FY16	PROJ. FY16	BUDGET FY17	PROJ. FY18	PROJ. FY19	PROJ. FY20	PROJ. FY21	PROJ. FY22
COUNTYWIDE									
Countywide: Real	163.657	171.470	170.581	179.260	188.300	195.541	201.616	207.861	215.335
Countywide: Personal	3.655	3.590	3.837	3.803	3.771	3.817	3.850	3.901	3.924
SPECIAL DISTRICTS									
Mass Transit: Real	163.657	171.470	170.581	179.260	188.300	195.541	201.616	207.861	215.335
Mass Transit: Personal	3.655	3.590	3.837	3.803	3.771	3.817	3.850	3.901	3.924
Fire: Real	163.657	171.470	170.581	179.260	188.300	195.541	201.616	207.861	215.335
Fire: Personal	3.655	3.590	3.837	3.803	3.771	3.817	3.850	3.901	3.924
Recreation: Real	143.260	149.810	149.321	156.918	164.831	171.170	176.487	181.954	188.497
Recreation: Personal	2.980	2.925	3.128	3.100	3.075	3.112	3.139	3.180	3.200
Storm Drainage: Real	138.480	144.855	144.339	151.682	159.331	165.458	170.599	175.883	182.208
Storm Drainage: Personal	2.856	2.810	2.998	2.971	2.946	2.982	3.008	3.048	3.066
M-NCPPC - Regional: Real	142.419	148.955	148.444	155.997	163.863	170.165	175.451	180.886	187.391
M-NCPPC - Regional: Personal	2.964	2.913	3.111	3.084	3.058	3.095	3.122	3.163	3.182
M-NCPPC - Metropolitan: Real	142.419	148.955	148.444	155.997	163.863	170.165	175.451	180.886	187.391
M-NCPPC - Metropolitan: Personal	2.964	2.913	3.111	3.084	3.058	3.095	3.122	3.163	3.182
M-NCPPC - Land Acquisition: Real	163.657	171.470	170.581	179.260	188.300	195.541	201.616	207.861	215.335
M-NCPPC - Land Acquisition: Personal	3.655	3.590	3.837	3.803	3.771	3.817	3.850	3.901	3.924
URBAN DISTRICTS									
Bethesda: Real	3.847	3.731	4.010	4.214	4.426	4.597	4.739	4.886	5.062
Bethesda: Personal	0.213	0.201	0.223	0.221	0.220	0.222	0.224	0.227	0.228
Silver Spring: Real	3.070	3.049	3.200	3.363	3.532	3.668	3.782	3.899	4.039
Silver Spring: Personal	0.133	0.123	0.139	0.138	0.137	0.139	0.140	0.142	0.142
Wheaton: Real	0.563	0.600	0.586	0.616	0.647	0.672	0.693	0.715	0.740
Wheaton: Personal	0.032	0.026	0.034	0.033	0.033	0.033	0.034	0.034	0.034
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.042	0.045	0.043	0.046	0.048	0.050	0.051	0.053	0.055
Bradley: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cabin John: Real	0.011	0.011	0.011	0.012	0.012	0.013	0.013	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	1.631	1.677	1.700	1.786	1.876	1.948	2.009	2.071	2.146
Bethesda - Commercial: Personal	0.177	0.166	0.186	0.184	0.183	0.185	0.186	0.189	0.190

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

Bethesda - Unimproved: Real	0.269	0.271	0.280	0.294	0.309	0.321	0.331	0.341	0.354
Bethesda - Unimproved: Personal	0.021	0.019	0.022	0.022	0.022	0.022	0.022	0.023	0.023
Montgomery Hills - Commercial: Real	0.031	0.032	0.033	0.034	0.036	0.037	0.039	0.040	0.041
Montgomery Hills - Commercial: Personal	0.003	0.002	0.003	0.003	0.003	0.003	0.003	0.003	0.003
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	2.164	2.246	2.256	2.371	2.490	2.586	2.667	2.749	2.848
Silver Spring - Commercial: Personal	0.130	0.121	0.137	0.135	0.134	0.136	0.137	0.139	0.140
Silver Spring - Unimproved: Real	0.330	0.334	0.344	0.362	0.380	0.394	0.407	0.419	0.434
Silver Spring - Unimproved: Personal	0.002	0.001	0.002	0.002	0.002	0.002	0.002	0.002	0.002
Wheaton - Commercial: Real	0.215	0.237	0.224	0.235	0.247	0.257	0.265	0.273	0.283
Wheaton - Commercial: Personal	0.010	0.010	0.010	0.010	0.010	0.010	0.010	0.011	0.011
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	0.003	0.003	0.003	0.003



Schedule E-2

PROPERTY TAX RATES				
(dollars per \$100 assessed value)	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	REC FY17
COUNTYWIDE				
General Fund: Real	0.759	0.732	0.7230	0.7754
General Fund: Personal	1.897	1.830	1.8075	1.9385
State of Maryland: Real	0.112	0.112	0.1120	0.1120
State of Maryland: Personal	0.000	0.000	0.0000	0.0000
Countywide: Real	0.871	0.844	0.8350	0.8874
Countywide: Personal	1.898	1.830	1.8075	1.9385
SPECIAL DISTRICTS				
Mass Transit: Real	0.042	0.040	0.0600	0.0510
Mass Transit: Personal	0.105	0.100	0.1500	0.1275
Fire: Real	0.125	0.136	0.1160	0.1130
Fire: Personal	0.313	0.340	0.2900	0.2825
Recreation: Real	0.020	0.023	0.0230	0.0230
Recreation: Personal	0.050	0.058	0.0575	0.0575
Storm Drainage: Real	0.003	0.003	0.0030	0.0030
Storm Drainage: Personal	0.008	0.008	0.0075	0.0075
URBAN DISTRICTS				
Bethesda: Real	0.012	0.012	0.0120	0.0120
Bethesda: Personal	0.030	0.030	0.0300	0.0300
Silver Spring: Real	0.024	0.024	0.0240	0.0240
Silver Spring: Personal	0.060	0.060	0.0600	0.0600
Wheaton: Real	0.030	0.030	0.0300	0.0300
Wheaton: Personal	0.075	0.075	0.0750	0.0750
M-NCPPC				
Regional (Administration)				
Mandatory: Real	0.012	0.012	0.0120	0.0120
Mandatory: Personal	0.030	0.030	0.0300	0.0300
Discretionary: Real	0.006	0.005	0.0060	0.0050
Discretionary: Personal	0.015	0.013	0.0150	0.0125
Metro (Parks)				
Mandatory: Real	0.036	0.036	0.0360	0.0360
Mandatory: Personal	0.090	0.090	0.0900	0.0900
Maintenance: Real	0.008	0.008	0.0080	0.0080
Maintenance: Personal	0.020	0.020	0.0200	0.0200

PROPERTY TAX RATES

(dollars per \$100 assessed value)	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	REC FY17
Discretionary: Real	0.009	0.012	0.0112	0.0108
Discretionary: Personal	0.023	0.030	0.0280	0.0270
Advanced Land Acquisition: Real **	0.001	0.001	0.0010	0.0010
Advanced Land Acquisition: Personal **	0.003	0.002	0.0025	0.0025

PARKING DISTRICTS

Bethesda - Commercial: Real	0.124	0.124	0.0000	0.0000
Bethesda - Commercial: Personal	0.310	0.310	0.0000	0.0000
Bethesda - Unimproved: Real	0.062	0.062	0.0000	0.0000
Bethesda - Unimproved: Personal	0.155	0.155	0.0000	0.0000
Montgomery Hills - Commercial: Real	0.240	0.240	0.0000	0.0000
Montgomery Hills - Commercial: Personal	0.600	0.600	0.0000	0.0000
Montgomery Hills - Unimproved: Real	0.120	0.120	0.0000	0.0000
Montgomery Hills - Unimproved: Personal	0.300	0.300	0.0000	0.0000
Silver Spring - Commercial: Real	0.317	0.317	0.0000	0.0000
Silver Spring - Commercial: Personal	0.792	0.792	0.0000	0.0000
Silver Spring - Unimproved: Real	0.158	0.158	0.0000	0.0000
Silver Spring - Unimproved: Personal	0.395	0.395	0.0000	0.0000
Wheaton - Commercial: Real	0.240	0.240	0.0000	0.0000
Wheaton - Commercial: Personal	0.600	0.600	0.0000	0.0000
Wheaton - Unimproved: Real	0.120	0.120	0.0000	0.0000
Wheaton - Unimproved: Personal	0.300	0.300	0.0000	0.0000

** 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 08. 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 FTEs 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 FTEs 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 FTEs 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).

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.

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Schedule F-1

TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS WITH FISCAL YEAR 08 AS BASE

(in millions)

	ACTUAL FY08	ACTUAL FY09	ACTUAL FY10	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	APPR FY16	REC FY17
COUNTY GOVERNMENT										
General Fund	925.2	923.2	910.9	848.5	891.9	1,014.7	1,118.0	1,146.6	1,133.2	1,167.6
Expenditures in FY08\$	925.2	903.3	880.9	802.7	821.3	919.9	998.2	1,017.4	988.0	1,002.2
Special Funds: Tax Supported	340.0	339.9	335.5	326.3	335.3	357.4	383.6	388.5	386.9	381.3
Expenditures in FY08\$	340.0	332.6	324.5	308.7	308.7	324.0	342.5	344.7	337.3	327.3
Grant Fund: Non-Tax Supported	76.0	118.9	120.5	112.7	114.7	103.5	111.4	116.7	120.7	116.4
Expenditures in FY08\$	76.0	116.3	116.5	106.6	105.6	93.8	99.5	103.5	105.2	99.9
Special Funds: Non-Tax Supported	244.3	237.0	253.3	244.5	250.9	266.9	269.7	298.8	316.1	309.4
Expenditures in FY08\$	244.3	231.9	245.0	231.3	231.0	242.0	240.8	265.1	275.6	265.6
TOTAL COUNTY GOVERNMENT	1,585.6	1,619.0	1,620.3	1,532.0	1,592.9	1,742.5	1,882.7	1,950.6	1,956.9	1,974.8
Expenditures in FY08\$	1,585.6	1,584.1	1,567.0	1,449.4	1,466.8	1,579.8	1,681.0	1,730.8	1,706.1	1,695.1
M. C. PUBLIC SCHOOLS(b)	1,986.9	2,053.1	2,104.6	2,099.1	2,103.4	2,192.7	2,246.4	2,283.1	2,318.4	2,454.3
Expenditures in FY08\$	1,986.9	2,008.9	2,035.4	1,985.9	1,936.8	1,987.9	2,005.7	2,025.8	2,021.3	2,106.7
MONTGOMERY COLLEGE(b)	218.6	233.1	247.0	243.1	245.6	245.1	257.0	274.7	309.9	308.0
Expenditures in FY08\$	218.6	228.1	238.9	230.0	226.2	222.2	229.5	243.7	270.2	264.4
M-NCPPC(b)	117.5	123.8	123.7	109.9	111.7	118.6	123.5	130.0	138.6	141.8
Expenditures in FY08\$	117.5	121.1	119.6	104.0	102.9	107.5	110.3	115.4	120.8	121.7
DEBT SERVICE(a)	236.0	224.5	237.4	258.2	276.5	298.3	307.5	342.7	359.0	397.6
Expenditures in FY08\$	236.0	219.7	229.6	244.3	254.6	270.4	274.6	304.1	313.0	341.3
TOTAL ALL AGENCIES	4,144.4	4,253.5	4,333.0	4,242.4	4,330.1	4,597.3	4,817.1	4,981.2	5,082.7	5,276.5
Expenditures in FY08\$	4,144.4	4,161.9	4,190.5	4,013.6	3,987.2	4,168.0	4,301.0	4,419.9	4,431.3	4,529.2
CPI - FISCAL YEAR 08 = 100	100.0	102.2	103.4	105.7	108.6	110.3	112.0	112.7	114.7	116.5
Fiscal Year Percent Change	----	2.2%	1.2%	2.3%	2.9%	1.7%	1.7%	0.7%	2%	1.8%

(a) Includes add-back of State closed school revenues.

(b) Includes tax supported and non-tax supported funds

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Schedule F-2

TEN YEAR HISTORY OF REVENUE BY MAJOR CATEGORY AND AS A PERCENT OF TOTAL REVENUE

(in millions)

FISCAL YEAR	PROPERTY TAX		INCOME TAX		TRANSFER TAX		OTHER TAXES		LICENSES & PERMITS		CHARGES FOR SERVICES		INTERGOV .AID		FINES & MISC REVENUE		TOTAL REVENUE	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
FY17 Recommended	1,738.7	32.4	1,453.9	27.1	184.1	3.4	280.8	5.2	60.9	1.1	413.9	7.7	1,079.4	20.1	150.6	2.8	5,362.3	
FY16 Estimate	1,580.8	30.8	1,438.1	28.0	184.7	3.6	279.4	5.4	58.9	1.1	410.3	8.0	1,033.3	20.1	150.3	2.9	5,135.9	
FY16 Approved	1,582.6	30.9	1,433.4	28.0	162.2	3.2	283.5	5.5	50.9	1.0	418.4	8.2	1,041.7	20.3	152.7	3.0	5,125.5	
FY15 Actual	1,549.2	31.5	1,310.8	26.7	156.2	3.2	280.3	5.7	49.7	1.0	407.1	8.3	1,015.7	20.7	143.2	2.9	4,912.3	
FY14 Actual	1,537.8	31.0	1,376.8	27.7	152.5	3.1	287.6	5.8	54.2	1.1	403.0	8.1	982.8	19.8	167.2	3.4	4,961.9	
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	

* Totals do not include uses of prior year reserves or transfers

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Schedule F-3

TEN YEAR HISTORY OF COUNTY GOVERNMENT FTEs BY FUNCTION

Function	APPR FY08	APPR FY09	APPR FY10	APPR FY11	APPR FY12	APPR FY13	APPR FY14	APPR FY15	APPR FY16	REC FY17
General Government	707.00	1,079.20	1,041.90	948.50	944.60	985.48	1,012.51	1,046.59	1,096.31	1,110.30
Public Safety	3,841.30	3,822.10	3,741.20	3,482.30	3,546.90	3,520.15	3,579.19	3,669.91	3,709.53	3,712.63
Transportation	1,638.40	1,235.50	1,251.60	1,151.60	1,136.40	1,120.89	1,137.79	1,160.51	1,164.52	1,173.30
Health & Human Services	1,604.50	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,608.88
Libraries, Culture & Recreation	903.90	903.00	833.10	675.20	666.20	715.95	774.31	824.81	833.59	847.34
Community Development & Housing	342.20	336.80	305.60	263.50	262.20	293.15	306.20	318.20	326.20	331.75
Environment	50.50	209.70	156.80	151.20	187.10	193.98	195.09	200.49	204.79	210.31
Non-Departmental Accounts	2.60	2.60	3.10	2.60	1.60	1.65	3.88	4.08	4.23	4.18
Liquor Control	340.60	343.80	337.30	312.90	323.00	324.02	338.82	336.82	426.72	432.42
Subtotal	9,431.00	9,541.70	9,247.70	8,473.60	8,553.70	8,713.87	8,916.55	9,150.28	9,359.55	9,431.11
Plus Council & Judicial Offices *	482.80	491.40	501.70	486.90	481.80	513.68	528.73	528.56	535.96	536.86
TOTAL COUNTY GOVERNMENT	9,913.80	10,033.10	9,749.40	8,960.50	9,035.50	9,227.55	9,445.28	9,678.84	9,895.51	9,967.97

Government FTEs PER 1000 Population										
General Government	0.74	1.13	1.08	0.98	0.97	0.99	1.01	1.03	1.07	1.07
Public Safety	4.03	3.99	3.88	3.58	3.62	3.53	3.55	3.60	3.60	3.57
Transportation	1.72	1.29	1.30	1.19	1.16	1.12	1.13	1.14	1.13	1.13
Health & Human Services	1.68	1.68	1.64	1.53	1.52	1.56	1.56	1.56	1.55	1.55
Libraries, Culture & Recreation	0.95	0.94	0.86	0.70	0.68	0.72	0.77	0.81	0.81	0.82
Community Development & Housing	0.36	0.35	0.32	0.27	0.27	0.29	0.30	0.31	0.32	0.32
Environment	0.05	0.22	0.16	0.16	0.19	0.19	0.19	0.20	0.20	0.20
Non-Departmental Accounts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Liquor Control	0.36	0.36	0.35	0.32	0.33	0.32	0.34	0.33	0.41	0.42
Total County-Less Elective Offices	9.89	9.97	9.59	8.72	8.74	8.73	8.85	8.97	9.10	9.08
Plus Council & Judicial Offices *	0.51	0.51	0.52	0.50	0.49	0.51	0.52	0.52	0.52	0.52
TOTAL COUNTY GOVERNMENT	10.40	10.48	10.11	9.22	9.23	9.24	9.38	9.49	9.62	9.60

Population	953,685	957,200	964,100	971,400	978,700	998,540	1,007,311	1,020,000	1,029,000	1,038,500
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* Includes official 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.

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Schedule F-4

TEN YEAR HISTORY OF COUNTY AGENCIES FTEs BY FUND

	FY08 WORKYEARS	FY09 WORKYEARS	FY10 WORKYEARS	FY11 WORKYEARS	FY12 WORKYEARS	FY13 FTEs	FY14 FTEs	FY15 FTEs	FY16 FTEs	FY17 FTEs
GENERAL FUND										
General Fund	894.00	1,032.60	996.00	911.70	890.30	939.32	968.22	1,000.38	1,058.35	1,073.39
Public Safety	2,689.90	2,652.40	2,584.70	2,431.00	2,484.00	2,459.85	2,499.71	2,583.25	2,610.17	2,634.27
Transportation	450.00	314.00	295.70	252.90	207.80	224.15	242.31	244.17	248.17	251.27
Health & Human Services	1,604.50	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,608.88
Libraries, Culture & Recreation	427.60	426.40	386.90	290.90	288.00	313.96	349.94	384.56	388.56	386.56
Community Development & Housing	117.40	107.60	96.00	77.50	70.30	79.75	90.00	96.00	98.00	72.40
Environment	34.90	33.90	19.30	13.30	12.10	11.49	11.49	13.09	15.09	16.00
Non-Departmental Accounts	2.60	2.60	3.10	2.60	1.60	1.65	3.88	4.08	4.23	4.18
TOTAL GENERAL FUND **	6,220.90	6,178.50	5,958.80	5,465.70	5,439.80	5,588.77	5,734.31	5,914.40	6,016.23	6,046.95
SPECIAL FUNDS										
Urban Districts	57.60	58.10	58.10	50.20	52.00	55.32	55.02	58.30	58.30	58.60
Mass Transit	762.20	871.40	854.70	802.60	830.30	814.41	816.06	835.62	836.19	842.47
Fire Tax District	1,334.70	1,353.00	1,351.20	1,235.00	1,243.00	1,281.56	1,286.56	1,299.26	1,299.26	1,277.76
Recreation	450.20	449.70	421.70	362.20	352.50	375.19	397.63	413.51	417.29	431.71
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	14.50	16.90	19.20	25.50	26.50	29.50	30.50	30.50	30.50	30.50
Montgomery Housing Initiative	9.90	11.50	11.50	12.00	13.10	14.80	14.70	14.70	14.70	14.70
Water Quality Protection	15.60	17.10	32.80	38.20	72.10	79.10	81.39	84.39	86.69	88.76
Community Use of Public Facilities	26.10	26.90	24.50	22.10	25.70	26.80	26.74	26.74	27.74	29.07
Parking Districts	47.70	50.10	50.90	45.80	48.00	48.79	48.59	49.89	49.33	48.53
Permitting Services	213.90	216.70	197.10	173.00	177.80	197.60	200.50	206.50	212.50	243.65
Solid Waste Services	157.50	158.70	104.70	99.70	102.90	103.39	102.21	103.01	103.01	105.55
Vacuum Leaf Collection	0.00	0.00	50.30	50.30	50.30	33.54	30.83	30.83	30.83	31.03
Liquor Control	340.60	343.80	337.30	312.90	323.00	324.02	338.82	336.82	426.72	432.42
TOTAL SPECIAL FUNDS	3,431.50	3,574.90	3,515.00	3,230.50	3,318.20	3,357.26	3,425.55	3,478.37	3,594.06	3,635.75
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	11.00	12.20	11.80	11.50	12.70	16.15	20.25	20.85	21.25	22.30
Motor Pool	191.00	205.50	202.00	194.30	205.60	205.10	205.30	204.10	204.10	204.10
Printing & Mail	30.00	31.00	31.40	29.30	29.80	30.90	29.50	30.75	29.75	28.75
Self Insurance	29.40	31.00	30.40	29.20	29.40	29.37	30.37	30.37	30.12	30.12
TOTAL INTERNAL SERVICE FUNDS	261.40	279.70	275.60	264.30	277.50	281.52	285.42	286.07	285.22	285.27
TOTAL COUNTY GOVERNMENT	9,913.80	10,033.10	9,749.40	8,960.50	9,035.50	9,227.55	9,445.28	9,678.84	9,895.51	9,967.97
MONT. COUNTY PUBLIC SCHOOLS	20,844.50	20,769.50	20,949.40	20,743.70	20,609.70	20,841.75	21,241.85	21,579.89	21,850.60	22,248.73
MONTGOMERY COLLEGE	1,791.60	1,866.80	1,855.80	1,918.80	1,857.10	1,857.10	1,862.10	1,940.60	1,948.60	1,920.60
M-NCPPC	1,036.90	1,046.20	1,049.10	1,046.80	966.70	951.45	958.55	978.60	1,015.09	1,045.19
GRAND TOTAL	33,586.80	33,715.60	33,603.70	32,669.80	32,469.00	32,877.85	33,507.78	34,177.93	34,709.80	35,182.49

**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 lapse and overtime. Historical Workyears reflect the Original Approved Budget

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Schedule F-5

TEN YEAR HISTORY OF PROPERTY TAX RATES FOR TYPICAL PROPERTY OWNER

Tax Rate Per \$100 Assessed Value

FISCAL YEAR	COUNTY	MASS TRANSIT	FIRE	RECREATION	STORM DRAINAGE	M -NCPPC	TOTAL COUNTY	STATE	TOTAL TAX RATE
FY17 - Real	0.7754	0.0510	0.1130	0.0230	0.0030	0.0728	1.0382	0.1120	1.1502
FY17 - Personal	1.9385	0.1275	0.2825	0.0575	0.0075	0.1820	2.5955	n/a	2.5955
FY16 - Real	0.7230	0.0600	0.1160	0.0230	0.0030	0.0742	0.9992	0.1120	1.1112
FY16 - Personal	1.8075	0.1500	0.2900	0.0575	0.0075	0.1855	2.4980	n/a	2.4980
FY15 - Real	0.732	0.040	0.136	0.023	0.003	0.074	1.008	0.112	1.120
FY15 - Personal	1.830	0.100	0.340	0.058	0.008	0.185	2.520	n/a	2.520
FY14 - Real	0.759	0.042	0.125	0.020	0.003	0.072	1.021	0.112	1.133
FY14 - Personal	1.897	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	0.052	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

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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
2017	\$1.1859	\$0.1120	\$0.0475	\$1.0264
2016	\$1.1420	\$0.1120	\$0.0430	\$0.9870
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

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 actual tax rates and taxable assessments for FY16.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE

MARCH 2016

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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 EXPENDITURE - Money spent by a business or organization on acquiring or maintaining fixed assets, such as land, buildings, and equipment.

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 OUTLAY – An appropriation and expenditure category for government asset with a value of \$10,000 or more and a useful economic lifetime of more than one year.

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.

GUARANTEED 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.

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 replaced the County's 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.

RETIREE'S HEALTH BENEFITS TRUST FUND – One or more funds used to support the expenses associated with retiree health benefits.

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.