Montgomery County, Maryland ▪ Office of Management and Budget















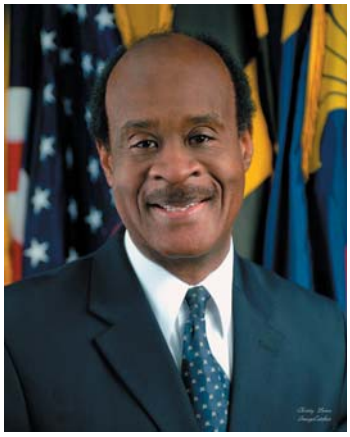




County Executive's FY19 Recommended Operating Budget and FY19-24 Public Services Program

March 2018

Mission Statement



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

www.montgomerycountymd.gov

About Montgomery County

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

Montgomery County contains 491 square miles (or 317,000 acres) of land area. The County population was 1,043,863 as of July 2016, consisting of 44.70 percent White (non-Hispanic) and 55.30 percent cultural minorities. About 32.60 percent of Maryland's foreign-born population resided in Montgomery County in 2016.

The 2016 median household income was $100,352. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for December 2017 is 561,859 with an unemployment rate of 2.80 percent. Montgomery County is an employment center with 60.30 percent of employment occupied by persons residing and working in the County. For the 2017 Fall enrollment, 161,546 pupils were registered in the County's schools.

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FY19 Recommended Operating Budget and FY19-FY24 Public Services Program

Isiah Leggett, County Executive

March 2018

Montgomery County, Maryland - Office of Management and Budget



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, 2017.

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

Credits

COUNTY EXECUTIVE
Isiah Leggett

CHIEF ADMINISTRATIVE OFFICER
Timothy L. Firestine

SPECIAL ASSISTANTS TO THE COUNTY EXECUTIVE
Constantia B. Latham, Joy Nurmi, Charles Short

ASSISTANT CHIEF ADMINISTRATIVE OFFICERS
Ramona Bell-Pearson, Fariba Kassiri, Bonnie A. Kirkland, Lily Qi

DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
Jennifer A. Hughes

DIRECTOR, DEPARTMENT OF FINANCE
Alexandre A. Espinosa

DIRECTOR, OFFICE OF HUMAN RESOURCES
Shawn Stokes

DIRECTOR, OFFICE OF PUBLIC INFORMATION
Patrick Lacefield

OMB MANAGERS
Mary Beck, Jennifer Bryant, Scott Coble, Jelani Newton, Amy Wilson

PROFESSIONAL STAFF

Anita Aryeetey
Jacqueline Carter
Monika Coble
Alison Dollar
Darlene Fairfax
Brady Goldsmith
David Gottesman
Robert Hagedoorn
Richard H. Harris
Karen Hawkins
Wade Holland
Rachel Hsu
Bryan Hunt
Veronica Jaua
Victoria Kirkman
Sailaja Krishnamurthy
Deborah Lambert
Dennis Linders
Trevor Lobaugh
Erika Lopez-Finn
David Mack
Bruce Meier
Rekha Menon
Lenny Moore
Jane Mukira
Christopher Mullin
Jennifer Nordin
Corey Orlosky
Eliot Padison
David Platt
Matthew Rowen
Thomas Tippett
Pofen Salem
Crystal B. Sallee
Matt Schaeffer
Joby Sebastian
Rachel Silberman
Helen P. Vallone
Joshua Watters
Philip Weeda
Kimberly Williams
Felicia Zhang

TECHNICAL SUPPORT
Ohene Gyapong, David Jeo

PRINTING
Richard D. Taylor and Staff: Gary T. Tillman, John W. Frocke, Michael Nieves, Nichalas Shell, Mark Mangona, John A. Schmehl, Edwin John Delos Reyes and Alex Imirie

OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

MEMORANDUM

March 15, 2018

TO: Hans Riemer, President, Montgomery County Council

FROM: Isiah Leggett, County Executive

SUBJECT: FY19 Recommended Operating Budget and Public Services Program FY19-FY24

I am pleased to transmit to you my Fiscal Year 2019 Operating Budget, my twelfth and final recommended budget. The total FY19 Operating Budget request is $5.56 billion in total funds, with a 2.0% increase in tax-supported dollars. I am recommending the following for each County Agency.

FY19 Recommended Budget by Agency

Agency	Total Budget	Tax Supported	Tax-Supported % Change from FY18
Montgomery County Government	$1,939,752,559	$1,491,171,849	-0.5%
Montgomery County Public Schools	2,592,240,711	2,443,168,218	3.1%
Montgomery College	312,997,974	264,799,723	0.8%
M-NCPPC	151,934,854	130,524,583	0.8%
Retiree Health Insurance	135,906,867	128,842,523	5.4%
Debt Service	429,074,110	413,424,000	4.9%
TOTAL	5,561,907,075	4,871,930,896	2.0%

In addition, I recommend you approve the FY19 operating budget for the Washington Suburban Sanitary Commission (WSSC) as proposed by the Commission - including a 4.5 percent rate increase to the water and sewer rates paid by the WSSC rate payers.

OVERVIEW

It has been said that within the dry numbers and outlines of a budget lies the true articulation of a community's priorities and policies. I believe that in the twelve budgets I have proposed, I have been true to the priorities that we have mutually embraced. Even in the depths of the Great Recession and the ensuing fitful recovery, we have invested in providing our community with quality educational opportunities, improving public safety, meeting the housing needs of our growing population, ensuring that our senior population can age in place, welcoming our diverse immigrant community, growing our economic base with quality jobs and revitalized neighborhoods, funding cutting-edge environmental and energy programs and policies, expanding transportation services and infrastructure, and providing an accountable and transparent government.

My recommended FY19 Operating Budget furthers and sustains these goals and should be viewed in the larger context of what has been accomplished over the last twelve years, despite a crippling loss of revenue during the recession, seismic changes in our population, and increasing demands on our services.

We continue to face significant challenges to our revenues that have necessitated continued expenditure reductions. This recommended budget assumes a property tax rate within the Charter Limit ($0.98, which is a decrease of approximately two cents). I continue to assume a $692 credit for homeowners. The property tax bill for a homeowner with a house at the County median price of $400,000, will see a monthly property tax bill increase of $2.25.

Despite the revenue constraints, I remain committed to ensuring the Board of Education and the Superintendent have funding that meets the needs of our growing and changing school population. Thus, I am recommending full funding of the Board's request - a 3.1 percent increase. I have also continued my support of the College's mission by providing a $2 million increase above their Maintenance of Effort (MOE) level, representing a 2.8 percent increase in per student FTE expenditures.

Maryland-National Capital Park and Planning Commission (M-NCPPC) will see a 0.8 percent increase (exclusive of OPEB prefunding), while County Government will take a 0.5 percent **decrease** from the approved FY19 Operating Budget. These reductions were very difficult to identify but have preserved the basic and essential services within County Government. Due to the Great Recession and uneven recovery in our revenues, I have closed gaps of over $3.7 billion in my twelve budgets. Each year, the task of closing the gap becomes more difficult as the options winnow.

However, we should be proud that we have moved the County forward while righting the fiscal ship and ensuring a sustainable fiscal infrastructure to meet the evolving needs of the community. I believe that when I leave office, I will leave the County in a better position to meet the many challenges of the future.

Since taking office as County Executive, I have overseen the shoring up of County finances by increasing our reserves from $77.6 million (2.1 percent) in FY10, during the depths of the Great Recession, to $492.6 million (9.4 percent) proposed for FY19. We remain on track to achieve the ten percent reserves by FY20 - a commitment we have made to our residents and taxpayers. This level of reserves is critical to sound fiscal management. As we learned in the depths of the Great Recession, a substantial reserve is essential to weathering unexpected economic downturns. We must never again put the taxpayer and the functioning of this government at risk. Additionally, we are complying with the prefunding requirements laid out by GASB, with a prefunding contribution of $132.9 million in FY19.

The County, along with state and local jurisdictions around the country, is faced with assessing and planning for the impact of changes to Federal tax code approved by the Congress in December 2017. This legislation's most notable changes include a significantly lower corporate tax rate, reduces the deductibility of state and local taxes, and increases the minimum tax deduction. These changes could have significant impacts on our income tax revenues though the impact is impossible to predict at this time. The extent to which any potential additional income tax revenue would be offset by either State tax law changes or shifts by taxpayers to corporate tax status (meaning a complete loss in income tax revenue from those taxpayers) is unknown and unpredictable. As a result, we have not reflected the impact of the Federal legislation in our current tax

revenue projections.

The County also faces other headwinds from an unpredictable Federal administration with budget proposals that could significantly impact the County's federal workforce and trade policies that could negatively impact the national economy. These unknowns, along with where we are in the normal economic cycle, strongly suggests we should be prudent in both our spending and our level of reserves.

My budget accomplishes both those goals while furthering our shared priorities.

EDUCATION

Since I took office in December 2006, total enrollment for Montgomery County Public Schools (MCPS) has grown by 25,386 students or 18.4 percent. At the same time that enrollment continues to grow, the student population has become more diverse and experienced a growth in the number of students qualifying for Free and Reduced Meals (FARMS). From 2007 to 2017, English language learners have grown by 76 percent and FARMS students by 63 percent.

Despite challenging fiscal conditions, since the FY07 Operating Budget, the County has provided MCPS with increases totaling $349.7 million, while per pupil expenditures have grown by 18.2 percent since FY08.

These additional funds have been used by MCPS to improve programs including mathematics and computer science; extended learning opportunities for our students most impacted by poverty; language opportunities for students; and the social, physical, and psychological well-being of students.

Over the past two years, MCPS has identified and reprogrammed over $31 million in administrative savings to the benefit of the classroom. This approach to classroom funding has helped meet some of the most critical classroom needs without increasing costs to the taxpayer.

My FY19 Recommended Operating Budget continues my commitment to our world-class public education system. I am recommending the Board of Education's full request, a 3.1 percent tax-support increase - or $19 million above MOE. The FY19 budget requested by the Board of Education includes increased summer and extended-day programming, additional pre-K seats, increased extended year programming at highly impacted elementary and middle schools, increased graduation programming, increased access to programs and materials for literacy and mathematics, and expanded opportunities for students in areas including cybersecurity, public safety, emergency medical fields, fire safety, agricultural science, and aviation.

Since I took office as County Executive, thirteen new school facilities have been added. An additional 21,043 classroom seats have been added through classroom additions as well, helping to accommodate the swelling school population and the changing needs of our school community. The County has invested well over $246.2 million in new technology for our student population over the last twelve years, ensuring they have the modern tools necessary to learn and compete in our technology-driven world.

Funding for Montgomery College increased by 61.9 percent on a per pupil basis since the FY07 operating budget, providing new programs and resources to those choosing to continue their education in one of the finest community colleges in the nation. With County funding, the College has opened new and modern facilities for science, math, student services, arts, and social sciences. In addition, the Takoma Park/Silver Spring campus expansion was completed, which nearly doubled its size.

The College successfully prepared countless students for the work world or further education. Over the last twelve years, the College awarded over 25,000 degrees and certificates, and over 18,000 students transferred to a four-year institution to complete their degree. These impressive figures do not even include individuals who enroll in a small number of

classes for personal fulfillment or learn a new skill and improve their position in the workforce. The resources provided to the College, coupled with the partnerships we have encouraged between the College and other public and private entities, ensures that our businesses workforce needs are met, while we build an educated and resilient community.

My recommended funding for Montgomery College provides an increase of 1.4 percent and exceeds the MOE by $2 million. With this recommendation, the per student FTE rate increases by $266 or an additional 2.8 percent. The County's commitment to Montgomery College is matched by no other jurisdiction in the State and has supported over 350,000 students' education over the last twelve years.

As a former college professor who was among the first in his family to pursue higher education, I realize community colleges are often the port of entry to the world of college and university for the less privileged among us.

While not directly funded through the County, we cannot forget the incredible partnership we also enjoy with the Universities at Shady Grove. This uniquely flexible collection of programs and degree offerings is a model for how a university can best meet the needs of a diverse community while addressing the ever-changing workforce needs of a growing economy. I have been proud to partner with the University system on a variety of projects and programs and am confident this partnership will live on.

PUBLIC SAFETY

One of the most critical functions any government entity performs is ensuring the safety of our residents and businesses. I take that responsibility seriously and have increased funding for the total Public Safety function by 25.7 percent over the last twelve years. Initiatives in the Montgomery County Police Department include adding 132 patrol officers, instituting District Community Action Teams in each of the 6 Police districts, opening several smaller Police substations to increase our reach in the community, and building a new Public Safety Training Academy so officers and other public safety personnel can train in state-of-the-art facilities. I also oversaw acquisition of the new Public Safety Headquarters building and the co-location of administration for the County's major public safety departments, allowing for better coordination and interaction between the departments.

These initiatives were centered around my Safe Streets and Secure Neighborhoods priority, and the outcomes are significant. During my time in office, total crime has declined 28.0 percent despite significant population growth over the past twelve years. The more serious crimes declined by over 33 percent, a testament to the investment in public safety throughout my tenure. Less crime means fewer inmates, and there are now on average 118 fewer individuals in the County jail than when I came into office. This is not because I am soft on crime, but because there is simply less crime.

The County also assumed responsibility for all animal control and adoption services with the construction of a modern County Animal Services and Adoption Center building.

Finally, I opened the Family Justice Center, providing individuals and families affected by domestic violence and child abuse a single location for assistance from the County and nonprofit organizations. We have also provided funding to the Courts for a monitoring and exchange center which ensures the safe exchange of children between estranged parents.

In my Recommended FY19 Operating Budget, I have added funds for the Criminal Street Gang Units in both the Police Department and the State's Attorney's Office. These units will focus on the organized crime aspect of gang activity, allowing for more modern crime prevention and suppression approaches. Additionally, the County has made a significant investment in the acquisition, maintenance, and use of body-worn cameras in nearly all our law enforcement agencies. At my request, my staff has initiated a coordinated approach with all these agencies to ensure that we are storing and processing the data from the many electronic evidence sources as cost-effectively and efficiently as possible. This group will continue their work for the foreseeable future.

With the renewed national attention placed on school safety, our investment in School Resource Officers (SRO's) has been critical. As recently as this February, one of the SRO's, with information provided by a trusting student, was able to possibly prevent a gun violence incident in one of our high schools. Embedding officers in schools has proven its worth.

I have also overseen the opening of three new fire stations (Travilah, Kingsview, Milestone), and four substantial renovation/reconstruction projects including Glenmont, Takoma Park, Wheaton Rescue Squad, and Kensington (Aspen Hill). These new stations, renovations and expansions came with a related increase in staffing of 64 fire fighters. In addition, one new station is under construction (Clarksburg), and one is planned in the next six years (White Flint). These fire stations and their staff have brought Department of Fire and Rescue Services (MCFRS) resources closer to our growing population. As a result of the Department's many efforts, MCFRS is recognized as a premier department nationally. During my tenure as County Executive, the Department acquired national accreditation and has seen it renewed in 2013.

The Department is also using its resources in innovative ways. To more effectively use MCFRS staff and equipment, we have implemented a "chase car" program which optimizes deployment of limited Advanced Life Support resources by separating paramedics from the ambulance. In so doing, we can dedicate limited paramedic resources to patients that require Advanced Life Support care, while Emergency Medical Technicians serve patients needing Basic Life Support care. This allows faster paramedic response to critical incidents.

I have included funding for full implementation of the Mobile Integrated Health Program (MIH). This program serves community members who make disproportionate use of our emergency medical services by proactively identifying them and linking them to more appropriate community health services. The pilot, conducted in FY18, showed great promise and I am certain that this approach will better serve those in need and preserve our more expensive emergency services.

We have also invested significantly in our aging fire vehicle fleet. From FY07 through FY14, the County acquired 29 EMS units, three engines, and two tractor-drawn aerial ladders. Starting in FY15, we implemented a fire apparatus replacement program that includes recommended funding through FY24, at an average annual rate of $8.9 million. I have also supported the local fire and rescue departments (LFRD) through approval of apparatus replacement projects funded by Senator Amoss and Emergency Medical Service Transportation funds, which has allowed the LFRDs to replace numerous vehicles.

I fought hard for the implementation of an emergency medical transport fee (EMTF) and in the five years since its implementation, it has provided over $86.6 million for fire services that otherwise would not have been available, or would have required the use of scarce tax resources. Since this fee is only imposed on private insurers and Medicare/Medicaid, we have saved our taxpayers these many millions of dollars. This revenue has helped fund critical Fire and Rescue Services equipment and provided a steady source of revenue to our LFRD.

AFFORDABLE HOUSING

Without affordable and decent housing, individuals and families cannot hope to improve their health, their education, or their financial security. Affordable housing is the basic building block to a just and productive society and has therefore been one of my top priorities. The resource recommendations I have made over the last twelve years have provided families the opportunity to live in safe and sanitary conditions, near transit-oriented developments and employment centers, and in areas approximate to County resources such as libraries, parks, and recreational facilities. My FY19 Recommended Operating Budget adds $51.6 million to this commitment and brings the County's total investment in affordable housing since FY08 to over $1.01 billion. This averages approximately $84 million per year. This funding has enabled us to preserve and create nearly 70,000 affordable housing units.

Despite the upheaval in the nation's financial markets, the County funds have leveraged over $1 billion in housing development and rehabilitation resources from other sources including the private sector. The total County resources contributed in my FY19 budget is equivalent to my desired goal of 2.5 percent of property tax revenue.

Permanent affordable housing opportunities benefit everyone, especially our seniors. The investments I have made to increase the affordable housing stock available to the County's growing senior population ensures that senior residents will be able to continue to call Montgomery County home. Through strategic partnerships with our for-profit and non-profit development community, combined with multi-departmental coordination and public outreach, my administration has developed 17 senior housing projects. In all, these projects will produce or preserve over 2,100 total senior rental units, including approximately 1,700 units affordable to seniors at or below 60 percent of the area median income. During my tenure, the County has dedicated $71 million for senior housing while leveraging $363 million in other non-County financing.

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 to benefit over 3,000 households. Using creative tools, I have been able to allocate funding to provide rental assistance upfront during the development stage of a project rather than annually through rental subsidies. This method allows buy down of the rents to the range of 30 to 40 percent of Area Median Income (AMI) so County residents with much lower incomes can afford to live at these communities.

This budget also promotes homeownership. My recommendation provides funding for a homeownership initiative, the Montgomery Homeownership Program. The Montgomery Homeownership Program, a partnership between the Maryland Mortgage Program and Montgomery County, gives eligible homebuyers purchasing in Montgomery County up to $25,000 in down payment assistance. This financial incentive is provided to assist working families and first-time home buyers in the quest to achieve affordable homeownership in the County.

Along with these affordable housing initiatives, this budget provides resources for key community programs providing valuable outreach and education to the public. In FY19, the County will continue its focus to enhance landlord-tenant outreach, tenant protections, and housing code enforcement. Funding in this budget also provides enhanced housing inspections 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.

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 is consistent with the support that has been provided for HOC over the years and includes funding of $6.7 million 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.

ECONOMIC DEVELOPMENT

Over the past decade, Montgomery County has witnessed steady job growth despite setbacks caused by the Great Recession. The estimated rate of job growth is more than thirteen percent between 2007 and 2018. Furthermore, County investment in establishing a business innovation network since 2012 has attracted more than 60 early-stage and/or startup companies and created more than 275 new jobs to continuously support the growth of key strategic industries (i.e., biotech/life sciences, cybersectuiry, health tech, etc.) in the County. This innovative business model has expanded the County's biosciences and high-tech networks at all talent levels.

Over the years, I have implemented a variety of innovative economic development tools to foster the County's economic growth, including the following:

- MC Square - a set of new and expanding programs to build the County's innovation ecosystem and foster entrepreneurship through strategic public private partnerships;
- MOVE (Make Office Vacancy Extinct) - a program designed to attract new businesses and reduce County's vacant office space;
- ultraMontgomery - supports deployment and use of high-speed fiber networks to expand access to networks through

public-private partnerships, and to attract knowledge-based employers, innovators and entrepreneurs in County's target industries;

- Entrepreneur-in-Residence Program - partnered with BioHealth Innovation and other community stakeholders to support and attract startups and early-stage technology companies with technical mentorship and capital access to stimulate the County's entrepreneurial growth; and
- Excellence in Business Services Initiative - an integrated business portal to streamline and improve the experience and perception of doing business in Montgomery County.

I have elevated the economic development function by restructuring and privatizing economic development and workforce functions in the County with creation of two private, non-profit corporations - Montgomery County Economic Development Corporation (MCEDC) and WorkSource Montgomery, Inc (WSM). MCEDC is leading the County's efforts in marketing, business attraction and retention, entrepreneurship, and promoting the growth of the County's economic base while WSM focuses on developing industry-focused job training and placement strategies to meet the talent needs of industries and businesses.

To continue to support the vitality of Montgomery County as a business destination and a burgeoning innovation and tech-driven economy, I have supported grants funded through the Economic Development Fund to retain and expand cooperate headquarters located in the County, including Marriott, Host Hotels & Resorts, United Therapeutics, JBG-smith, Fox 5 Television Station, and many others.

In addition, in order to ensure the County maintains its economic vitality well into the future, I initiated a number of redevelopment and revitalization projects which provide:

- Quality high paying jobs;
- Sufficient and affordable housing near mass transit;
- Transportation improvements needed to support and attract economic development;
- Redevelopment and clean-up of underutilized industrial sites; and
- Improvements to older residential and commercial areas.

These redevelopment efforts strategically leverage County assets to generate large-scale private sector investment in Shady Grove, White Flint, White Oak and Wheaton and smaller scale neighborhood revitalization throughout the County.

While most of the funds for these efforts are included in the Capital Improvements Program, a number of operating budget functions also support redevelopment. For example, the County Executive's Office and the Department of General Services' Office of Planning and Development coordinate with other County departments such as the Department of Transportation to give input on Planning Board redevelopment deliberations and to mitigate any negative impacts associated with redevelopment activities. The Finance Department provides funding and technical assistance and the Regional Services Centers and Urban Districts provide signage and wayfinding assistance to assist small businesses impacted by redevelopment projects. The Urban Districts also provide enhanced services to maintain urban cores as attractive, business centers. And, the Department of Housing and Community Affairs works with other partner agencies, such as the Department of Permitting Services to ensure the County's housing stock is well maintained and that older community business centers are upgraded to ensure their vitality.

TRANSPORTATION

Transportation infrastructure is critical to facilitate economic development, a high quality of life, and commercial and personal mobility. During my tenure as County Executive, we have developed and funded transit solutions in a number of corridors by focusing on transit-oriented development; expanding or adding bus routes; implementing transit improvements

including bus rapid transit (BRT); development of transit centers in Silver Spring, Montgomery Mall, Takoma/Langley Park, and White Oak; non-vehicular transportation elements such as sidewalks, shared-use paths, bike lanes, and a bikeshare system which has expanded to 73 stations with more on the way, and significantly increased funding levels for highway maintenance and road resurfacing programs.

I also recently launched the multi-departmental Vision Zero initiative with a two-year goal of reducing severe and fatal traffic collisions by 35 percent with the long-term goal of eliminating such collisions by 2030. This builds on the Pedestrian Safety Initiative, established in FY10, through which 250 severe and 33 fatal collisions have been prevented. Seventeen High Incidence Areas (HIA) were identified and studied, with short-term improvements completed and many long-term improvements in progress. The Montgomery County Department of Transportation (MCDOT) has constructed 30 miles of new sidewalk segments, completed over 3,204 bus stop improvements, and undertaken 1,282 new Americans with Disabilities Act (ADA) ramps aimed at improving pedestrian safety. Areas with traffic calming improvements have seen pedestrian collisions decline by 44 percent, and education efforts in the HIAs have reduced pedestrian collisions in those areas by 52 percent.

Development continues on the US 29 and MD 355 BRT (FLASH) corridors. The FLASH will provide a new high-quality transit option in the County, making efficient use of existing roadways to provide a more robust and reliable system that will increase transit ridership. Final design on the US 29 FLASH line will be completed in Fall 2018 with construction commencing shortly thereafter. Service is scheduled to begin in mid 2020. In the meantime, Ride On will operate a new overlay service to alleviate traffic congestion beginning in May 2018. The MD 355 project will complete the Recommended Alternative Phase in 2018.

I have also implemented eight new Ride On routes in the past twelve years as part of my effort to provide our residents and businesses with viable non-auto transportation options.

For FY19, Ride On will operate a new pilot neighborhood service from Olney into Rockville with smaller circulator buses that are more reasonable and flexible to operate along small neighborhood roads. The new circulator routes will run every ten minutes during rush hour and will take all current forms of fare media like other larger Ride On buses. Transferability to other buses and Metrorail will be easier. The opportunity to get closer into the neighborhoods and utilize a new "app" to arrange for pickup should attract new riders and revitalize transit use in these areas.

SAFETY NET SERVICES

Care and compassion for our less fortunate neighbors distinguishes Montgomery County from many other communities. During my time as County Executive, we have effectively achieved our goal of zero homelessness for veterans and the medically vulnerable, and we are on track to end homelessness for chronically homeless single adults. We have also expanded health care services for the uninsured and underinsured through the funding of the Montgomery Cares network of clinics and through services provided directly at County health clinics; enhanced medical services for ethnic and cultural minorities through the African American Health Program, the Asian American Health Initiative, and the Latino Health Initiative; and ensured that individuals who are eligible for medical coverage under the Affordable Care Act are enrolled (the County has had the highest enrollment rates in the State for the past five years).

In my Recommended FY19 Operating budget, I am including $17.2 million for developmental disabilities providers to pay direct service professionals at 123 percent of the County's minimum wage. This is a year-over-year increase of $2.5 million. Of this enhanced funding, $1.3 million is directly related to the increase in the County's minimum wage. The remainder due to an increase in the number of hours worked. In addition, as a result of the minimum wage increase, I am also including over $800,000 to support adult medical daycare workers' wages and almost $62,000 to support public service interns' wages at the new minimum wage. The total increase in funding needed for these three groups as a result of the minimum wage increases in FY19 is $2.2 million. This total will continue to rise as the County minimum wage continues to

increase.

My FY19 Recommended Operating Budget continues to provide funding for the East County Opportunity Zone to create an opportunity for collaboration between the County and community partners to provide a menu of services to those most in need in the East County area. I am also adding an additional School Cluster project to our successful initiative in the Kennedy and Watkins Mill clusters. The new Cluster Project will be implemented in the Paint Branch and Springbrook High Schools. This program's goal is to offer critical comprehensive services to help close the achievement gap for students.

SENIORS

My FY19 Recommended Budget includes approximately $38.5 million in tax supported resources identified for seniors in Montgomery County, 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 Recommended Budget includes $15.1 million in non-tax supported resources for seniors such as support from the Emergency Medical Transport Fee and Medicare/ Medicaid funding for health services and transportation.

In 2008, I hosted a Senior Summit with nearly 400 participants to identify key areas to promote seniors. One of the major accomplishments of this Summit was the creation of the Subcabinet on Senior Vital Living whose mission is to increase senior connectedness, community engagement, and knowledge of and access to available resources.

Isolation can be debilitating for seniors and convenient, affordable transportation is one way to combat this problem. In FY13, I established a new Escorted Transportation Program for low-income adults with disabilities who require an escort for the duration of their trips which has served 337 residents for a total of 3,064 trips. I also initiated "Seniors Ride Free" on metrobus and Ride On during non-peak hours, and began providing, in partnership with the Jewish Council for the Aging, free curb-to-curb transportation service to residents living within a three to five-mile radius of the County's senior centers.

In 2015, the County enrolled in the American Association of Retired Persons (AARP)/World Health Organization (WHO) Age-Friendly Communities Network and earned designation as an "Age Friendly Community." The initiative provides a framework for developing a comprehensive approach toward ensuring that the needs of older adults and all County residents are recognized and acknowledged. In partnership with BrightFocus Foundation, the County enrolled in the Dementia Friendly America Initiative. This national initiative fosters the creation of communities that better recognize and help those affected by dementia, their families, and care partners.

In 2017, I completed a three-year strategic plan to maintain the County's WHO/AARP Age Friendly Initiative status. The Three-Year Plan includes activities and programs to be completed over three years to enhance services for older adults in the community in ten domain areas.

I have also directed the implementation of the Mobile Integrated Healthcare pilot program to address the issue of a disproportionate number of repeat 911 calls by seniors. This collaborative initiative of Health and Human Services (HHS) and Fire and Rescue Services (FRS) incorporates the skills of both Departments to better meet the needs of patients who utilize EMS services frequently. In its first year, the pilot program reduced non-emergency calls by 55 percent for the population served by the program.

POSITIVE YOUTH DEVELOPMENT

When I took office as County Executive, I articulated a new coordinated vision regarding the increasing need to provide our school-age youth with positive activities that would help prevent criminal activity, promote educational attainment, and enhance the opportunities available to our youth. Over my Administration, the three central pillars we have used to tackle gang activity have been prevention, intervention, and suppression. This new vision also encompassed a

broader approach for positive youth development involving a greater partnership between County Government and our community organizations.

Programs have been funded through several County departments including, the Recreation Department, Health and Human Services, the Police Department, and the State's Attorney's Office. These programs have had an impact on the lives of thousands of our youth over the last twelve years and have helped lower truancy rates, prevented youth from engaging in negative behaviors, provided recreational and learning opportunities, and provided critical social services for vulnerable youth.

My FY19 Recommended Budget includes $27.3 million for Positive Youth Development programs. Some of the larger programs in this area include Excel Beyond the Bell; TeenWorks; Food, Fun, and Fitness; RecZone; Youth Opportunity Centers; the Street Outreach Network, the Safe Space Program; Teen Writing Clubs; the Truancy Prevention Program; and the Police Cadet Program. My FY19 budget also provides for a new cluster project in the East County Area and for the Strong Families Initiative. In addition, programs have been funded by the County through our community partners, such as the Collaboration Council, the County's local management board for children, youth, and families. Also included within the total recommended Positive Youth Development funding is $2.4 million in community grants for our nonprofit partners to implement programs related to Positive Youth Development.

LIBRARIES

Libraries are the primary educational resource for a vast portion of our community. They offer anyone with a library card access to books, magazines, research resources, the internet, videos, music, and a place to read and learn. In my twelve years as County Executive, we have opened four new or renovated libraries, refreshed six libraries, expanded library hours, increased the materials budget, provided more than $2.6 million for modern technology infrastructure, and expanded library offerings to include electronic media. Circulation of all materials has grown to more than 11.8 million annually.

Since the depths of the Great Recession, we have increased funding for the Department of Public Libraries by over 50 percent. My FY19 Recommended Operating Budget includes $42.9 million for the Department, a slight increase of 0.3 percent from their FY18 approved budget.

ENVIRONMENT

Montgomery County has long been a leader in the area of environmental policies and programs and I have worked hard over the last twelve years to maintain our progressive approach. Montgomery County was the first jurisdiction in the State to receive a NPDES permit under the Maryland Stormwater Act of 2007. We are currently working toward meeting the requirements of the third-generation permit issued in 2010. We have made significant progress in meeting the goal of watershed restoration of 20 percent of the County's impervious area not already controlled to the Maximum Extent Practicable (MEP). This requirement translated into an additional 3,778 acres of impervious area restoration to be completed by the County. Over 2,927 impervious acres have been restored, achieving 77 percent of the restoration goal. Already, the County has spent well over $100 million on water quality goals. My FY19 operating and capital budgets increase this investment to $55.3 million in FY19 and $75.2 million in capital expenditures from FY20 through FY24.

In addition, I established the Residential Energy program to assist residents, including low-income residents, reduce their energy costs and greenhouse gas emissions through implementation of energy efficiency and renewable energy measures. County Government also is leading the way by reducing the combined annual greenhouse gas emissions of County buildings and fleets through the purchase of electricity generated by clean energy technologies, solar energy installations on County facilities, building efficiency initiatives, improved fleet vehicle mileage and fleet alternative fuel use. To assist the private sector in these same goals, the Department of Finance and DEP developed a 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.

One of my first reorganizations when I became County Executive was to put the Department of Environmental Protection in charge of our Solid Waste Program in order to refocus the solid waste function on our environmental goals. Since then, DEP installed a new system to reduce nitrogen oxide emissions by half at the County's Resource Recovery Facility. This measure serves to improve air quality in a cost-effective manner.

I have also increased recycling efforts with a goal of reaching a 70 percent recycling rate by 2020. Currently 61 percent of all municipal solid waste is recycled. In order to help attain this important goal, I am including funding in my FY19 Operating Budget for a new Commercial Organics Recycling Program. This program is a cost-effective approach to increasing commercial recycling and will help determine the viability of extending the effort to residential properties.

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, and 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 flexible, cost effective, and culturally appropriate manner that best serves the community. They may also be able to leverage other resources that are simply unavailable to County Government. Included in my recommended budget is $8,811,504 for community grants, an increase of $941,324 or twelve percent, from FY18. Also included in my recommended budget is a twelve percent enhancement for County Council Grants. Our community partners funded by these grants provide services related to public health, behavioral health, safety net services, housing, the arts, early childhood, positive youth, seniors, veterans' services, immigrant services, and many other community building services.

TECHNOLOGY

Since becoming County Executive, the pace of technology advancements is more rapid than ever. This pace poses a constant challenge, a challenge I embrace and have committed to using technology to create efficiencies, reduce costs, enhance services and promote transparency. During my tenure, we established many vital technology initiatives that greatly improve County operations, services and resources. These sustainable initiatives will continue to serve the County for years to come and have a positive impact on the daily lives of Montgomery County's residents. Some examples of these improvements are:

- The establishment of MC311 which provides a one-stop, non-emergency phone and online information system. We have also used the data from this system in making resource allocation decisions and tracking department responsiveness.
- Creation of a Public Safety System Modernization program which represents a multi-year effort to upgrade the essential technology used by our public safety personnel.
- Our ground breaking openMontgomery system which provides our residents with unparalleled access to nearly every data set maintained by the County.
- The Office of Management and Budget (OMB) developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides residents, analysts, departments and executive leaders with instant access to operating budget, capital project, and performance data in a clear and concise fashion.
- The County's Fibernet system provides a County wide fiber-based, electro-optical communication network with the capacity to support voice, public-safety, traffic management, data, Internet access, wireless networking (including public WiFi), and video transmissions among all County agencies and departments.

- ultraMontgomery is a keystone of my economic development strategy. This program will grow knowledge-based jobs by making gigabit broadband more affordable and widely available to public, private, education and government institutions in major corridors and transit-oriented smart growth communities within the County. ultraMontgomery will leverage capacity within the County's extensive fiber network, *FiberNet*, to expand broadband services across the County and throughout the region, lower the cost of providing fiber and wireless services to schools, recreation centers, and libraries, and will also stimulate gigabit broadband deployment throughout our commercial office sector. The innovation economy is growing exponentially, creating jobs and spurring business start-ups, and its continued growth in our County depends on a robust fiber and wireless network such as ultraMontgomery.

FISCAL SUSTAINABILITY

This budget strikes a prudent balance of spending restraint and directing resources to our highest priorities. It provides funding of our major fiscal policies: reserves, retiree health insurance prefunding, and CIP Pay As You Go; however, budget pressures and revenue uncertainty are likely to remain challenges.

When we last updated the County Council in December, income tax revenues had significantly missed expectations. It appears that taxpayers likely altered their behavior in anticipation of federal tax reform after the November 2016 Presidential election. As a result, the November 2017 income tax distribution was eighteen percent below the original estimate. It is likely that income tax revenues will remain volatile as the effects of federal tax reform unfold over the next one to two years. With that in mind, my recommended budget includes no adjustments to anticipate the effects of H.R. 1, the Tax Cuts and Jobs Act of 2017 (TCJA). I believe it is too early to make any judgments about the impact the TCJA might have on County revenues. For one, the State is considering legislation to roll back the effect of certain provisions in the law that would increase State and local income tax revenues. And, secondly, until individuals and corporate entities begin to adjust to the new tax regime, the extent to which the reduction in the corporate tax rate and other changes to business taxes will affect our income tax revenues is uncertain. One thing is certain, however, there will be an incentive for certain individuals with business income to restructure to reduce taxes, which will have a negative impact on our income tax revenues. Given this context, I believe it is critical we adhere to our fiscal policies, and my recommended budget maintains that commitment.

The revenue forecast assumes a two-year delay in the Wynne repayment schedule. Since legislation has passed each chamber of the General Assembly (SB742 and HB686), I am comfortable assuming the two-year delay becomes law, which increases FY19 income tax revenues by $14.3 million.

As you know, we had to take difficult action to address the revenue shortfall experienced in FY18. The approved FY18 savings plan identified more than $60 million in reductions that will be made in the current year. However, with a projected FY18 revenue shortfall exceeding $100 million, additional action needs to be taken. As such, I am recommending that the County reduce the FY18 prefunding contribution to the OPEB trust funds as a one-time measure to strengthen reserves and for temporary budget relief. The current fiscal situation is not the result of a declining economy, but likely a one-time event driven by speculation on changes to tax law. Within this context, it is appropriate to isolate the corrective action to the current year.

I am proposing that the FY18 OPEB prefunding amount be reduced by about $21 million. More than $100 million will be contributed to the OPEB trust as originally planned. I am also proposing that an additional $41 million in OPEB trust assets be used to pay for FY18, current year claims, creating equivalent savings for the General Fund. These actions will allow us to meet our current year benefit cost obligation, while still providing for partial pre-funding of future liabilities. Further, the current year savings resulting from these actions will help us to end FY18 closer to our reserve target of 8.9 percent, despite the unexpected shortfall in revenues. As stated above, this approach will be a one-time diversion from our policy of pre-funding retiree health benefits. My FY19 recommended budget assumes that full pre-funding will be restored in the coming year.

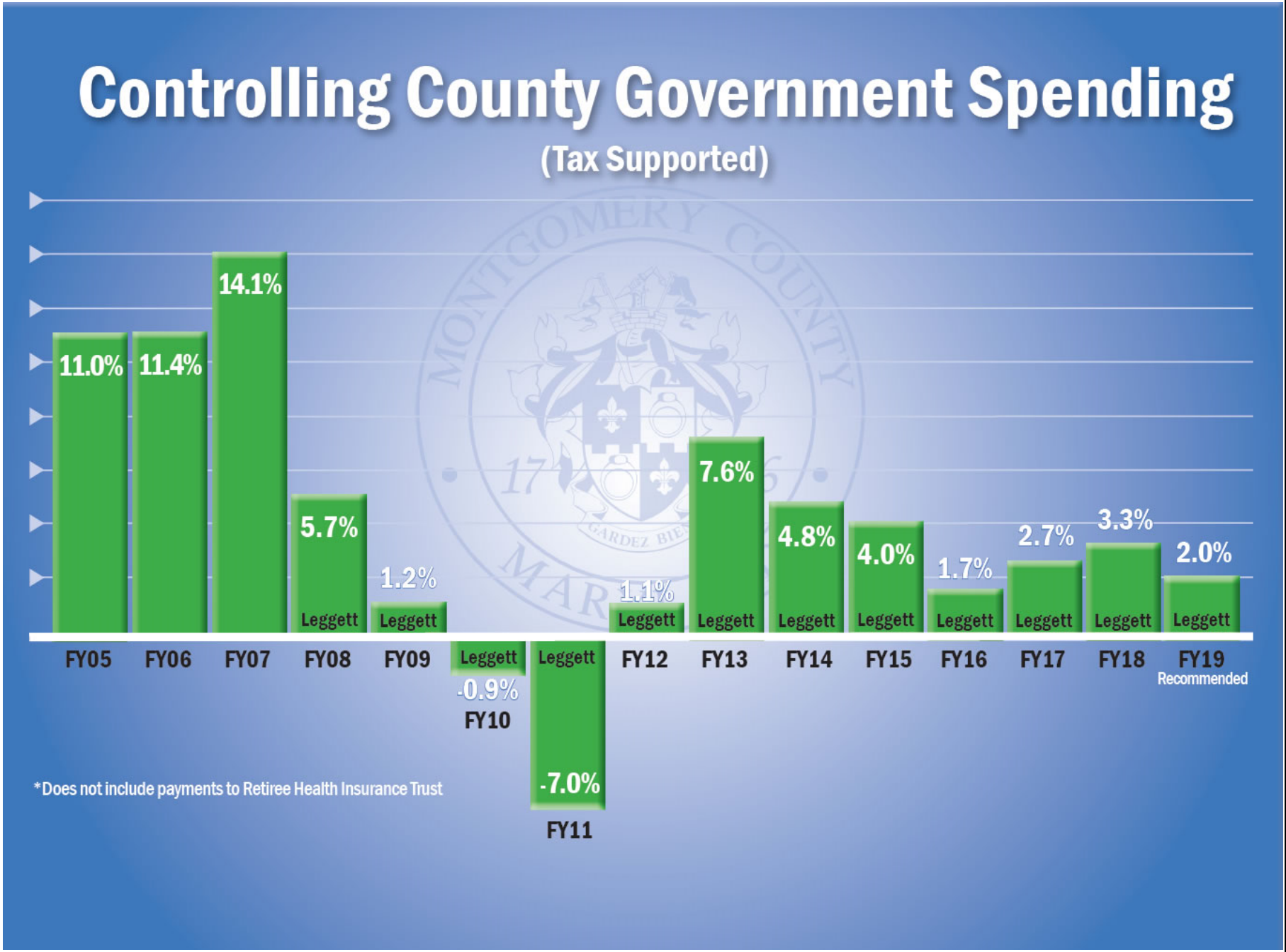
FUNDING THE BUDGET

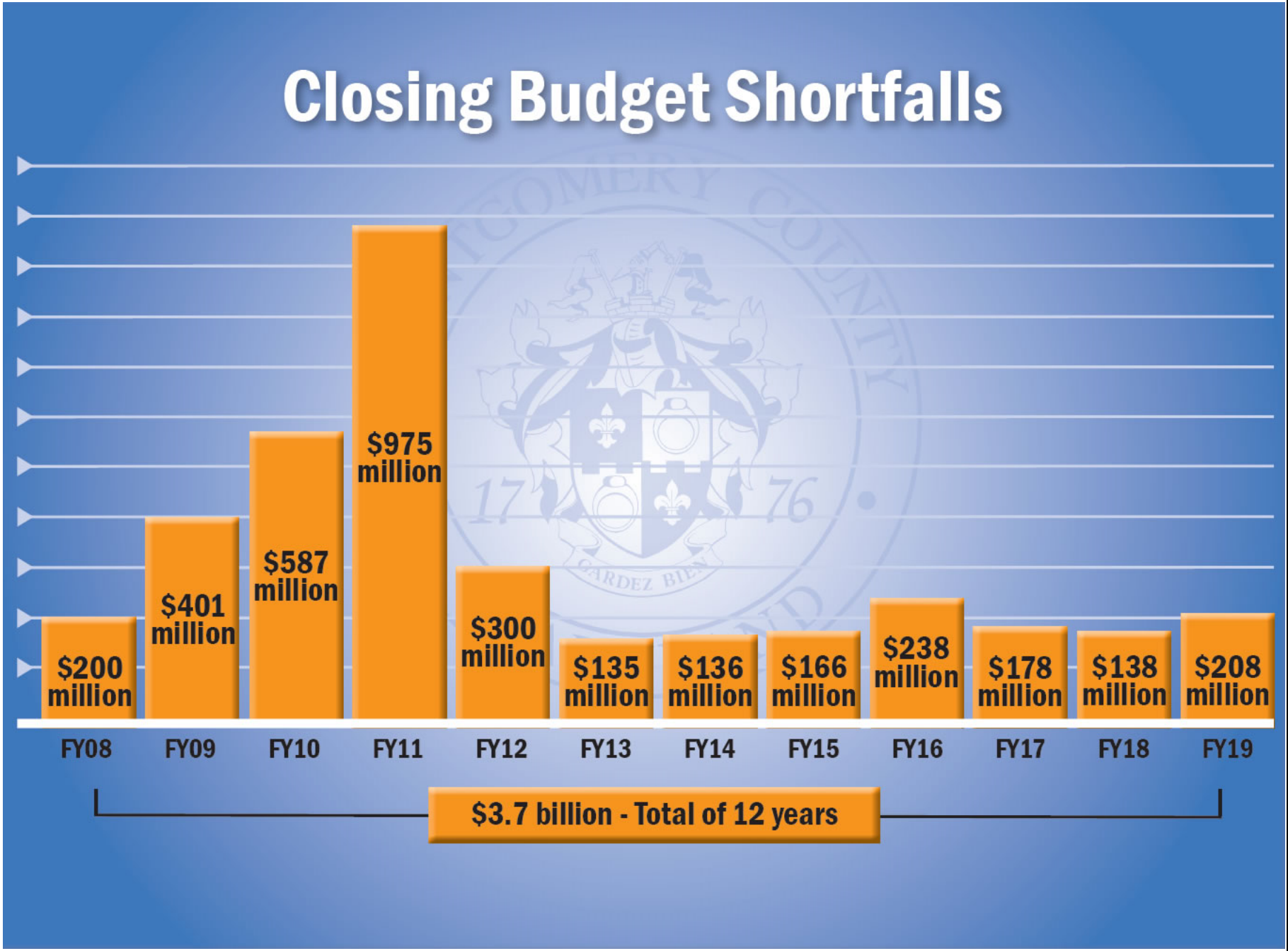
My budget includes a decrease of approximately two cents to the property tax rate. Due to increasing home values, the median County homeowner will see a $2.25 per month increase in property taxes over the next year, due to higher property values. As I noted above, holding taxes to the Charter Limit is appropriate given the significant increase in the property tax rate approved by the Council in FY17. 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.

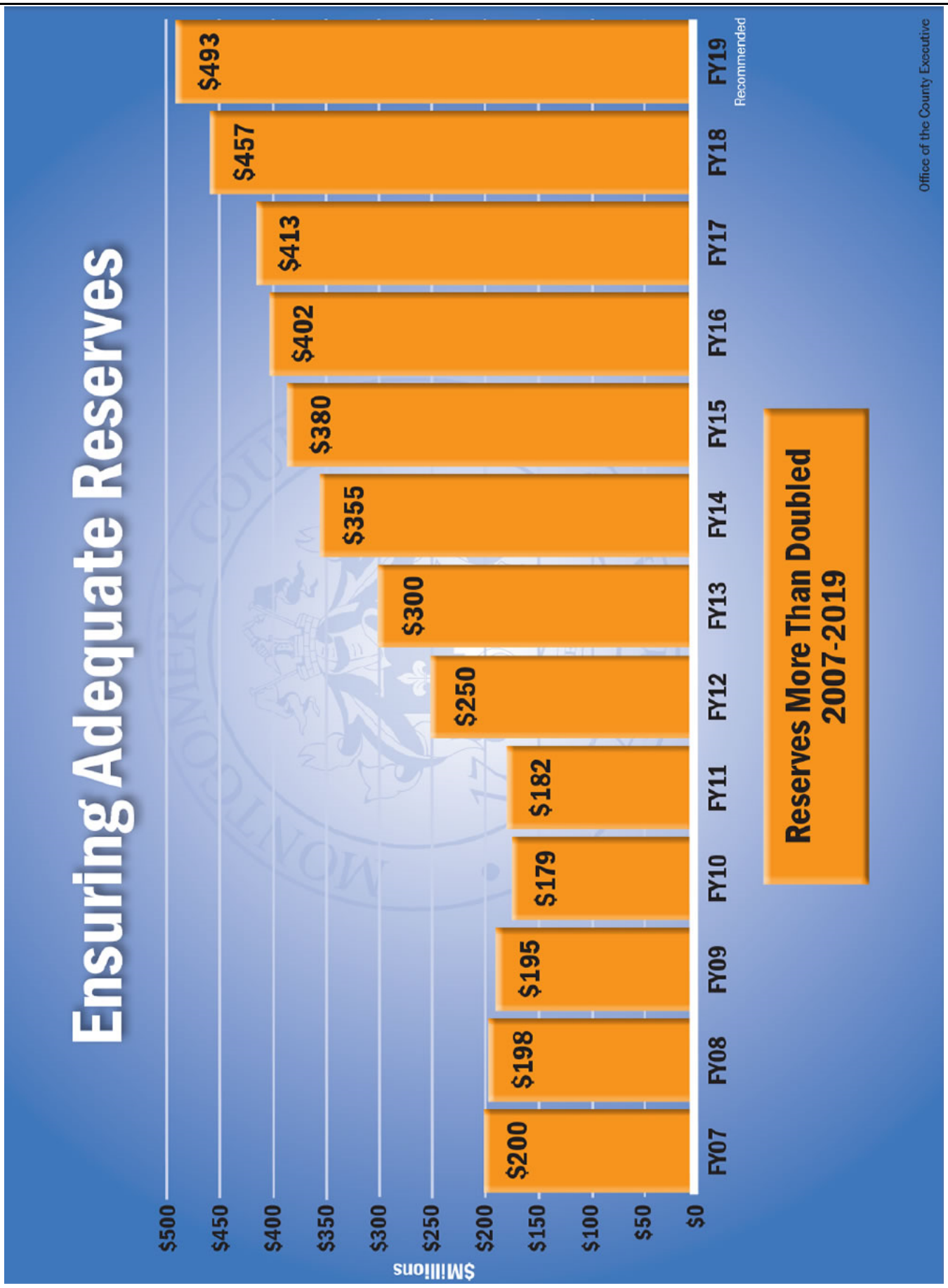
I am recommending no change to the Water Quality Protection Charge in FY19.

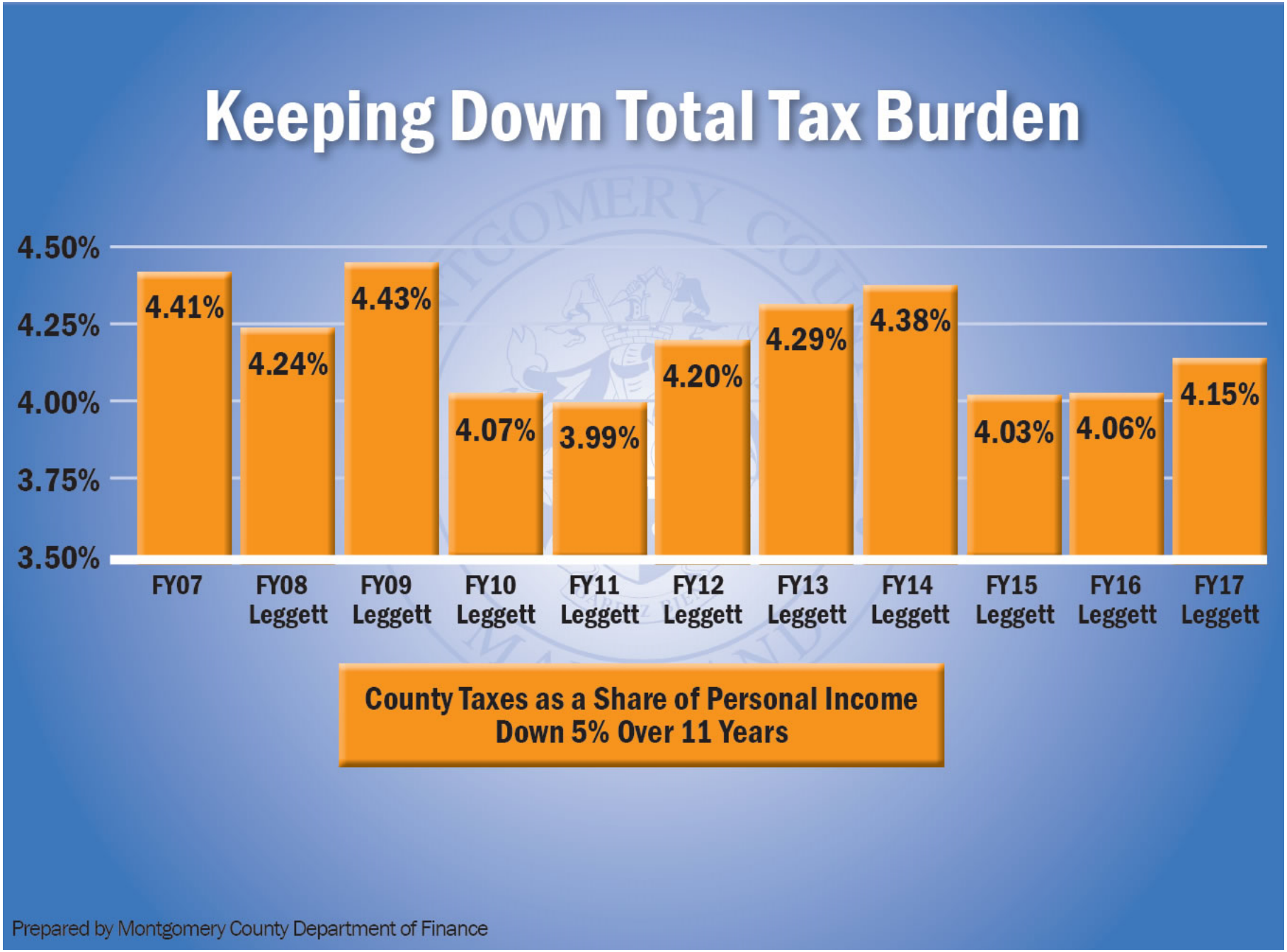
I am recommending no changes to the solid waste charges for County residents in FY19.

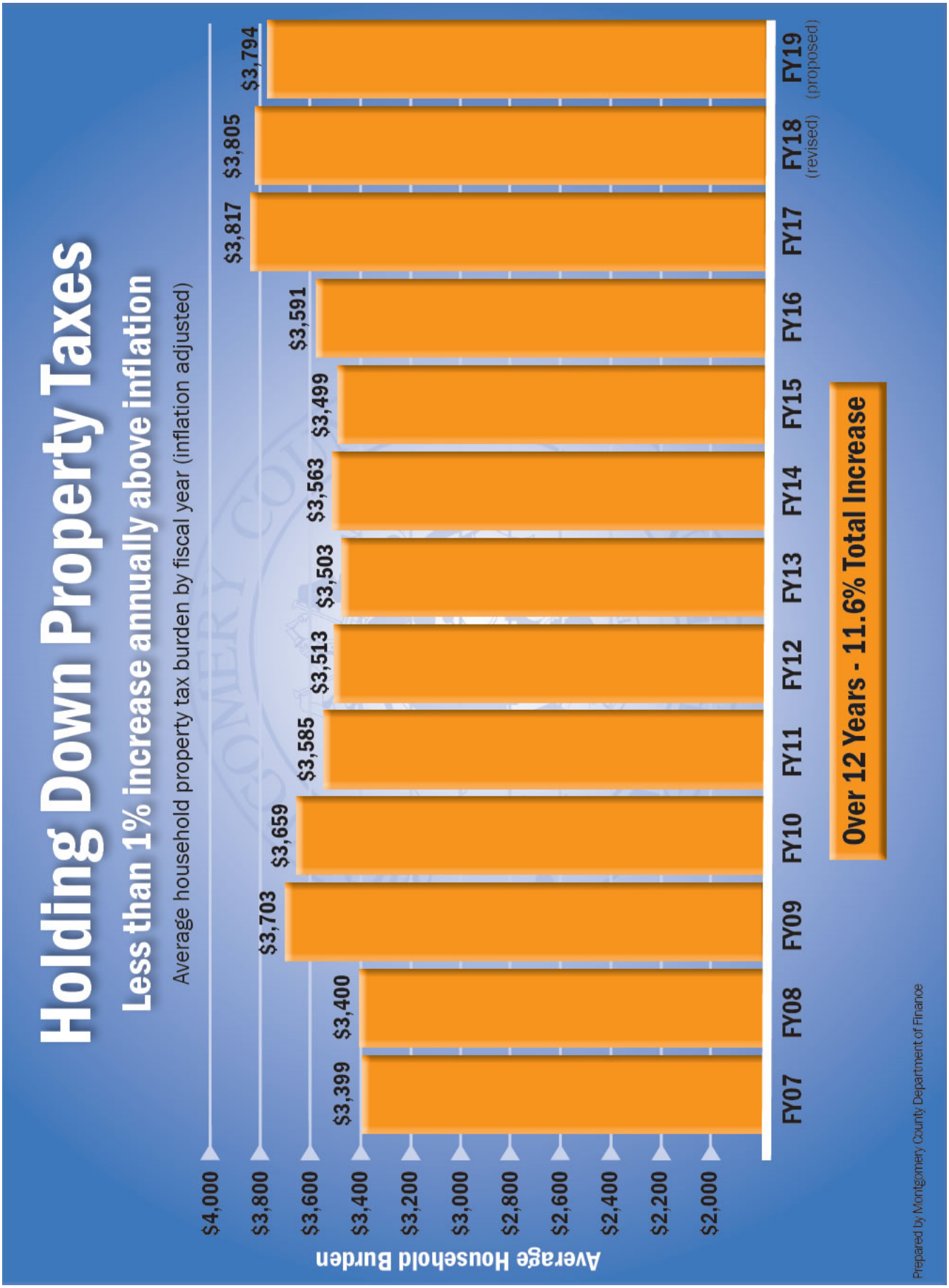
I am recommending a Washington Suburban Sanitary Commission budget that would result in an increase in water and sewer rates of 4.5 percent in FY19 in accordance with the budget recently proposed by the WSSC.

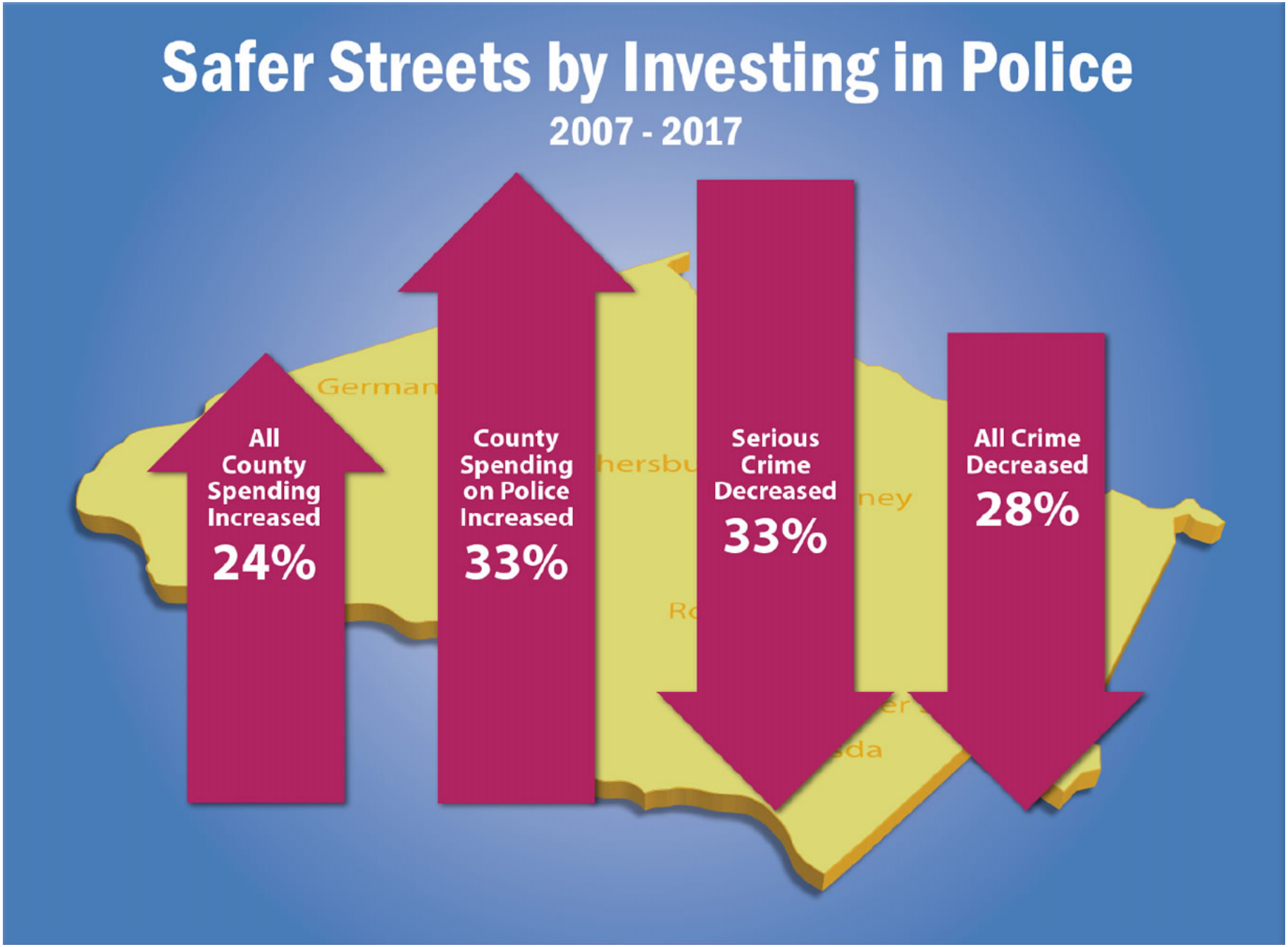

Controlling County Government Spending
(Tax Supported)
11.0%
11.4%
14.1%
5.7%
Leggett
1.2%
Leggett
Leggett
-0.9%
FY10
Leggett
-7.0%
FY11
1.1%
Leggett
7.6%
Leggett
4.8%
Leggett
4.0%
Leggett
1.7%
Leggett
2.7%
Leggett
3.3%
Leggett
2.0%
Leggett
FY05
FY06
FY07
FY08
FY09
FY12
FY13
FY14
FY15
FY16
FY17
FY18
FY19
Recommended
*Does not include payments to Retiree Health Insurance Trust


Closing Budget Shortfalls
$200 million
$401 million
$587 million
$975 million
$300 million
$135 million
$136 million
$166 million
$238 million
$178 million
$138 million
$208 million
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15
FY16
FY17
FY18
FY19
$3.7 billion - Total of 12 years


Ensuring Adequate Reserves
$Millions
$500
$450
$400
$350
$300
$250
$200
$150
$100
$50
$0
$200
$198
$195
$179
$182
$250
$300
$355
$380
$402
$413
$457
$493
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15
FY16
FY17
FY18
FY19
Recommended
Reserves More Than Doubled 2007-2019
Office of the County Executive


Keeping Down Total Tax Burden
4.50%
4.25%
4.00%
3.75%
3.50%
4.41%
4.24%
4.43%
4.07%
3.99%
4.20%
4.29%
4.38%
4.03%
4.06%
4.15%
FY07
FY08 Leggett
FY09 Leggett
FY10 Leggett
FY11 Leggett
FY12 Leggett
FY13 Leggett
FY14 Leggett
FY15 Leggett
FY16 Leggett
FY17 Leggett
County Taxes as a Share of Personal Income
Down 5% Over 11 Years
Prepared by Montgomery County Department of Finance


Holding Down Property Taxes
Less than 1% increase annually above inflation
Average household property tax burden by fiscal year (inflation adjusted)
Average Household Burden
$4,000
$3,800
$3,600
$3,400
$3,200
$3,000
$2,800
$2,600
$2,400
$2,200
$2,000
$3,399
$3,400
$3,703
$3,659
$3,585
$3,513
$3,503
$3,563
$3,499
$3,591
$3,817
$3,805
$3,794
FY07
FY08
FY09
FY10
FY11
FY12
FY13
FY14
FY15
FY16
FY17
FY18 (revised)
FY19 (proposed)
Over 12 Years - 11.6% Total Increase
Prepared by Montgomery County Department of Finance


Safer Streets by Investing in Police
2007 - 2017
All County Spending Increased 24%
County Spending on Police Increased 33%
Serious Crime Decreased 33%
All Crime Decreased 28%

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Accomplishments and Initiatives

A Responsive and Accountable County Government...

- Montgomery County received the following National Association of Counties (NACo) awards in 2017:

  - 100 Mile Challenge
  - A Comprehensive Stress Management Program for Correctional Employees
  - Building Community Bridges During Crisis - Flower Branch Apartment Explosion Response
  - CALMS - Case and Licensing Management System
  - Chill
  - Commercial Property Assessed Clean Energy Program
  - Community Action Board's Leadership Development Institute
  - Connecting Communities through Social Media
  - Development Intranet and Web Board
  - Food, Fun, Fitness and Fundamentals
  - GIS Data Collection of Culverts
  - Montgomery County GreenFest
  - Greenscapes: Expert GIS Map Creation in the Hands of GIS Novices
  - Licensing and Registration System
  - Maternity Partnership Oral Health Initiative
  - Mobile Automatic Vehicle Locator
  - Mobile Bikeways
  - Montgomery County STEER (Stop, Triage, Engage, Educate, and Rehabilitate) Program
  - Multifamily Loans Portfolio Management System
  - Nebel Street One-Way Separated Bike Lanes Project
  - One Student, One School & One Library Card at a Time
  - Ride On Route 301 - Tobytown Isolated Community
  - Risk Management Safety & Health

Highlights

- Safe Walk Home
- searchMontgomery
- Stakeholder-Designed Energy Benchmarking Program
- Sustainable Government Communication Initiatives
- Tech Connect
- Uninterruptable Power Supply/Battery Backup for Traffic Signals
- Watershed Restoration and Outreach Grant Program
- What Do I Check Out Next?

✪ Provide for community organizations that augment County services including $674,500 for community organizations serving the disabled, $884,298 for organizations providing senior services, $2,352,850 for Positive Youth Development programs, $595,700 for organizations providing public health services, and $609,100 for community organizations supplementing County behavioral health services. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective way than County Government. They are able to leverage community resources that are unavailable to County Government.

✪ Developed a native iOS app (Apple iPhone/iPad) to be used by housing code inspectors. The app integrates with the Department of Housing and Community Affairs' Code Case Management System and provides staff with an efficient tool to provide timely and accurate information while carrying out housing inspections.

✪ Designed, developed, and implemented the public facing OpenBudget (Operating & Capital) systems, based on output of the data, narratives, tables, and graphics directly from BASIS.

  - Capital Budget at montgomerycountymd.gov/capitalbudget
  - Operating Budget at montgomerycountymd.gov/operatingbudget

✪ Held the One-Stop Fair Housing Workshop for housing providers, realtors, rental agents, and real estate professionals with a focus on local, State, and Federal fair housing laws.

✪ Earned a fifth consecutive "Certificate of Excellence" from ICMA's Center for Performance Analytics.

✪ Awarded 2017 Top Innovator Honorable Mention Award from the Urban Libraries Council for Workforce Development Programs.

✪ Implementation of ActiveMONTGOMERY has helped to reduce the amount of time

to process online customer reservations during peak application periods in schools and other public buildings from an average of 6.8 days to 4.4 days. Overall community use hours increased 4%.

- Retained the County's AAA bond rating from all three major credit rating agencies in the Fall of 2017. In March of 2017, Fitch upgraded the Water Quality Protection Charge Revenue Bond Series 2012A and 2016 from AA to AAA and the West Germantown Refunding Bond Series 2014 from A+ to AAA .

- Trained more than 7,800 employees and volunteers on responsibilities under Title II of the Americans with Disabilitites Act, including specialized training for Public Safety employees.

- Incorporated three new alert groups into the Alert Montgomery System: all private schools, residents in the vicinity of the Resource Recovery Facility, and residents in the vicinity of the Department of Corrections and Rehabilitation facilities in Boyds.

- Developed the County's first "Vision Zero" strategic plan to reduce the number of pedestrian and bike related fatalities and severe injuries to zero by 2030.

- The Office of the Inspector General completed 35 preliminary inquiries and referrals during the year that addressed complainant allegations of fraud, waste, abuse, or the effectiveness and efficiency of programs and operations of County government or independent County agencies.

- Held the One-Stop Fair Employment workshop for County private and public employers with a focus on new local laws and State and Federal employment case law.

- Coordinated the 5th Annual Friendship Unity Picnic with the Committee on Hate Violence, advocating for community unity across racial, religious, and cultural lines; building awareness of the Partnership Fund which supports victims of hate violence incidents. The event was attended by over 2,500 participants.

- Awarded a National Endowment for the Arts (NEA) Big Read grant for Montgomery County.

- Based on the data generated from the Annual Rent Survey, DHCA relaunched the *Rental Housing Guide*, a browser-based, user-friendly listing of each multifamily rental complex in the County. The guide is sortable by rent range, location, senior housing, and affordable housing.

- Exploring public/private partnerships with Comcast to bring broadband to underserved rural areas of the Agricultural Reserve (Sugarland Road Project) and to promote Internet Essentials program that benefits low-income families and seniors.

- The County's Commercial Property-Assessed Clean Energy (C-PACE) Program completed its first project. A $1.4 million project that was the first of its kind in Montgomery County and the State of Maryland. The program was awarded a National Association of Counties (NACo) Achievement Award in FY17.

- Supported the Minority, Female and Disabled (MFD) program with $36 million or 19.74 % of dollars, awarded to MFD firms.

- Montgomery County Police Department was awarded reaccreditation for the seventh time by Commission on Advanced Law Enforcement Accreditation (CALEA), and the Crime Lab completed strenuous accreditation process through the American Society of Crime Laboratory Directors (ASCLAD).

- MC311 recently implemented Session Initiation Protocol (SIP) Trunking. As a result, MC311 can better plan for spikes in call volumes for weather events such as snow storms, or incidents that require an immediate increase of lines to the call center.

- Continued production of County Report This Week (CRTW), the award winning weekly half hour program produced collaboratively by members of the Public, Education, and Government (PEG) Governance Board. Topics include programs that impact County residents. CRTW airs on six PEG access channels, is available on demand and via mobile devices, as well on YouTube in English and Spanish.

- Expanded the Family Justice Center (FJC) Volunteer and Internship Program significantly in 2017. Additional interns support FJC legal partners and services. In total, volunteers and interns contributed an average of 86 hours per week to the FJC, or about 4,500 hours for the full year.

- The DLC Legislative Outreach Program received the 2017 National StateWays Best Practices Award.

- Oversee on-going cross-departmental working groups to ensure the most effective resource allocation in the following policy priorities: Positive Youth Development; Senior Programs and Services; Information Technology, including eDiscovery; Criminal Justice; and Pedestrian Safety-Vision Zero.

- Implemented more productive and energy efficient Xerox iGen 5 digital press to replace the Xerox 1000 in the Print Shop, at no additional cost to the County.

- Improved the MC311 home page by offering translations in seven different languages, to make the page more user-friendly. MC311 created over 4,400,000 requests for service since it's launch on June 17, 2010.

- Installed solar photovoltaic systems on five county facilities totaling 3.3 megawatts in capacity, reducing energy costs by $15 million over the next twenty years, and

reducing greenhouse gas emissions.

- Launched MontgomeryCodes to provide STEM coding, web design and Arduino instruction to 81 students, coding workshops to 300 young people, train 40 students to form a "Coder Corps" to teach coding to middle and elementary school students.

- Implemented the Income Tax Offset Credit module in the Tax Assessment System that removes the $692 credit to non-eligible properties. As of March 1, 2018, 5,727 accounts have been removed, saving the County nearly $4.0 million.

- Performed a security assessment of all operations in the County that accept credit cards payments to ensure compliance with the Payment Card Industry Data Security Standard (PCI-DSS).

- Continued outreach efforts to promote open data, government transparency, budgeting processes, and to solicit community input into the development of the Operating and Capital 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 Leadership Montgomery's CORE Leadership class and Emerging Leaders programs, Montgomery County Taxpayers League, Greater Olney Civic Association and presented a session on local government budgeting for a budgeting and financial management class at American University; OMB representatives presented at the Maryland Association of Counties (MACo) Winter Conference, and met with representatives from Baltimore City and Mecklenburg County, North Carolina to promote BASIS and OpenBudget System. Budget presentations were conducted for visiting dignitaries from the People's Republic of China and the Philippines.

- Partnered with Montgomery College to support the College's Paralegal Studies program by providing students in the program with access to the Circuit Court's Law Library legal research materials.

- Initiated litigation against opioid manufacturers and distributors with assistance of outside counsel, Robbins Geller Rudman & Dowd LLP.

- Received the GFOA Distinguished Budget Presentation Award for the County's FY17 annual operating budget document.

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY16 Comprehensive Annual Financial Report (CAFR), the 47th year for this achievement.

Affordable Housing in an Inclusive

- Invest over $51.6 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, $1.01 billion has been invested in support of affordable housing, leveraging $1.17 billion in non-County funding.

- In support of affordable housing, preserved 238 affordable units, or 30 percent of the 764-unit property, Hamptons at Town Center.

- Secured 38 affordable units at Towne Crest Apartment and Townhomes by executing a multiyear rental assistance agreement.

- Expanded the County's permanent supportive housing project called the Housing Initiative Program. Policy and structural changes were made to better align with Housing First principles and meet the service needs of households experiencing chronic homelessness.

- Continue the County's commitment to affordable senior housing by providing gap financing for the Victory senior housing project in Damascus. This proposed 72-unit, newly-constructed, mixed-income senior rental property will contain 65 units affordable to seniors at between 30 and 60 percent of the area median income (AMI).

- Continue to use resources from the Montgomery Housing Initiative (MHI) Fund to support rental assistance programs in the Departments of Housing and Community Affairs (DHCA), Health and Human Services (HHS), and the Housing Opportunities Commission (HOC). Over 3,000 households are projected to be assisted in FY19.

- Provided a commitment of gap financing to the Housing Opportunities Commission (HOC) for 150 units of affordable senior housing to be developed as part of the Upton II development in downtown Rockville. This project will replace the senior housing at Towne Center in Rockville and provide 112 units of affordable senior housing serving residents at or below 60 percent of area median income (AMI).

- Launched an enhanced weatherization program aimed at reducing energy-related expenses for residents with limited incomes.

- Expand and restructure the Rapid Re-Housing (RRH) Program to increase the system's capacity to serve families and youth, shorten the length of stay, enhance support services, and offer more flexibility in rental assistance. Funding from the

Highlights

State creates capacity to serve an additional 15 households with youth in the RRH program.

- Preserved over 80 units of Moderately Priced Dwelling Units (MPDUs) at the Morgan and Milestone Apartments through the MPDU Preservation Initiative.

- Provided gap financing for the development and construction of 110 units of affordable housing for households earning between 30 and 60 percent of the area median income (AMI) near the Shady Grove metro station. The project is expected to begin construction in Fall of 2018.

- Completed Churchill Apartments II, a 133-unit independent senior living property in Germantown. The property provides 121 affordable units to seniors earning between 50 and 60 percent of the area median income (AMI).

- Utilized the Right of First Refusal to secure 70 units of affordable housing at Seneca Village and purchase a six-unit property that will support families at risk or experiencing homelessness.

- Developed a family housing screening instrument to train and pilot a common screening and assessment tool embraced by national experts called the Family Vulnerability Index - Service Prioritization Decision Assistance Tool (Family VI-SPDAT) to accurately and objectively determine the most appropriate housing intervention for each household and place them in permanent housing as quickly as possible.

- Continue the County's efforts to tackle veteran homelessness through its support of Veterans Affairs Supportive Housing (VASH) vouchers and the Zero 16 Campaign to End Veteran Homelessness. Recurring funding is available for non-VASH vouchers for housing and supportive services to ten Veterans who are homeless in the County and are not eligible for VA vouchers due to discharge status. The County has received 93 VASH vouchers between 2008 and 2016, each worth an average of $12,828 per year or $1.19 million per year in housing subsidies.

- Launched the Renters Have Rights marketing campaign to educate renters about County services that help to ensure housing safety, mediate conflicts, and provide tenant advocacy. This campaign included a press event, radio public service announcements, local television spots, bilingual bus ads, doorhangers, social media, apartment lobby signs in six languages, and flyers distributed to elementary schools.

- Conducted over 25,000 housing code inspections, mediated nearly 650 landlord-tenant disputes, and conducted nearly 70 first-time/MPDU (Moderately Priced Dwelling Unit) homebuyer classes for nearly 4,000 households interested in becoming homeowners.

- Continue to receive funding from Federal grants (Community Development Block

Grant (CDBG), the HOME Investment Partnership Grant (HOME), and the Emergency Solutions Grant (ESG)), which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.

An Effective and Efficient Transportation Network...

- Starting in January 2019, Ride On will operate a new pilot neighborhood service from Olney into Rockville with smaller, ADA accessible circulator buses that are more reasonable and flexible to operate along small neighborhood roads. Buses on the new circulator routes will run every 10 minutes during rush hour and will take all current forms of fare media. Transferability to other buses and Metrorail will be easier and provide easier access into the neighborhoods. A new "app" to arrange for pickup should attract new riders and revitalize transit use in these areas.

- Retained State funds necessary to allow the planned light rail line between Bethesda and New Carrolton (Purple Line) to move forward.

- Successfully implemented Ride On ExtRa, a new limited stop service from Lakeforest Mall in Gaithersburg to the Medical Center Metrorail Station in Bethesda.

- The new Wheaton Reedie/Grandview Ave. Garage will feature new LED lighting fixtures, electric vehicle (EV) charging stations, low emission vehicles preferred parking spaces, and increased security measures through additional cameras and panic buttons. The Wheaton Office building will be the first LEED Platinum certified government facility in Maryland featuring a geothermal system and solar panels in the roof areas.

- The Department of General Services' Fleet Management is one of the first government fleets in the United States to purchase Chevrolet Bolt Electric Vehicles (EVs). With a range of over 200 miles, the additional capacity allows the County to accomplish its mission in an energy efficient manner. The Bolts' internal combustion engine uses no oil and has zero emissions.

- Resurfaced 303 lane miles between the Residential Resurfacing, Depot Patching and Paving, Permanent Patching, Slurry Seal Resource Allocations. Conducted eight projects along Rural and Rustic Roads. Over the course of this 10-year program, DOT has repaired/replaced 2,731 lane miles of roadway.

- Highway Services used 56,000 tons of recycled asphalt on resurfacing projects. These efforts not only help save money on materials, but they are also good for the environment. Additionally, all leaves collected during the leafing season are turned into compost, sold to local hardware and lawn care stores, and the profits are

reinvested in the program.

- Successfully obtained a Federal bus emissions grant to support infrastructure and purchase costs for new electric buses in FY19.
- Enhanced Seniors Ride Free program with extended hours of service on Saturdays for both Ride On and Metrobus service riders in Montgomery County.
- Starting in May 2018, provide new US 29 Ride On overlay service to alleviate traffic congestion in this major thoroughfare.
- Increased Ride On service in the Clarksburg area to shopping outlets and Shady Grove Metrorail.
- Responded to eight storm events totaling seven inches of snow accumulation. Highway Services treated 5,200 lane miles of roadway.
- Repaired/restored 150 vehicle sensors at intersections, retimed 102 traffic signals to implement new pedestrian crossing timing and vehicle clearance timing standards, rebuilt 3 traffic signals, and upgraded 10 county owned signals to accommodate ADA and accessible pedestrian signals (APS) pedestrian access. In addition, replaced equipment at 60 Uninterrupted Power Supply locations.
- The Department of Transportation's Parking District Services will participate in a joint development partnership with Fairfield Residential Company, LLC to redevelop Fenton Village Public Parking (Lot 3) into a vibrant mixed-use development at Studio Plaza with approximately 152 public parking spaces.
- Installed electric vehicle charging stations in parking garages located in Bethesda, Silver Spring, and Wheaton. Additional facilities pre-wired for installation of EV charging stations.
- Implemented a demand pricing model in the Bethesda Parking Lot District to redistribute parking demand to underutilized facilities and increasing space availability in high demand facilities. The objective is to decrease traffic circulation and increase customer satisfaction.
- Converted single-space meters to multi-space meters in Parking Lot Districts that provide customers multiple and convenient payment options (coins, bills, credit card, and pay-by-cell) and a customer friendly parking experience.
- Enhanced pay-by-cell payment options by introducing a new pay-by-cell vendor, ParkMobile in addition to the existing pay-by-cell vendor MobileNOW. Negotiated multiple payment methods including a pay-as-you-go option and a mobile wallet option and reduced service fees.
- Upgraded pay-on-foot systems in three parking garages to enhance data security,

provide data redundancy, and improve level of service.

- The survey unit utilized lidar (light radar) technology to capture virtual 3-D topography that reduced field work and increased field safety. The lidar process decreased the amount of time for survey completion. The technology has been utilized for projects and by the Division of Parking.

- Completed biennial inspections of 178 bridges and renovations for 28 bridges. Completed major bridge and/or storm drain improvement projects along Zion Road, Kingstead Road, Wildcat Road, Bel Pre Road, Sunflower Road, Connecticut Avenue, and Serpentine Way.

- Managed the Wheaton Redevelopment project to include mitigation and closure activities including community outreach and communication.

- Completed 23,768 linear feet of sidewalk.

- Installed the first four Rectangular Rapid Flashing Beacons (RRFB) on the Bel Pre Road corridor and on Westlake Drive. Four additional locations are currently under design.

Children Prepared to Live and Learn...

- In collaboration with Montgomery County Public Schools (MCPS), the Community Use of Public Facilities' promotes the safe use of schools with updated polices and information resources posted online that support initiatives related to youth protection, concussions, synthetic turf, and compliance with facility use guidelines.

- Working with Montgomery County Public Schools (MCPS) to make Chromebooks available to allow children and their parents in all branches to familiarize themselves with the technology they will be using in the MCPS classroom. Montgomery County Public Libraries and MCPS share information and assist with training.

- Implement the 1,000 Books before Kindergarten Reading Program in March 2018.

- Create a new Paint Branch and Springbrook Cluster Project to implement a comprehensive approach to improve student achievement in the East County Area.

- Fund two crossing guard positions for the new Richard MontgomeryElementary School.

- Montgomery County Public Libraries:

- completed distribution of library cards to all students at 133 Elementary Schools;
- hired an Early Literacy and Children's Services Program Manager;
- held area-wide Diversity in Children's Literature Symposium;
- implemented revised and improved Go! Kits to branches;
- introduced STEM learning activity crates for programming;
- trained library staff on digital media;
- expanded Early Literacy Center at the Silver Spring Library; and
- established the Jan Jablonski Early Literacy Training Center.

✪ Served 9,959 patrons at the Court's Family Law Self-Help Center. The Kids Spot child waiting area served 1,046 children.

✪ MOCO Got Talent Youth showcased at AMP by Strathmore venue and helped young people raise more than $4,000 for Hurricane Relief for Texas and Florida.

✪ Implement two new Excel Beyond the Bell (EBB) Elementary School sites - Harmony Hills Elementary School and JoAnn Leleck at Broad Acres Elementary School -- to bring EBB Elementary Schools to a total of four sites.

✪ Data analysis of the Linkages to Learning Program was enhanced by evaluating the Family Case Management services using the Massachusetts Family Self-Sufficiency Ladders and Assessment Scale, a nationally recognized standard.

✪ The Working Parents Assistance (WPA) Program received additional funding in FY17 for WPA Subsidies and supplemental vouchers to the State Child Care Subsidy Program. The funding provided an additional 556 children with WPA vouchers, and 555 children with supplemental vouchers to their State Child Care subsidy.

✪ Strengthened efforts to ensure all youth have a permanent, safe home resulting in 15 adoptions and 36 cases closed to custody and guardianship. In collaboration with MCPS, implemented a shared data platform so that social workers, and foster and adoptive parents can track and improve educational outcomes for their children.

✪ Expand the Pregnant and Parenting Teen Speaker Series to additional high schools. Partners in this program include Montgomery County Public Schools (MCPS), Generation Hope, Montgomery County Public Libraries (MCPL), Holy Cross Maternal Health, CCI TAYA, the State Attorney's Office, WIC, and Aspire Counseling.

- Add funds to support School Health Room staffing for the new Richard Montgomery Elementary School.

- Managed the health needs of 18,093 children in MCPS with chronic conditions including asthma, diabetes, and life threatening allergic reactions; and handled 656,410 student visits to MCPS health rooms.

- Doubled grant funding for services such as on-site behavioral health screenings and groups for youth on topics of substance use prevention and coping skills. In FY17, 125 youth participated in groups.

- Established on-site behavioral health treatment at Kennedy High School, White Oak Middle School, and Montgomery Blair High School during FY17 and FY18.

Healthy and Sustainable Communities...

- Established a "Cigarette Butt Litter Campaign" in the Silver Spring Urban District (SSUD), providing cigarette smoking poles to businesses on Georgia Ave. and Fenton St. This campaign allows businesses to encourage patrons to use the smoking poles instead of cluttering the tree pits and sidewalks, saving considerable time and effort for SSUD staff.

- The Maryland State Arts Council recognized the Wheaton Arts and Entertainment District in the Wheaton Urban District (WUD) with the 2017 Award for Outstanding Achievement. The award recognized Wheaton's efforts in highlighting its unique mix of artistic and cultural traditions, the establishment of new initiatives and partnerships, and its thoughtful approach to developing a strategic plan to guide Wheaton through a period of redevelopment in the coming years.

- Distributed neighborhood matching funds through the Regional Services Centers (RSCs) to grassroots-based neighborhood groups to undertake hyper-local events to build communities, including block parties, special neighborhood gatherings, and community conversations.

- Led an effort to find a carbon reduction packaging alternative for the County composting operations. The Department of Environmental Protection (DEP) was able to identify a bagging product composed of sugarcane bioplastic, a carbon-negative product that will help the County reduce its carbon footprint.

- Include funding for development and implementation of a non-residential food waste composting program in FY19.

- Managed the Green Business Certification Program, developed in conjunction with

the Montgomery County Chamber of Commerce, which recognizes more than 80 County businesses and organizations that take steps to reduce their ecological footprint, demonstrating innovative leadership and helping the County transition to a sustainable future.

- Implement programs for residents and businesses designed to help them reduce their environmental footprint and save money. Included among these are the Energy Coach network, designed to help residents reduce their energy use and costs; Tree Montgomery, which continues to grow the number of trees planted each year; and expansion of the Green Business Certification program to recognize additional businesses, such as farmers, who adopt sustainable business practices.

- Evaluate progress in meeting the requirements of the County's Municipal Separate Storm Sewer System (MS4) permit using data and information to show continued progress towards restoring 3,778 impervious acres.

- Completed the largest solar project at a County facility to date located at the Montgomery County Correctional Facility. Solar and other advanced energy technologies on County facilities provide energy independence, environmental protection, and cost savings.

- Reduced 11,351 pounds of total phosphorus in several watersheds including the Anacostia and Rock Creek. Reduced 20,986 pounds of nitrogen in the Anacostia watershed.

- Supported, in partnership with the Department of Finance, eleven commercial property assessed clean energy (C-PACE) projects totaling more than $7.6 million. Additionally, DEP led the establishment of the Montgomery County Green Bank. Continue to support the Green Bank initiatives as new financing products and mechanisms are made available to local businesses to increase the implementation of energy efficiency and renewable energy projects.

- Completed construction of the Paper Processing Facility at the Recycling Center, for separating mixed paper into two commodities; corrugated cardboard and other mixed paper. This new facility allows for the bailing of commodities for sale.

- DEP's Watershed Restoration Grant Program has awarded 23 grants in the amount of nearly $1 million through two competitive grant rounds.

Safe Streets and Secure Neighborhoods...

- Placed in service the following fire apparatus in FY17: 5 aerial ladder trucks, 20 emergency medical services (EMS) units, and 1 mobile command unit. In addition,

2 tankers and 4 brush engines were ordered. Major apparatus purchases in process for FY18 include pumpers, EMS units, heavy rescue squads, and an aerial ladder truck.

- Montgomery County Fire and Rescue Service was awarded a Federal SAFER grant that will provide $1.5 million to fund ten additional firefighter positions and bring two fire suppression units to four-person staffing.

- Purchased a replacement flashover simulator that has been used regularly for over ten years for live fire training through a $155,000 Assistance to Firefighters Grant award.

- The Office of Intergovernmental Relations worked collaboratively with the Departments of Police and Transportation to obtain legislation that increases the maximum civil penalty from $250 to $500 for a violation recorded by a school bus monitoring camera for failure to stop for a school vehicle.

- The Mental Health Courts in Montgomery County's Circuit and District Courts, opened in December 2016 and January 2017 respectively. The Office of the State's Attorney in cooperation with the Sheriff's Office, the Department of Health and Human Services, and the Circuit and District Court implemented these problem-solving courts to divert eligible defendants who have committed low-level crimes because of a mental illness into treatment and away from jail, thus improving public safety by reducing recidivism and helping participants regain productive lives. Mental Health Courts help break the cycle of repeated arrests by addressing the cause of the criminal behavior.

- The Investigative Services Bureau adjusted its internal policies and procedures in response to the opioid epidemic to handle each fatal overdose that results in death as a homicide investigation.

- The Departments of Emergency Management and Homeland Security and Health and Human Services partnered to establish the Opioid Intervention Team to streamline management of the opioid crisis by bringing together departmental, private, and non-profit stakeholders.

- In an effort to reduce 911 calls, ambulance transports and emergency room visits, Fire and Rescue Service partnered with the Department of Health and Human Services to implement the Mobile Integrated Health Services Program, which provides regular home health care visits and other services for patients that had been repeatedly transported by ambulance to hospital emergency rooms.

- Three engines, serving Cabin John, Glen Echo and Bethesda, were upgraded to four-person staffing and now have a paramedic assigned. This addition reduces response time to medical emergencies in those areas.

- The County's new Next Generation 911 service is scheduled to go live in FY19, allowing the Emergency Communications Center to receive emergency communications in new ways, including by text and with photographs.

- Increase funding in the Department of Correction and Rehabilitation for substance abuse testing kits to support 25,000 additional full panel drug tests to screen for opioid use.

- Enhance the County's response to gang activity by adding 4 sworn officers and 2 civilian crime analysts through a FY18 supplemental appropriation which is recognized in the FY19 recommended operating budget.

- Include a new social worker position to the Department of Health and Human Services and assign this social worker to the Police Department to assist with calls to individuals with behavioral health and/or drug abuse concerns.

- Secured Homeland Security grant funding for a full body scanner to enhance institutional safety and security by controlling contraband introduction into the DOCR secure facilities.

- Fully implemented the Stop, Triage, Engage, Educate and Rehabilitate (STEER) Program, which deflects low-risk individuals with substance abuse disorders away from the criminal justice system and directly into community-based treatment.

- During the 2017 school year, the State's Attorney's Office hosted 60 volunteer students who donated over 17,200 hours of their time. These students help screen cases, conduct legal research, contact victims and witnesses, and prepare cases for trial. Their service to the office equates to over eight full-time positions.

- The County's new computer-aided dispatch (CAD) system, which handles every call received by 911 went live in April 2017.

- In October 2017, the Montgomery County Domestic Violence Coordinating Council (DVCC) launched a domestic violence outreach campaign utilizing County RideOn buses and bus shelters throughout the County with signage and contact information for the Family Justice Center and the Abused Persons Program.

- Increase funding in support of the Strong Families Initiative, a joint project with the Catholic Charities of the Archdiocese of Washington. This program seeks to enhance family resilience in an effort to address risk factors that increase the likelihood of a young person joining a gang.

- Transitioned to the FBI's National Incident Based Reporting System (NIBRS) for crime reporting, the first agency in the Sate to undertake this effort.

- In 2017, the Domestic Violence Assessment of Lethality and Emergency Response Team (ALERT) was reformatted into a primarily electronic collaboration. The new

format allows the collaborative discussion of active domestic violence cases in which there was a high risk of lethality to occur in real time via e-mail, allowing the team to communicate and respond more efficiently and effectively. The team continues to meet in person on a bi-monthly basis to provide ongoing updates on ALERT cases as they become available.

- The Montgomery County Public Safety Training Academy consolidated the functional and specialized training required for all law enforcement officers by using technology and realistic scenario-based training.

- Conducted community preparedness and public outreach activities to ensure the community understands how to prepare for emergencies with a goal of providing 100 presentations/events this fiscal year, and added new materials in Korean, Vietnamese, Russian, and Amharic.

- In support of pedestrian safety, continue to identify County and State laws, policies, and regulations that hinder the County's progress towards Vision Zero.

- Completed the rollout of body-worn cameras to all patrol officers in Montgomery County Police Department.

- Obtain legislation extending rights-of-way privileges to pedestrians regarding bicycles, play vehicles and unicycles on a sidewalk or in a crosswalk through the collaborative efforts of the Office of Intergovernmental Relations and the Departments of Police and Transportation.

Strong and Vibrant Economy...

- State budget includes a $7 million retention incentive package in FY18 for a international hospitality company to construct its new headquarters in Montgomery County, contingent on a capital investment of at least $500 million and retention of at least 3,250 eligible full-time employees. This is the first installment of a four-year $22 million package.

- Provided approximately $537,500 in MOVE grants in FY17 to attract 20 companies occupying over 72,000 square feet of Class A and B office space and bringing 128 jobs to the County. As of February 2018, provided approximately $776,688 in MOVE grants to attract 20 companies occupying over 105,566 square feet of Class A and B office space and bringing 45 new jobs to the County. In FY19, the County will continue funding support for the MOVE program to assist businesses, including craft breweries, cideries, wineries, and distillers, in leasing office space to support their growth.

- In FY18, the County has offered $1.3 million in incentives to six companies to facilitate $63 million in capital investment, retain 1,065 jobs, and bring 325 new jobs as of March 2018.

- Facilitated the retention and expansion of a provider of mission critical information technology services and solutions for the Federal government, to create 215 new jobs in the County.

- Support increased interest in the economic development of the County's agricultural reserve through tourism by participating on the Agritourism Study Advisory Committee that was initiated in November 2017. The stakeholders include the Office of Agriculture, the Department of Permitting Services, the Maryland-National Capital Park and Planning Commission (MNCPPC), and the Montgomery Countryside Alliance (MCA).

- Enhance the Microlending Program by adding funds to provide County entrepreneurs with access to critical financing for their business expansion and growth.

- Launch of the Montgomery County Small Business Assistance Program (SBAP) aimed at assisting certain small businesses located in the County that are adversely impacted by a County-funded redevelopment project or a redevelopment project located on County-owned property. Increase funding to the Small Business Assistance Program to assist eligible small businesses adversely impacted by the County's Wheaton Redevelopment project.

- Provided more than $466,000 in Biotechnology Investment Incentive Tax Credit supplement grants in 2017 to 70 investors that support investment in 13 County-based early stage biotech companies to grow the biotechnology industry in the County.

- Provided $110,895 in Cybersecurity Investment Incentive Tax Credit supplement grants in FY17 to two qualified cybersecurity companies for locating its headquarters and base operations in the County.

- Enhance business retention and expansion services by adding funds to disburse grant payment for a biotechnology company in the County that focuses on the development and commercialization of innovative products to address the unmet medical needs of patients with chronic and life-threatening conditions.

- The Department of Environmental Protection (DEP) and the Department of Permitting Services (DPS) collaborated to revise an agreement with Solar City to establish 4-MW solar power arrays on top of the closed Oaks Landfill. Construction will begin in FY18 and operation is scheduled to begin in FY19. The sale of electricity will increase revenue for the landfill.

- Incentivize the creation of 190 new jobs by providing a new jobs tax credit to a real estate investment company in downtown Bethesda.

- Provide $300,000 from the County in conjunction with $600,000 from the State to assist with the relocation of a premier lodging real estate company's headquarters to downtown Bethesda; a $30 million project retaining 189 jobs.

- Provide a $100,000 conditional grant to a biotechnology firm that develops anti-malarial vaccines to expand in the County while creating 47 new jobs.

- Encourage a vibrant economy by improving the Department of Liquor Control's retail operations including the consolidation and renovation of select retail stores in the County.

- Generated $128 million in new small business loans, 285 new jobs, and $249,000 in interest income in 2016 as a result of the County depositing up to $50 million with participating local banks through the County's "Small Business Plus!" program, now in its fifth year. Since the program's inception in 2012, a total of 1,354 new jobs have been created and $608,000 in interest income has been generated.

Vital Living for All of Our Residents...

- Reached consumers and businesses for whom English is not their primary language through the Office of Consumer Protection (OCP) and launched a "*Language Friendly*" outreach program. This multiprong effort included: translating consumer protection information into several languages (Korean, Chinese, Amharic, French, Vietnamese, Russian, and Spanish); placing consumer education information and advertisements in Korean and Chinese language newspapers; and recruiting bilingual volunteers to be available in the OCP office during specified days of the week.

- Worked collaboratively with the State delegation to expand an existing local option property tax credit for retired military to include civil commissioned officers working with the U.S. Public Health Service or National Oceanic and Atmospheric Administration (NOAA).

- Transitioned the Human Trafficking Task Force from a task force to a committee, and worked with the Maryland Coalition Against Sexual Assault on the passing of State legislation (House Bill 429/Senate Bill 217) nicknamed, "No Means No!"

- Facilitated the East County Job Fair, which connected employers with job seekers, and provided a series of workshops for job seekers and small business start-ups with skill development.

- Processed 259 tree plans, protected 421 roadside trees, required 206 roadside tree plantings, and collected $95,850 for Department of Transportation (DOT) roadside tree planting program.

- Expand a partnership with Strathmore for the East County Arts Initiative, including East County Strings, Bloom Concert Series, and begin a programming partnership for the re-opening of the Good Hope Neighborhood Recreation Center in the Fall of 2018.

- Expand the outreach and communication plan for the RecAssist subsidy program to include reminders to customers and outreach for referrals to Health and Human Services, Linkages to Learning, Montgomery County Public Schools, and other community agencies.

- Formed volunteer panels of State, County, and private organizations to address the varied needs of Drug Court and Mental Health Court participants.

- This year, the Family Justice Center (FJC) further expanded its pro bono legal services by inviting Jewish Coalition Against Domestic Abuse (JCADA) to expand their role at the FJC. Previously, JCADA was on-site one day per week, and provided only counseling services to clients. JCADA now offers expanded services and will soon be on-site for additional days per week.

- In October 2017, the Office of Agriculture (OAG) partnered with the Maryland Department of Agriculture (MDA) to host the Annual Legislative Farm Tour. During this all-day event, the Secretary of MDA, along with many of the Montgomery County Delegates had the opportunity to travel through the agriculture Reserve and learn about Agriculture in Montgomery County. Along the way, they stopped at three of the County's farms where participants were able to meet and have a dialogue with the farmers.

- Continue working with Data Montgomery to transition its static, PDF-formatted informational documents into usable data sets for publication and use by the community. OAG is currently working on a second interactive map with searchable data, incorporating the farm directory and local food and beverage guide.

- Planning work is in progress for programming two new facilities - Wheaton Library and Community Recreation Center and South County Regional Recreation and Aquatic Center.

- Conducted a senior leadership workshop on cyber attacks with more than 75 County departments and partner attendees.

Highlights

- Launched Senior Planet Montgomery, providing 3,959 hours of technology training to 268 older adults at ten locations in partnership with the Departments of Recreation and Public Libraries (MCPL), Tech Connect, and the Jewish Council for the Aging Heyman Interages. Provided 212 hours of staff professional development with classes offered in English and Spanish.

- Establish a Worksource Montgomery HIRE (Helping Individuals Reach Employment) Employment Assistance Resource Center at the East County Regional Services Center, as part of the East County Opportunity Zone Initiative. The Center serves as a community-based hub for the provision of employment education and training services to East County residents.

- Add funds to increase support for the wages of adult medical day care workers and public service interns due to the increase in the County's minimum wage, and provide funding to developmental disabilities providers to pay direct service professionals at 123 percent of the increased County minimum wage (on average).

- Conducted diabetes education and heart health classes for 1,127 African American residents through the Department of Health and Human Services' African American Health Program and Healing Our Village.

- Provided prenatal care to 1,749 County women through partnerships with four hospital-based clinics and home visiting case management provided by County staff. This program achieved an excellent health outcome: 97 percent of the babies born to women delivering through the Maternity Partnership program had a healthy birth weight.

- Provided primary care for over 25,500 uninsured adults through the Montgomery Cares Program's network of 12 community-based clinics (including one pilot project clinic).

- The Asian American Health Initiative worked with community organizations to host mental health first aid trainings that certified individuals who educated an additional 119 individuals on mental health.

Funding the Budget...

- Recommended a total County budget from all sources for all County agencies of $5,561,907,075 which is $111.5 million or 2.0 percent more than the FY18 budget.

- Recommended tax-supported funding for Montgomery County Government of $2,030,408,509 (including debt service and OPEB funding).

- Recommended tax-supported funding for Montgomery County Government of $1,616,984,509, a decrease of 0.1 percent (excluding debt service).

- Funding for Montgomery County Public Schools (MCPS) will increase by $75.1 million or 3.0 percent. Within this total, the County contribution is $19 million over Maintenance of Effort and 2.7 percent higher than FY18.

- Funding for Montgomery College's FY19 Recommended Operating Budget totals $313.0 million. The County's local contribution is $2.0 million over MOE, making this the seventh year in a row of funding over MOE. The overall County contribution increases by 49.1 percent in total and 83.0 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 $2,007,375 or 1.5 percent from FY18 (including debt service and OPEB funding).

- Fund WSSC's FY19 operating and capital budgets with a 4.5 percent water and sewer rate increase as proposed by the Commission.

- Recommended a property tax rate of $0.9814 per $100 of assessed value, 1.98 cents below the current rate. The recommended property tax rate keeps the rate within the County's Charter limit.

- 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 rate at the level approved by the Council for FY18, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

Collaboration and Partnerships

Addressing Drug and Alcohol Abuse

Partners:
Department of Police, Department of Health and Human Services
Description:
Partnerships with HHS, including Crisis Intervention Team, Project Lifesaver, the Opiate Overdose Response Program, and the Stop, Triage, Engage, Educate, and Rehabilitate (STEER) program.

Building Design & Construction

Partners:
Department of General Services
Description:
Montgomery County Public Libraries Refresh Program won the 2016 Top Innovator Award from the Urban Libraries Council, an organization that represents the largest library systems in the USA and Canada.

Child and Adolescent Outpatient Behavioral Health Services

Partners:
Department of Health and Human Services, Department of Correction and Rehabilitation, Non-Profits
Description:
Established relationships with the Latin American Youth Center and the City of Rockville afterschool program, and continued to provide services at the Clarksburg Correctional Facility Youthful Offenders Program. Services include on-site behavioral health screenings and groups for youth on topics of substance use prevention and coping skills.

Connected Communities

Partners:
Department of Public Libraries, Montgomery County Public Schools, Non-Profits
Description:
Ensure that all students have the opportunity to have a library card. Engage students and families with informative programs, library tours, and events that cultivate an appreciation of libraries and volunteer opportunities.

Community Grant Outreach Forums

Partners:
Office of Management and Budget, County Council
Description:
OMB partnered with staff from the County Council and conducted three information and training sessions on the County's Community Grant application and award process. The sessions were conducted throughout the County and were attended by 148 representatives from community non-profit organizations.

Countywide Digital Evidence Management

Partners:
Department of Technology Services, Circuit Court, Department of Correction and Rehabilitation, Office of the County Attorney, Montgomery County Fire and Rescue Service, Office of Management and Budget, Department of Police, Sheriff's Office, Office of the State's Attorney
Description:
With the exponentially increasing amount of data flooding our IT systems & resources, the costs, management, and discovery process have all increased in volume and difficulty. Jurisdictions nationwide are struggling with this issue. In FY18, County departments collaborated on the emerging issue of eDiscovery & Digital Evidence Management focusing on:

- Industry trends and solutions, including how other jurisdictions are planning for growing demands of evidence storage
- Data availability, retention, management and reliability
- Policies & Program Management
- Hardware (servers, devices).

In FY18, the County has devoted resources to maintain the current digital evidence management infrastructure and in FY19 will continue to provide County leaders options to move forward with long-term sustainable solutions.

Culturally Based Family Reunification Services

Partners:
Department of Health and Human Services, Community Engagement Cluster, Montgomery County Public Schools, Non-Profits
Description:
The Latino Health Initiative partners with several Montgomery County Public Schools programs and services; the Gilchrist Center; Identity, Inc.; and the Takoma East Silver Spring (TESS) Community Action Center to provide culturally based family reunification services.

Diabetes Education and Cardiovascular Classes

Partners:
Department of Health and Human Services, Non-Profits
Description:
The African American Health Program teams with Healing Our Village to deliver diabetes education and cardiovascular classes to meet the needs of African American residents. Also, in collaboration with Shoppers Food Pharmacy, pharmacists provide a "Bring Your Brown Bag" Medication Review Therapy for program participants.

East County Opportunity Zone Plan

Partners:
Community Engagement Cluster, Department of Health and Human Services, Non-Profits
Description:
The East County Regional Services Center, in coordination with the Department of Health and Human Services, led a strategic process to establish the East County Opportunity Zone, a public-private collaboration designed to enhance community services delivery in East County in several areas including workforce development, access to health and social services, food security, and transportation. Public and private funding and resources were secured in 2018 for the implementation of a workforce development service delivery model project focused on adult and youth employment education and training.

Economic Development Initiatives

Partners:
Department of Permitting Services, Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission
Description:
Department of Permitting Services is collaborating on several strategic economic development efforts including the new Marriott Headquarters, the reconstruction of the APEX building, the Bethesda entrance and platform for the Purple Line and the new Bethesda entrance for WMATA, and the Wheaton Building.

Emergency Response Initiatives

Partners:
Department of Permitting Services, Montgomery County Fire and Rescue Service, Maryland-National Capital Park and Planning Commission
Description:
Department of Permitting Services established a workgroup to minimize site development issues that interfere with the ability for first responders to reach

building occupants and provide effective emergency rescue and services.

Excel Beyond the Bell

Partners:
Department of Recreation, Montgomery County Public Schools, Non-Profits
Description:
In partnership with Montgomery County Public Schools (MCPS) and the Collaboration Council, the Excel Beyond the Bell program serves over 2,400 youth and is continuously growing to help close the achievement opportunity gap among MCPS students.

Facilitated eDiscovery and Digital Evidence Management Working Group

Partners:
Office of Management and Budget, Circuit Court, Department of Correction and Rehabilitation, Office of the County Attorney, Office of the County Executive, Office of Human Resources, Department of Police, Sheriff's Office, Office of the State's Attorney, Department of Technology Services, Department of Transportation
Description:
Directed the eDiscovery and Digital Evidence Management Working Group, focusing on the process and technology related to Electronically Stored Information (ESI) including management, policy, budget, data (storage, compliance, translation), software (discovery, licensing, editing), and hardware (servers, devices).

Facilitated Cluster Meetings

Partners:
Office of Management and Budget
Description:
OMB facilitated operating budget cluster meetings to promote collaboration, information sharing, cost-savings, and efficiency among departments. Specific areas of focus included Positive Youth Development, Seniors, Criminal Justice, Technology, and Pedestrian Safety-Vision Zero.

Family Justice Center

Partners:
Department of Police, Department of Health and Human Services, Sheriff's Office, Non-Profits
Description:
MCPD partners with other departments in the Family Justice Center to provide

efficient and effective services to residents.

Fibernet Enhancements

Partners:
Department of Technology Services, Housing Opportunities Commission, Maryland-National Capital Park and Planning Commission, Montgomery College, Montgomery County Public Schools, Washington Suburban Sanitary Commission
Description:
DTS is engaged in several Dense Wave Division Multiplexing (DWDM) projects to improve Wide Area Network connectivity and services for Public Safety Radio, Montgomery College (MC), and Montgomery County Public Schools. FiberNet currently serves 536 sites and construction to 29 additional sites is underway. FiberNet carries Internet-hosted phone service for MC and Montgomery County Government and is being planned for the Housing Opportunities Commission (HOC). These projects represent a higher level of collaboration among the Interagency Technology Policy and Coordination Committee (ITPCC) participating agencies. The FiberNet Network Operations Center (NOC) continues to mature.

For-profit and non-profit developers

Partners:
Department of Housing and Community Affairs, Housing Opportunities Commission, Non-Profits
Description:
Continue to provide funding to a variety of for-profit and non-profit developers to produce and preserve affordable housing units, and to provide housing-related services and programs

Graduation from Permanent Supportive Housing

Partners:
Department of Health and Human Services, Housing Opportunities Commission
Description:
Implemented a "Move-up" strategy in partnership with the Housing Opportunities Commission (HOC) to create a true continuum of care that allows ebb and flow as a household's housing support needs change. The "Move-up" effort enabled stable tenants who are currently in a permanent supportive housing (PSH) program but no longer need regular social services to transition to non-PSH subsidized housing with limited after care.

"I Take It Personally" Campaign

Partners:
Department of Liquor Control, Department of Police

Description:
DLC and Police launched a public awareness campaign to prevent drunk driving and patron over-consumption.

Keeping Schools Safe

Partners:
Department of Police, Sheriff's Office, Montgomery County Public Schools
Description:
Partnership with the Montgomery County Public Schools, Sheriff's Office, and the Rockville and Gaithersburg Police Departments to provide a School Resource Officer (SRO) program and training related to critical incident response.

Keeping Seniors Safe Program

Partners:
Department of Police, Non-Profits
Description:
Partnership between the Montgomery County Commission on Aging and the MCPD Volunteer Resources Sections to administer the Keeping Seniors Safe program, which is designed to increase awareness of safety issues within the senior community and provide related guidance and resources to seniors in regard to these issues.

Managed Search Operations, Emergency Services, and Emergency Response

Partners:
Department of Police, Montgomery County Fire and Rescue Service
Description:
Partnerships with Fire & Rescue include arson investigations, tactical medic program, and critical incident response training and support for Managed Search Operations Team incidents, Emergency Services Unit activities, and Emergency Response Team (ERT) incidents.

Maryland Senior Olympics

Partners:
Department of Recreation, Maryland-National Capital Park and Planning Commission, Non-Profits
Description:
The Senior Programs Team continues to work with MD Senior Olympics, Inc., other county and state Recreation departments, Maryland-National Capital Park and Planning Commission, and a number of senior sports organizations to program over

20 Senior Olympic events throughout the county and state on an annual basis.

MC311 and County Stat Office: Collaboration for Improving Customer Service

Partners:
Office of Public Information, Office of the County Executive, Department of Finance, Department of Health and Human Services
Description:
The Customer Relationship Management (CRM) service continues to provide collaboration with CountyStat and County offices and departments to improve business operations and service delivery for customers. This ranges from regular review of service level agreement time frames; event updates and guidance and strategic planning. Examples include: the Department Health and Human Services working with MC311 regarding dissemination of information and operation of a Family Reunification Center (FRC), in the event a FRC is needed in the wake of an emergency or other catastrophic event. MC311 was instrumental in getting out information to the public regarding a property tax credit for seniors and military retirees who qualify for property tax credits promulgated under Bill 13-17E.

Medicaid Waiver Demonstration Assistance in Community Integrations Services Pilot Program

Partners:
Department of Health and Human Services
Description:
Partnered with the Maryland Department of Health by applying for the Medicaid Waiver Demonstration Assistance in Community Integrations Services Pilot Program that utilizes Medicaid funding for housing support services to individuals experiencing chronic homelessness or returning to homelessness from long-term institutionalization. By leveraging Federal resources for support services, local funding can be reallocated to other housing needs.

Mental Health First Aid

Partners:
Department of Health and Human Services, Non-Profits
Description:
The Asian American Health Initiative partners with various community and faith-based organizations to organize Mental Health First Aid trainings for local community leaders. Mental Health First Aid teaches participants how to identify, understand, and respond to signs of mental illness and substance use disorders in the community.

Mobile Science Laboratory

Partners:
Office of Agriculture , Montgomery County Public Schools, Non-Profits
Description:
OAG is continuing its partnership with the Maryland Agricultural Education Foundation (MAEF) and Montgomery County Public Schools (MCPS) to promote agriculture in the classroom for the County's elementary students. This program involves the MAEF mobile laboratory visiting MCPS schools each week throughout the year to provide students with the opportunity to provide hands-on science projects focused on the topic of Food, Fiber, and You. In the two years since this partnership was established, the lab has visited 51 elementary schools and educated 35,000 students.

Montgomery County Food Council

Partners:
Office of Agriculture , Non-Profits
Description:
OAG will continue its collaboration with the Montgomery County Food Council to promote a local food economy and expand agriculture in both rural and urban areas. Transforming and combining both Montgomery County Food Council's printed Local Food and Beverage Guide and the OAG's Farm Directory into a searchable, interactive, GIS-based web based resource is one example of a collaborative project currently underway with the assistance of Data Montgomery and the GIS team.

Neighborhood Action Team in Silver Spring

Partners:
Community Engagement Cluster, Office of Community Use of Public Facilities, Department of Health and Human Services, Department of Police, Department of Public Libraries, Urban Districts
Description:
The Silver Spring Regional Services Center (SSRSC) convened and managed an interagency group (Neighborhood Action Team) consisting of representation from Health and Human Services, Silver Spring Urban District, Police, Community Use of Public Facilities, and Public Libraries, as well as various homeless providers and residents, in a series of meetings and community conversations on the subject of homelessness in downtown Silver Spring. Enhanced communication among stakeholders will be used to address the issue going forward.

Partner with Montgomery County Police

Partners:
Department of Recreation, Department of Police

Description:
Partner with Montgomery County Police as a proactive prevention strategy to strengthen the relationship between youth and law enforcement, enhance trust and understanding within communities, discuss neighborhood issues, and deter youth from engaging in risky behavior. Police are participating in an arts-based initiative through the Excel Beyond the Bell program in partnership with Imagination Stage.

Police Cadet Program

Partners:
Department of Police, Montgomery College
Description:
Partnership with Montgomery College to maintain the Montgomery County Police Cadet Program.

Preparedness for Large-Scale Event

Partners:
Department of Police, Office of Emergency Management and Homeland Security, Montgomery County Fire and Rescue Service
Description:
Enhanced training and collaboration with local, state, and federal public safety partners to improve preparedness for large-scale event.

Project Search

Partners:
Office of Management and Budget, Office of Human Resources
Description:
Partnered with OHR by providing opportunities for Project Search participants to intern at OMB. Since 2013, OMB has hosted seven Project Search participants and hired two of those participants to permanent positions.

Public Safety Systems Modernization (PSSM) Deployment

Partners:
Department of Technology Services, Office of Emergency Management and Homeland Security, Montgomery County Fire and Rescue Service, Department of Police, Sheriff's Office
Description:
DTS completed the Computer Aided Dispatch (CAD) and Fire Station Alerting PSSM projects, and is continuing implementation of the final two deliverables: replacement of the core voice radio communications infrastructure, and the law enforcement records management system.

Regional Service Centers

Partners:
Department of Housing and Community Affairs
Description:
Provide educational materials for landlords and tenants to the Service Centers.

Response to Bias & Hate

Partners:
Department of Police, Office of Human Rights, Non-Profits
Description:
Expanded community partnerships through the Office of the Chief, including the African American, Asian, Hispanic, and Latino liaison committees, LGBTQ, and Interfaith community working group, to investigate and respond to the increase in the number of bias incidents.

Senior Transportation

Partners:
Department of Recreation, Department of Health and Human Services, Department of Transportation
Description:
The Senior Programs Team works closely with the Department of Transportation (DOT) and Health and Human Services Aging and Disability Services to provide coordinated and efficient transportation services to seniors living in the county. This includes transportation to five senior centers and four Active Adult program locations.

Shedding Light on Buying Solar Panels

Partners:
Office of Consumer Protection, Department of Permitting Services, Office of the State's Attorney
Description:
In response to a spike in residential solar power marketing, OCP investigated and resolved numerous complaints regarding the sale and installation of solar panel systems. OCP collaborated with the Department of Permitting Services, the Maryland Home Improvement Commission, and the State's Attorney's Office to successfully bring criminal charges against an unlicensed solar panel installer. The Office prepared and distributed a newsletter to provide helpful information to consumers regarding how to purchase residential solar panels.

Storm Water Management and Water Quality Efficiencies

Partners:
Department of Permitting Services, Department of Environmental Protection
Description:
Department of Permitting Services developed an expedited process for handling reviews of County projects undertaken by the Department of Environmental Protection (DEP) under the County's MS-4 permit to improve water quality.

Strong and Vibrant Montgomery

Partners:
Department of Public Libraries, Office of Human Resources
Description:
Workforce development programs targeting job seekers will include workshops on job search strategies, resume writing, applying for jobs with Montgomery County, and career resources for skilled immigrants; classes in English and Spanish for entrepreneurs and small business owners on starting a business, business finance basics, social media for small businesses, and building a website for small business; and an online high school diploma program.

Subdivision Staging Policy

Partners:
Department of Permitting Services, County Council, Office of the County Executive, Maryland-National Capital Park and Planning Commission
Description:
Department of Permitting Services implemented the completely revised development impact taxes and trip mitigation payments in March and July of 2017 pursuant to the recently adopted Subdivision Staging Policy.

Technology and Programming

Partners:
Department of Public Libraries, Department of Technology Services, Non-Profits
Description:
Media labs engage youth and older adults in using digital media, music, and multimedia production as a form of expression and developing their programming skills in libraries. Technology training classes are provided for older adults in English and Spanish at several libraries. Residents are provided with Makerspace and Science, Technology, Engineering, Art, and Mathematics (STEAM) programming that inspires and fosters innovative thinking.

TeenWorks Program

Partners:
Department of Recreation, Department of Technology Services, Maryland-National

Capital Park and Planning Commission, Montgomery County Public Schools, Non-Profits

Description:

- Partners with the Maryland Park Service, Conservation Jobs Corps (CJC) and the Maryland-National Capital Park and Planning Commission (M-NCPPC) to prepare young people for jobs in an increasingly green economy through conservation and environmental stewardship. The program provides participants ages 14-17 with opportunities for skill development and personal growth through a supportive, team-based environment, emphasizing the satisfaction of completing projects that benefit our County and the State's natural resources.
- Partners with Transcend, Maryland's Promise, and National Center for Children and Families to ensure vulnerable youth receive priority referrals for youth employment opportunities.
- Established a partnership to employ youth through the TeenWorks program to provide computer literacy training to seniors.
- Established a formal partnership with the Hispanic Business Foundation to provide employability and financial literacy skills to newly arrived Latino youth who earn a stipend for participation.
- Collaborate with Worksource Montgomery to provide referrals for disconnected youth (young adults not in school or working) to employment and training opportunities.

Thriving Germantown Community Hub

Partners:

Community Engagement Cluster, Department of Permitting Services, Department of Recreation, Non-Profits

Description:

Upcounty Regional Services Center (UCRSC) led an initiative to address safety issues and service needs in the Germantown community. UCRSC worked with Permitting Services, PEPCO, and the Department of Recreation to secure residents' safety. A collaboration of the Healthcare Initiative Foundation was formulated, and the group championed the effort, forming "Thriving Germantown" with a collaborative group of service providers and private and public funders offering wrap-around services for the children in that community.

Truancy Prevention Program Partnership

Partners:

Department of Recreation, Office of the State's Attorney

Description:

Partnering with the States Attorney's Office Truancy Prevention Program (TPP) to establish a referral process for students with chronic absences to Excel Beyond the Bell. Additionally, partnering with TPP to collaboratively offer homework help and tutoring services within Excel Beyond the Bell.

Vision Zero

Partners:
Department of Police, County Council, Office of Emergency Management and Homeland Security, Department of Health and Human Services, Department of Transportation, Maryland-National Capital Park and Planning Commission
Description:
Collaborated with the County Council, DOT, OEMHS, HHS, State Highway, Maryland-National Capital Park & Planning Commission, the State Highway Administration, and several other associations, committees, and offices to develop the Vision Zero action plan.

Wheaton Redevelopment Project

Partners:
Office of Public Information, Department of Finance, Department of Recreation, Department of Transportation
Description:
The Office of Public Information has been working with other departments including Transportation, Finance, and Recreation to inform businesses in the area that they could be eligible for the County's Small Business Assistance program during the 3-year construction of the new 14-story County office building in Wheaton, which is part of the Wheaton Redevelopment Project begun in June 2017. PIO is undertaking a major, multi-faceted effort to keep residents updated on the project's progress and to make them aware that businesses are open during construction.

Youth Soccer Partnerships

Partners:
Department of Recreation, Department of Health and Human Services, Non-Profits
Description:
Montgomery County Department of Recreation's expanded soccer program targets vulnerable youth with Identity, the City of Gaithersburg, and Health and Human Services' Street Outreach Network to provide instruction, coaching, transportation, enrichment, and other program supports to ensure youth are healthy, connected, and productive during out-of-school time. The partners work to remove barriers by building program schedules conducive to working youth, address language barriers which often prevent students from participating in school based programs, and remove economic and transportation barriers.

2017 State Legislative Session Bill Review

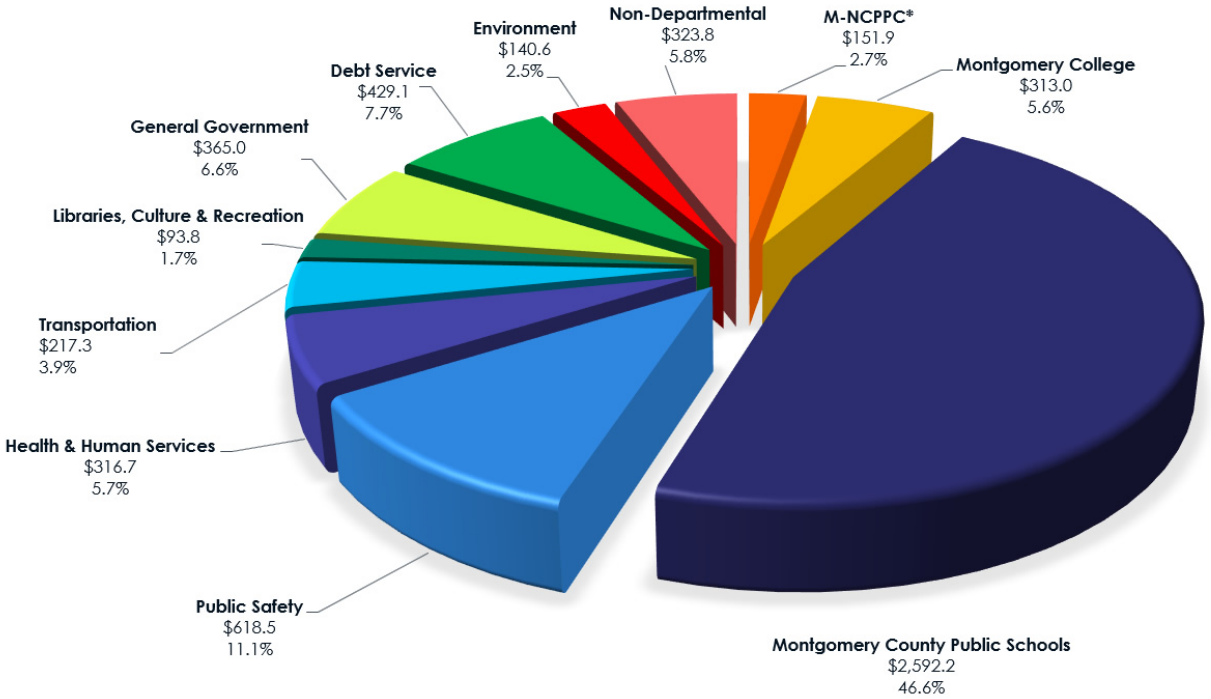
Partners:
Office of Management and Budget, Office of Intergovernmental Relations
Description:
During the FY17 State legislative session, OMB provided fiscal and policy analysis on over 50 proposed bills, including the 2017 Budget Reconciliation and Financing Act, to the Office of Intergovernmental Relations. This helped shape the County's position on State legislation.

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FY19 Expenditures by Function (millions)

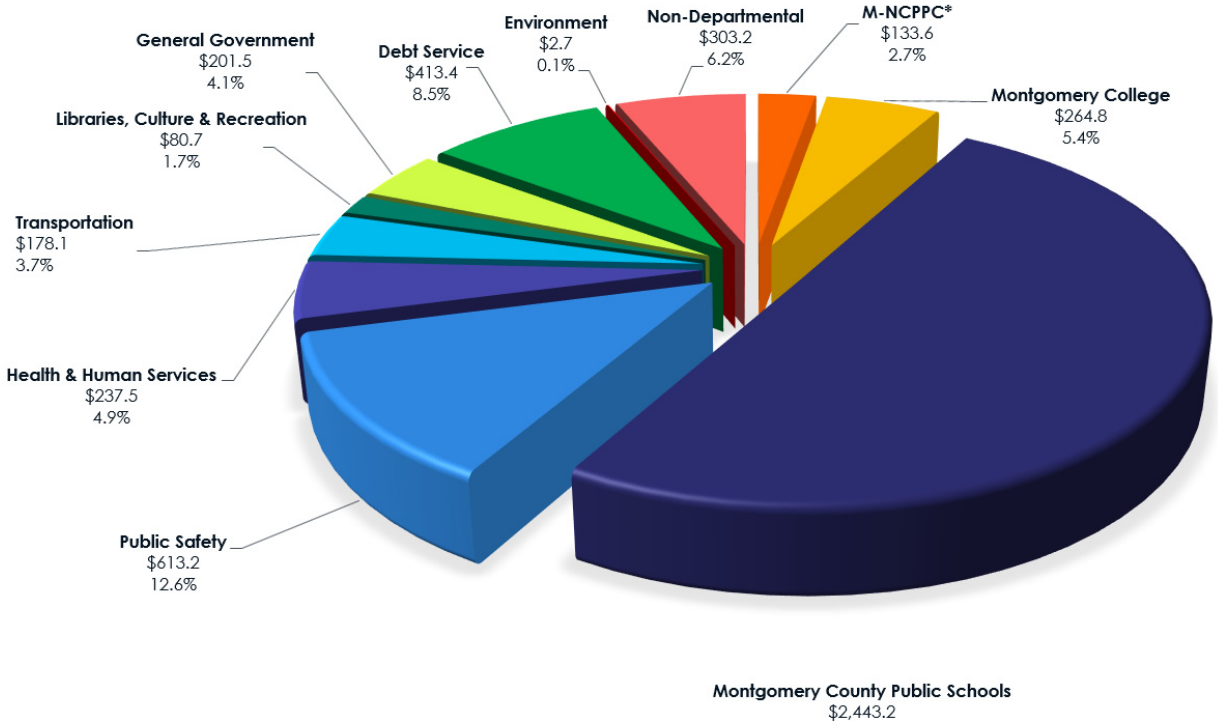
WHERE THE MONEY GOES

TOTAL EXPENDITURES - $5,561.9



*Total M-NCPPC includes $6.7 million debt service.

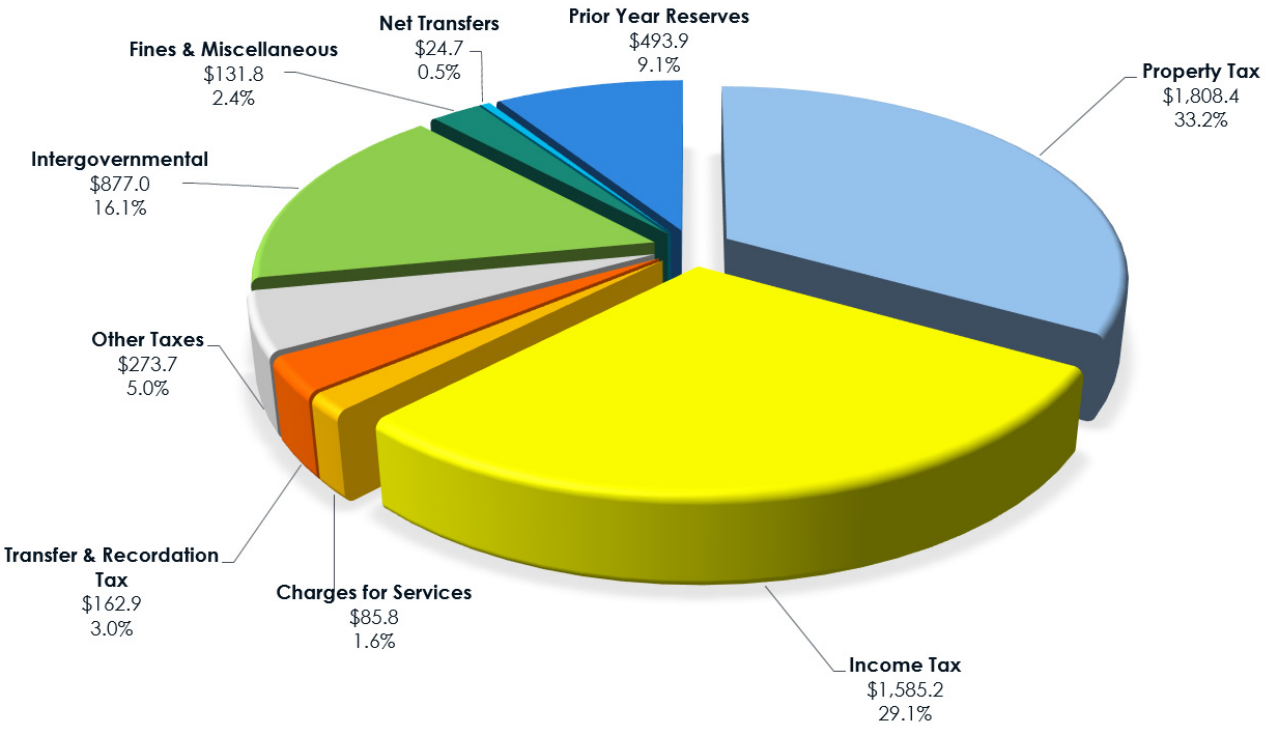
TAX SUPPORTED EXPENDITURES - $4,871.9



FY19 Tax Supported Agencies and Funds (millions)

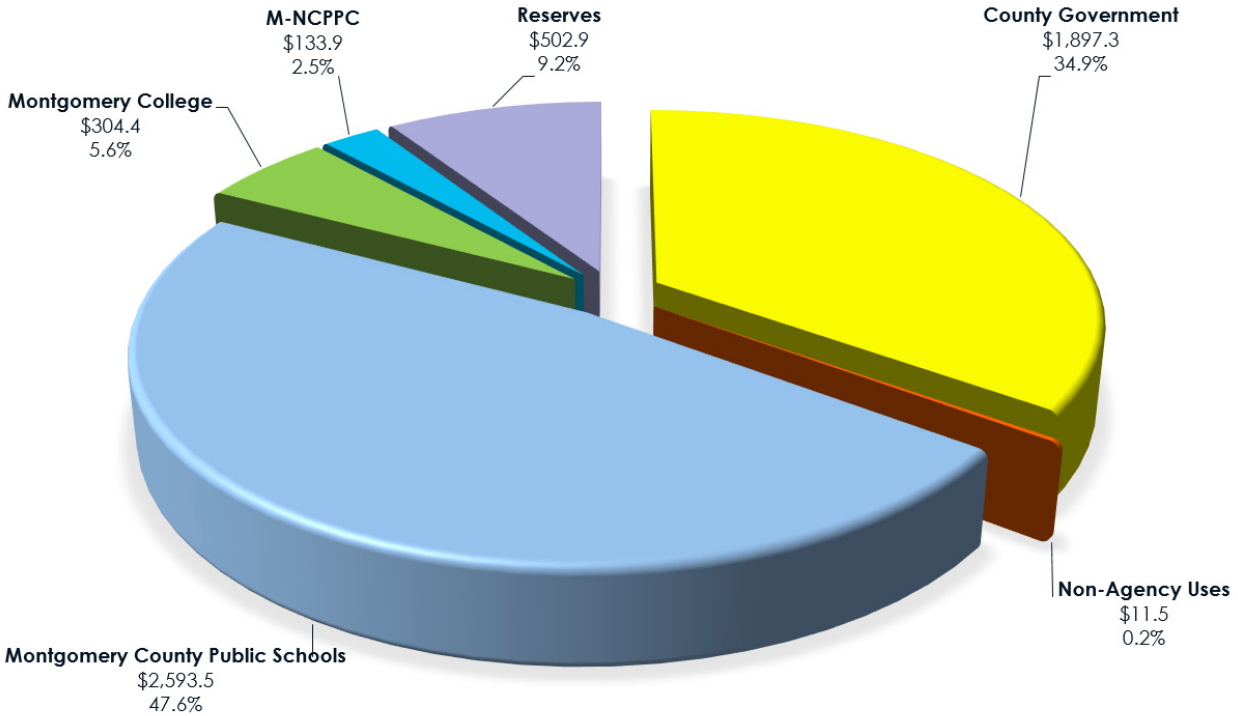
WHERE THE MONEY COMES FROM

TOTAL RECOMMENDED RESOURCES - $5,443.4



WHERE THE MONEY GOES*

TOTAL RECOMMENDED USES of FUNDS - $5,443.4

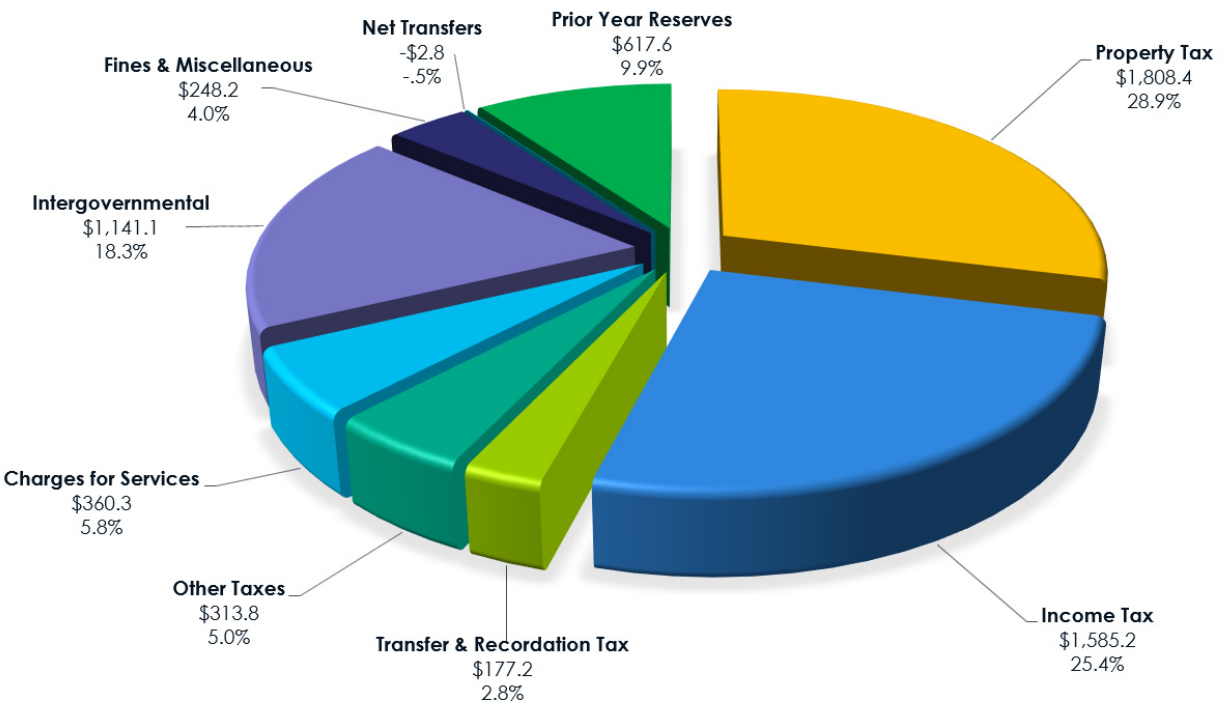


* This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount $4,871,930,896 is recommended in the Operating Budget.

FY19 All Agencies / All Funds (millions)

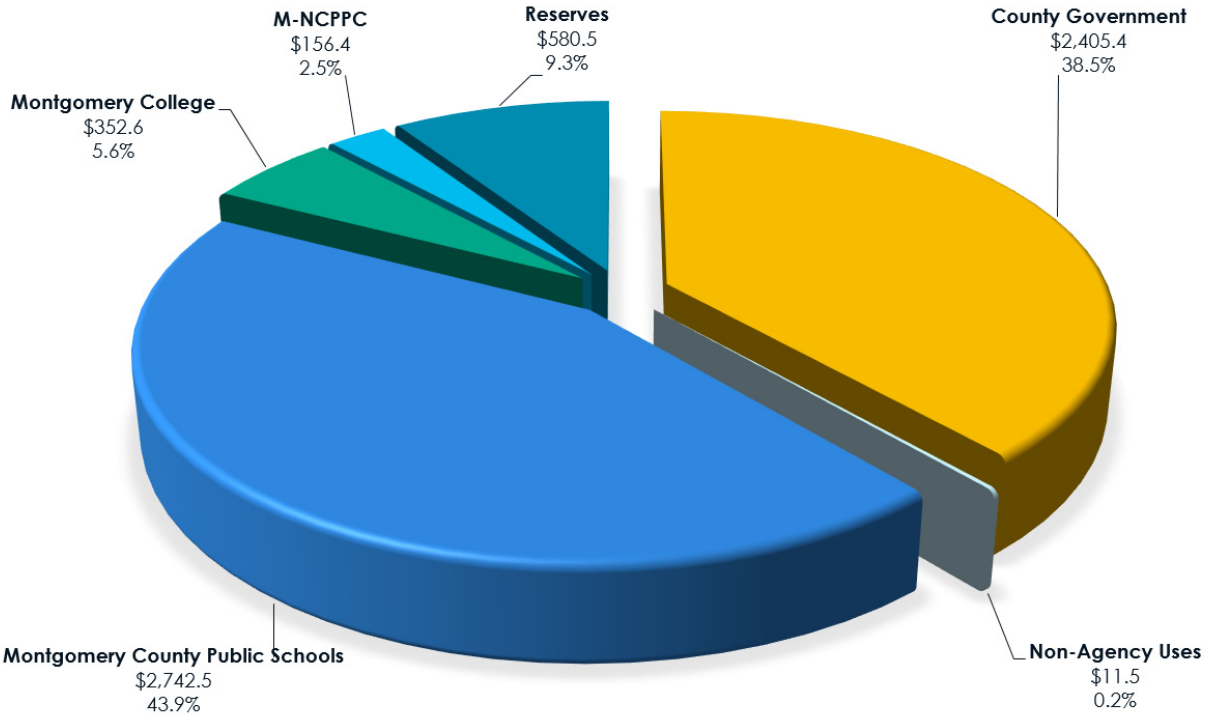
WHERE THE MONEY COMES FROM

TOTAL RECOMMENDED RESOURCES - $6,248.9



WHERE THE MONEY GOES*

TOTAL RECOMMENDED USES OF FUNDS: $6,248.9



* This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount $5,561,907,075 is recommended in the Operating Budget.

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How to Read the Budget

INTRODUCTION

The County Executive's Recommended Operating Budget and Public Services Program (PSP) 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.

***NOTE** Throughout this publication you will see the following fiscal year references, the specific years are listed below:*

- **Last Year / Prior Year** - Fiscal Year **2017**
- **Current Year** - Fiscal Year **2018**
- **Next Year** - Fiscal Year **2019**

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the recommended budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

OPEN BUDGET

To replace, consolidate and enhance numerous failing legacy financial systems, the Office of Management and Budget (OMB) developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides residents, analysts, departments and management with instant access to budget and performance data in a clear and concise fashion. This scalable solution ensures evolving budget needs are met in a cost-effective manner.

Open BASIS Budget Features Include:

- Interactive charts, visualizations, tables, maps and videos
- A Custom Google Search Engine for fast results finding
- Downloadable Publications, Individual Sections / Chapters
- Filter Previous Years' Data and Content
- Export & Discover data, tables and visualizations
- Mobile (works on smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliant
- Instantly translatable into 90+ languages

For more, please visit the following website: **http://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.

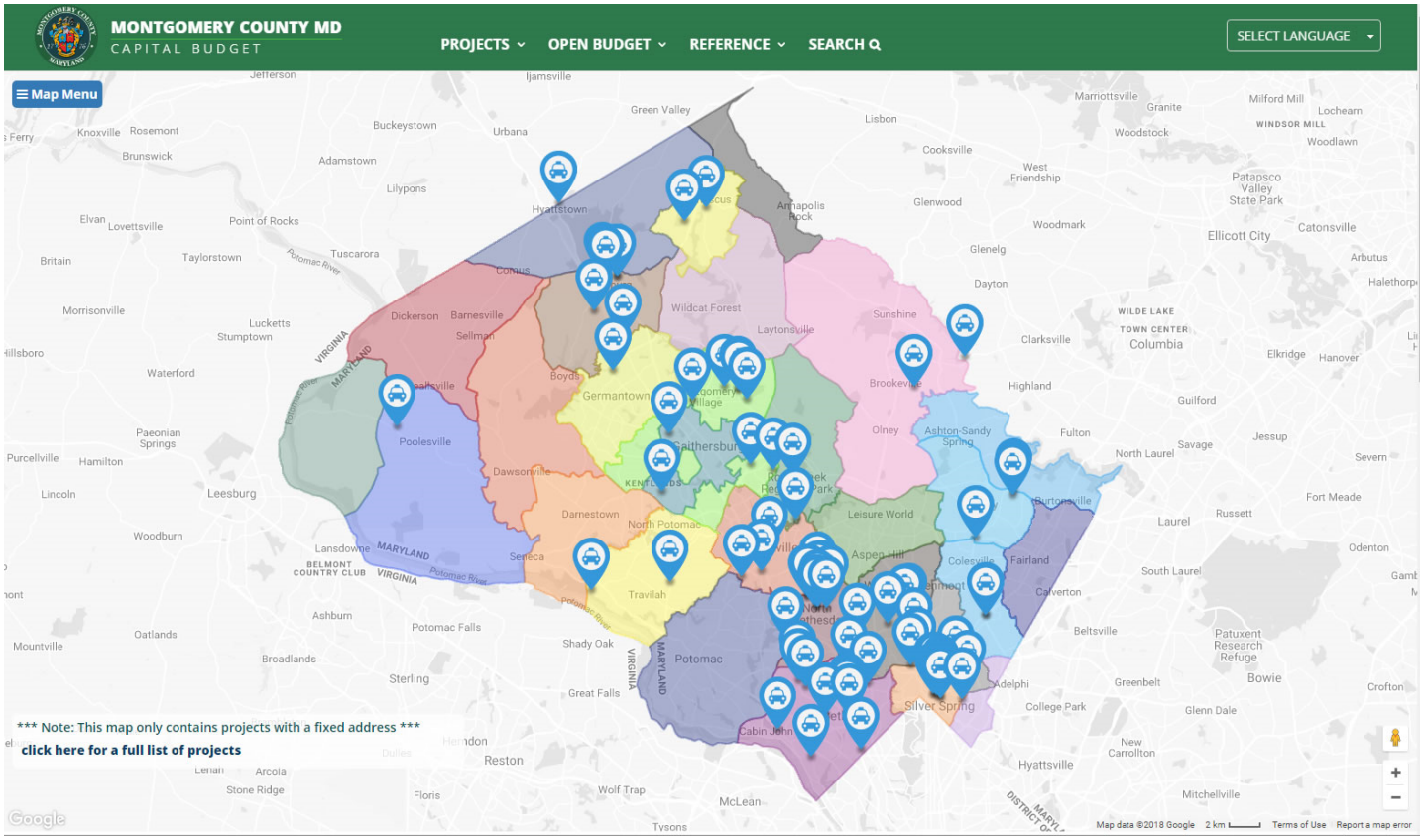
Capital Improvements Program (CIP)**

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 the capital budget please use our Open Capital Budget website which includes the folllowing features:

- Breakdown of projects by category, sub-category, council district, planning area, regional service area and status
- Interactive map with filtering capabilities by project type and location
- Complete project details filterable by year and version, including downloadable Project Description Forms (PDF) and data
- Comprehensive Capital Budget schedules, reports and chapters
- Robust Search Engine for quickly finding results
- ADA compliant, works on any device / browser

montgomerycountymd.gov/capitalbudget



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 (WSSC). 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: provides a summary of major department accomplishments completed in the last year.

Initiatives: provides anticipated results of the recommended funding for next fiscal year.

Productivity Improvements & Innovations: provides a summary of major department innovations and operational efficiencies completed in the last year.

Collaboration and Partnerships: provides a summary of major multi-department and agency efforts completed in the last year .

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 FY18 and FY19 figures represent performance goals for the relevant program.

Program Recommended Changes: a table displays the recommended program expenditures and FTEs compared to the prior fiscal year, 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 recommended budget and estimated expenditures for the current fiscal year, and the 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).
Re-align - budget adjustment with no impact on service due to more efficient service delivery or change in service demand
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.

** Included only in the Recommended version of the Budget Publication

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 (PSP), 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/CIP, Operating Budget/PSP, and Growth Policy processes across the year.

Operating and Capital Budgets

Under the County Charter (Section 303), 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 Capital Budget/CIP, please refer to the Capital Improvements Program 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 an 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 recommended operating 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 CIP. 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 not less than six Councilmembers.

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 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 PSP 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 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.

OPEN BUDGET

To replace, consolidate, and enhance numerous failing legacy financial systems, OMB developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides residents, analysts, departments, and management with instant access to budget and performance data in a clear and concise fashion. This scalable solution ensures evolving budget needs are met in a cost-effective manner.

Open BASIS Budget features include:

- Interactive charts, visualizations, tables, maps and videos
- A Custom Google Search Engine for fast results finding
- Downloadable Publications, Individual Sections / Chapters
- Filter Previous Years' Data and Content
- Export & Discover data, tables, and visualizations
- Mobile (works on smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliant
- Instantly translatable into 90+ languages

For more, please visit the following website (available throughout the year): http://montgomerycountymd.gov/openbudget

APPENDICES TO THIS SECTION

Government Structure

This section shows the organizational entities that compose Montgomery County government.

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.

Montgomery County Map

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

Budget Process Flow Chart

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

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, that executes service contracts for the benefit of one of the County'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 Advance Land Aquisition Revolving Fund (ALARF) Funds	M-NCPPC: Grant, Enterprise, Property Management, and Special Revenue Funds
Montgomery County Government: General, Recreation, Urban Districts, Mass Transit, Fire Tax District, and Economic Development Funds	Montgomery County Government: 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 Pay As You Go (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 (listed below).

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.

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 three central business/parking lot districts (Silver Spring, Bethesda, and Wheaton).

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 and County contracted refuse collection within the Solid Waste Collection District.

Vacuum Leaf Collection Fund: provides two vacuum leaf collections to residents in the down County area 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.

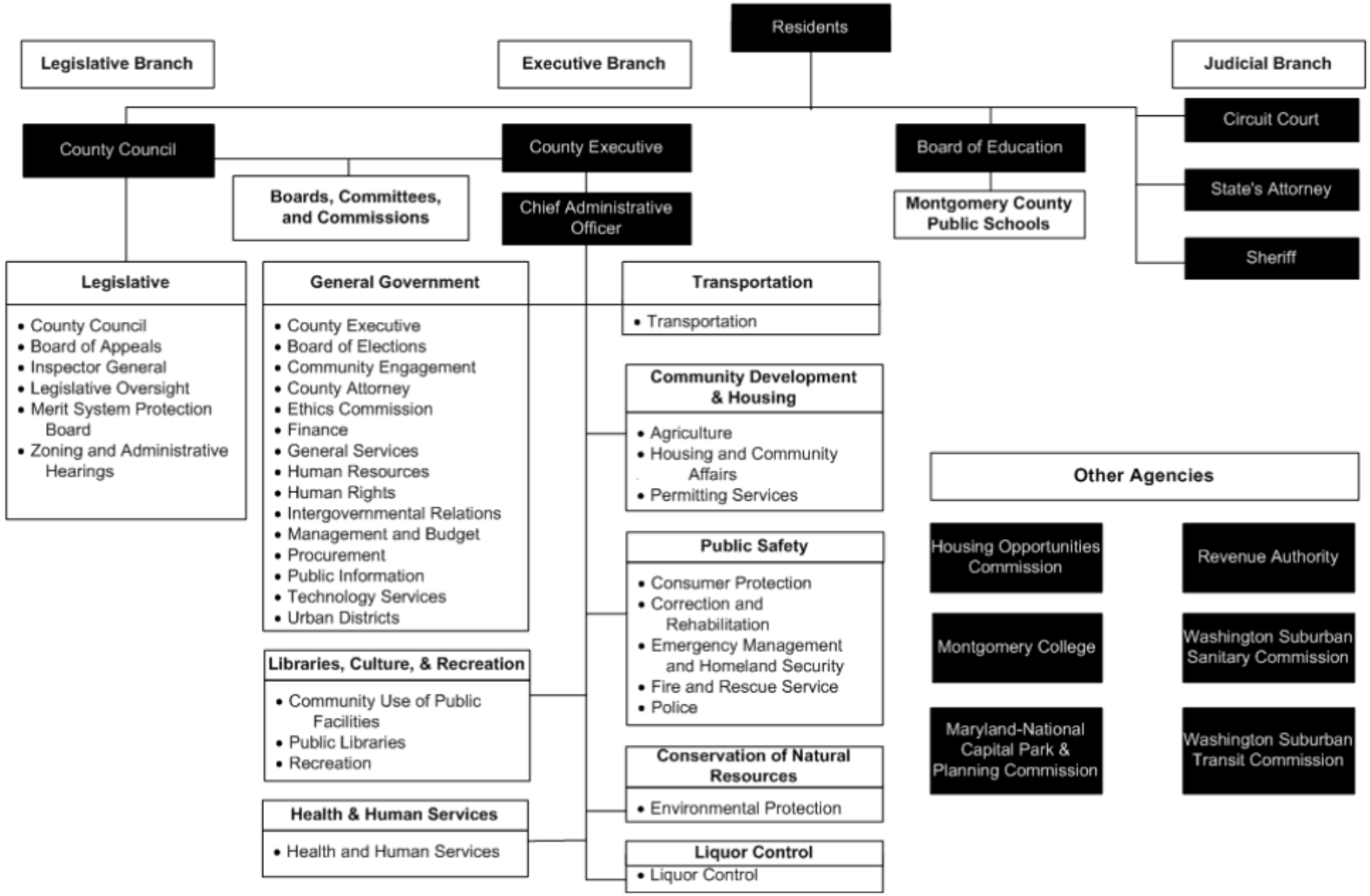
SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

A CATEGORY	B FY18 CC Approved 5-25-17	C FY18 Estimate 3-15-18	D FY18 CC SAG 2-13-18	E FY19 CE Recommended 3-15-18	F FY19 % Chg App / Rec	G FY19 $ Chg App / Rec
Property Tax	1,770.2	1,766.8		1,808.4	2.2%	38.3
Income Tax	1,557.9	1,482.0		1,585.2	1.8%	27.3
Transfer/Recordation Tax	170.4	157.7		162.9	-4.4%	(7.5)
Other Tax	282.5	268.4		273.7	-3.1%	(8.8)
General State/Fed/Other Aid	842.6	848.2		877.0	4.1%	34.4
All Other Revenue	210.0	207.8		217.6	3.6%	7.7
Revenues	**4,833.5**	**4,730.9**		**4,924.8**	**1.9%**	**91.3**
Net Transfers In (Out)	34.3	48.8		24.7	-28.2%	(9.7)
Set Aside: Potential Supplementals	-	-		-	n/a	-
Set Aside: Other Claims	-	6.4		-	n/a	-
Beginning Reserve: Total	475.8	467.4		493.9	3.8%	18.1
Revenue Stabilization Fund	280.4	280.7		308.3	9.9%	27.8
Reserve: Undesignated	195.4	186.8		185.6	-5.0%	(9.7)
TOTAL RESOURCES	**5,343.6**	**5,253.5**		**5,443.4**	**1.9%**	**99.8**
APPROPRIATIONS						
Capital Budget:						
CIP Current Revenue	(66.2)	(62.0)	(97.7)	(35.6)	-46.2%	30.6
CIP PAYGO	(34.0)	(34.0)	(34.0)	(33.0)	-2.9%	1.0
Operating Budget:						
MCPS	(2,368.7)	(2,347.3)	(2,395.5)	(2,443.2)	3.1%	(74.5)
College, Total	(262.8)	(254.8)		(264.8)	0.8%	(2.0)
Less College Tuition	79.1	73.0		76.9	-2.8%	(2.2)
College, Net	(183.7)	(181.8)	(183.0)	(187.9)	2.3%	(4.2)
County Government	(1,498.4)	(1,446.4)	(1,509.4)	(1,491.2)	-0.5%	7.2
M-NCPPC	(123.8)	(121.7)	(124.7)	(123.9)	0.0%	(0.0)
Retiree Health Insurance Prefunding	(122.2)	(101.2)	(127.6)	(128.8)	5.4%	(6.6)
Other: (Unallocated) / GAP	0.0	-		0.0	n/a	-
Total Operating Budget:	**(4,375.8)**	**(4,271.4)**		**(4,451.8)**	**1.7%**	**(76.0)**
Debt Service:						
All County Debt Service	(369.9)	(366.1)	(420.8)	(389.2)	5.2%	(19.3)
M-NCPPC Debt Service	(5.7)	(5.7)	-	(6.7)	17.8%	(1.0)
MCG Long Term Leases (b)	(24.4)	(20.4)	-	(24.3)	-0.7%	0.2
TOTAL APPROPRIATIONS (incl. Capital, Operating & Debt Service)	**(4,875.9)**	**(4,759.6)**	**(4,892.7)**	**(4,940.5)**	**1.3%**	**(64.6)**
Aggregate Operating Budget (excludes College tuition)	**(4,796.8)**	**(4,686.6)**	**(4,892.7)**	**(4,863.6)**	**1.4%**	**(66.8)**
Revenue Stabilization Fund (new $s)	(27.7)	(27.6)		(29.7)	7.2%	(2.0)
Ending Reserve: Total	**467.7**	**493.9**		**502.9**	**7.5%**	**35.2**
Revenue Stabilization Fund	**308.1**	**308.3**		**337.9**	**9.7%**	**29.8**
Ending Reserve: Designated	**-**	**-**		**-**	**n/a**	**-**
Ending Reserve: Undesignated	**159.6**	**185.6**		**165.0**	**3.4%**	**5.4**
Maximum AOB without 6 votes (Prior Year AOB + inflation as shown)	**(4,693.9)** **1.14%**			**(4,857.3)** **1.26%**		

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



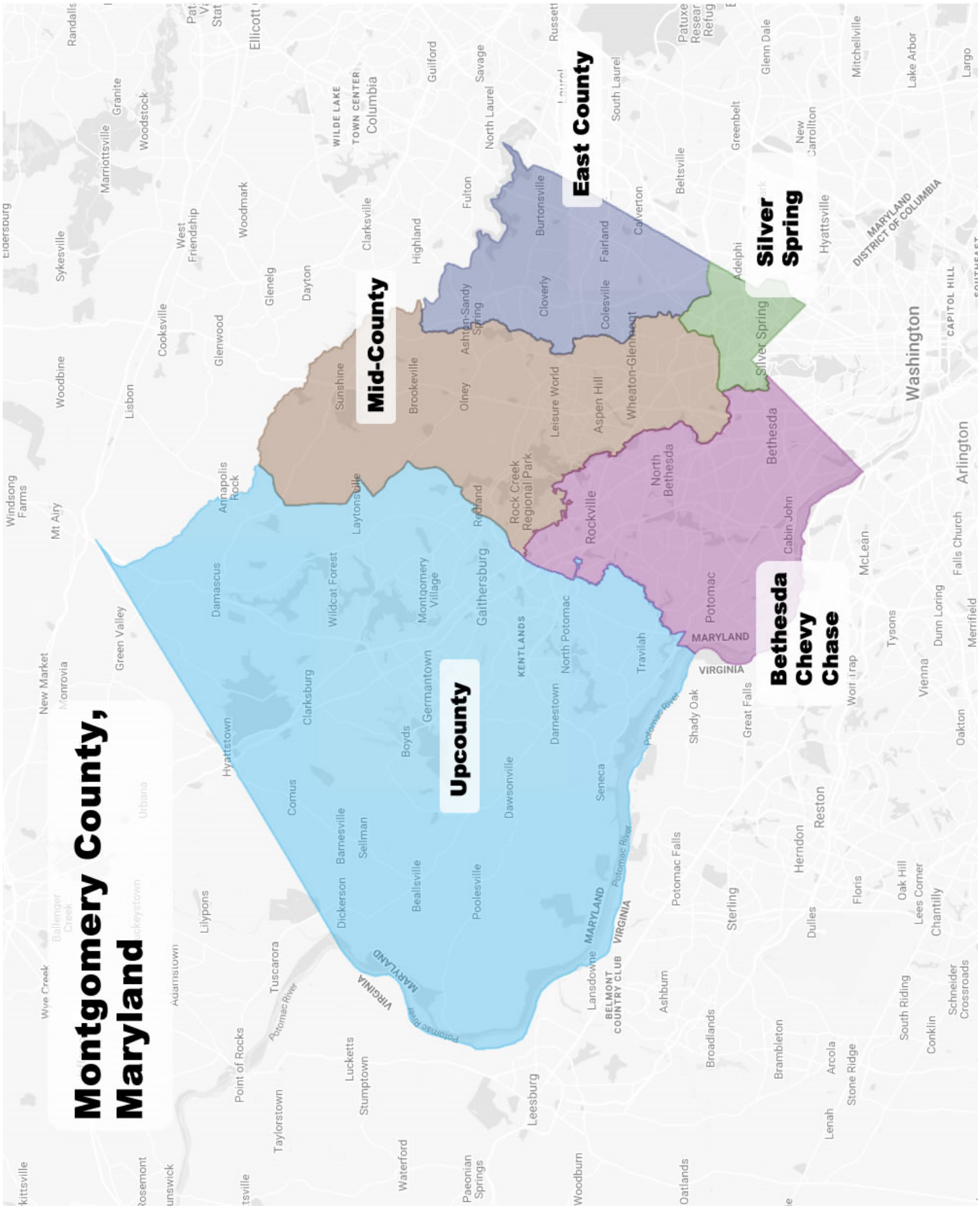
MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

DATE	ITEM	AVAILABILITY
January 15th (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 15th (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 15th	**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 31st	**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 15th (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*	Reference copies at public libraries Office of Management and Budget www.montgomerycountymd.gov/omb (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)

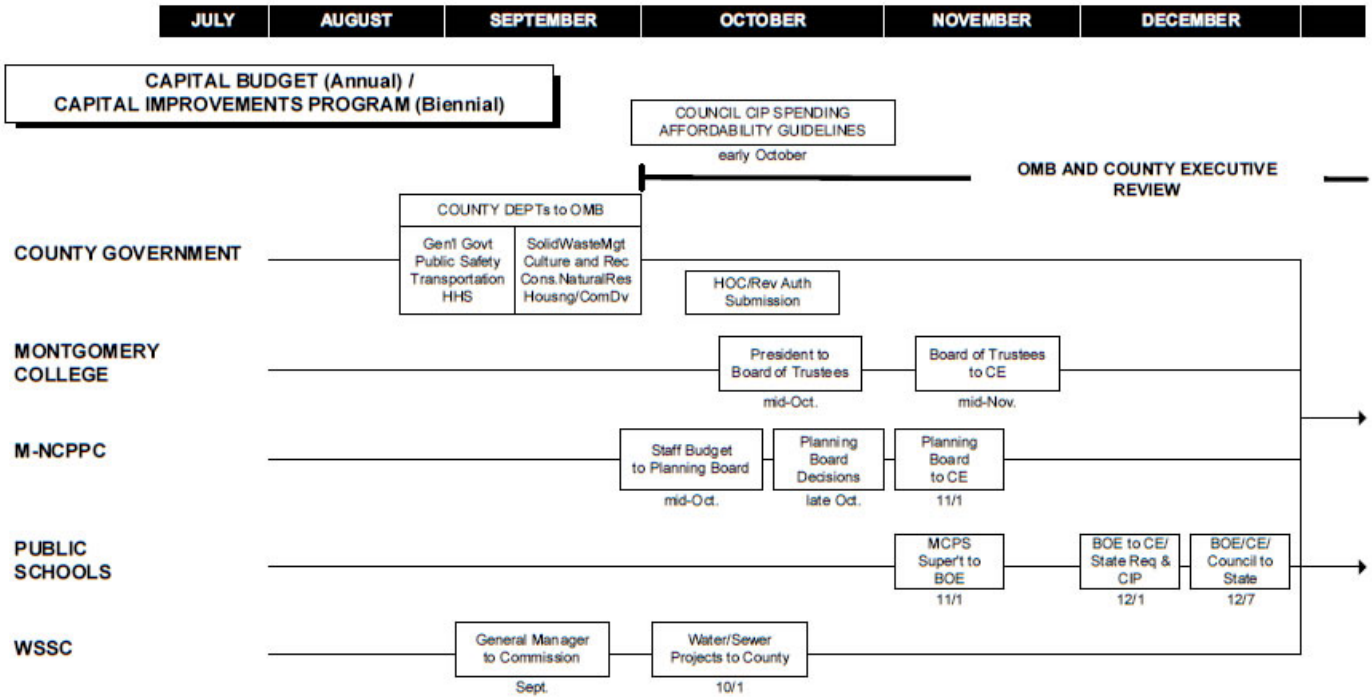
MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

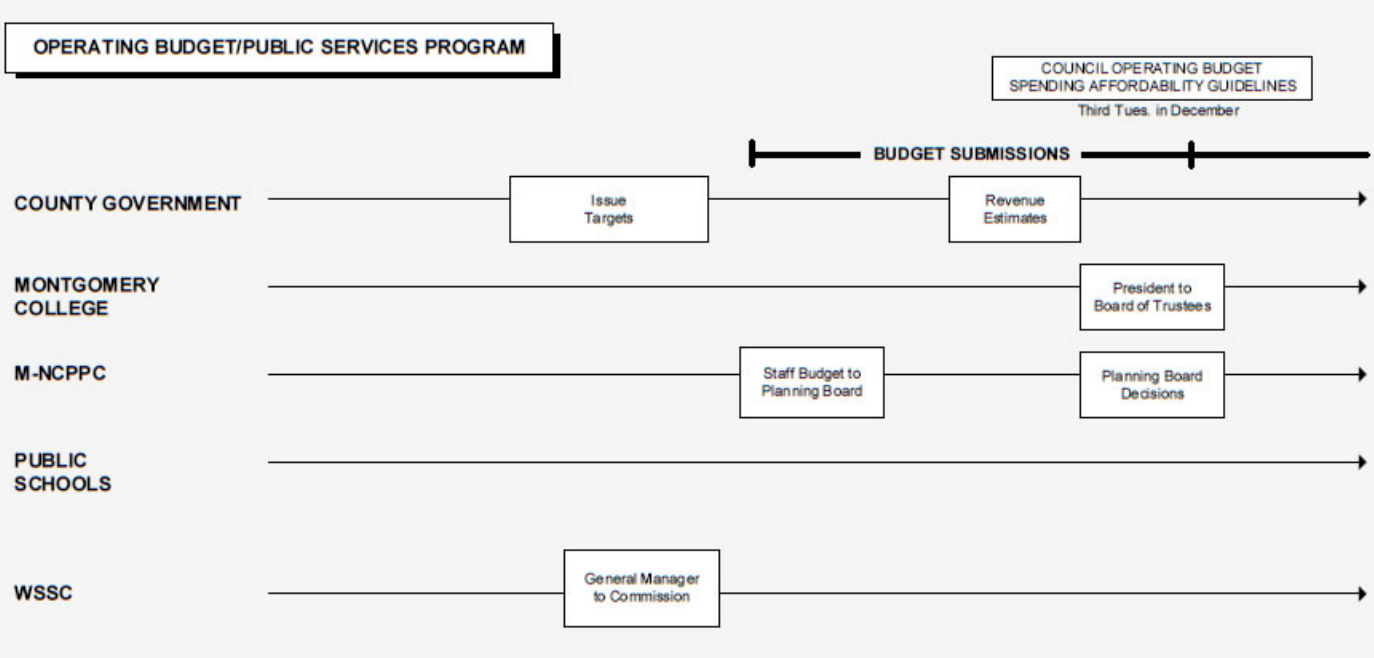
DATE	ITEM	AVAILABILITY
Late December	**COMPREHENSIVE ANNUAL FINANCIAL REPORT**	Reference copies at public libraries: Department of Finance (240.777.8860) www.montgomerycountymd.gov/finance (on limited basis)

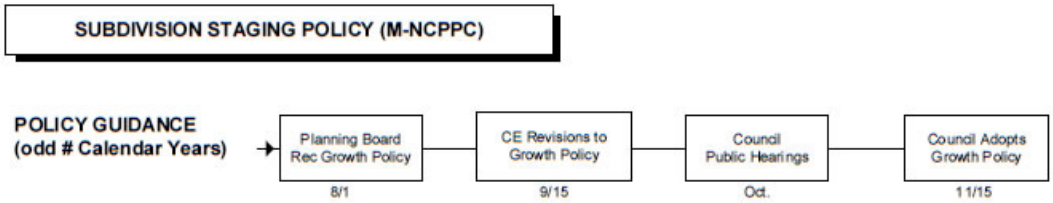
DATE	ITEM	AVAILABILITY
Quarterly	**ECONOMIC INDICATORS**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Monthly (To update the Economic Indicators Report)	**ECONOMIC UPDATE**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Annually	**ANNUAL INFORMATION STATEMENT**	Department of Finance (240.777.2020) www.montgomerycountymd.gov/finance (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(301.650.5600) www.montgomeryplanning.org/research


Montgomery County, Maryland
Upcounty
Mid-County
East County
Silver Spring
Bethesda Chevy Chase
Germantown
Gaithersburg
Rockville
Bethesda
Silver Spring
Wheaton-Glenmont
Aspen Hill
Leisure World
Olney
Brookeville
Sandy Spring
Ashton
Burtonsville
Colesville
Fairland
Cloverly
Clarksville
Columbia
Laytonsville
Damascus
Clarksburg
Hyattstown
Boyds
Montgomery Village
Wildcat Forest
North Potomac
Travilah
Darnestown
Seneca
Dawsonville
Poolesville
Beallsville
Barnesville
Dickerson
Comus
Lilypons
Tuscarora
Point of Rocks
Lucketts
Stumptown
Taylorstown
Waterford
Leesburg
Paeonian Springs
Woodburn
Oatlands
Lansdowne
Belmont Country Club
Ashburn
Potomac Falls
Broadlands
Sterling
Shady Oak
Great Falls
Potomac
North Bethesda
Rock Creek Regional Park
Redland
Cabin John
McLean
Tysons
Vienna
Dunn Loring
Falls Church
Merrifield
Oakton
Herndon
Reston
Dulles
Floris
Oak Hill
Lees Corner
Chantilly
Brambleton
Arcola
Stone Ridge
Lenah
South Riding
Conklin
Schneider Crossroads
Arlington
Washington
Capitol Hill
Hyattsville
Adelphi
Greenbelt
Beltsville
Calverton
South Laurel
North Laurel
Savage
Fulton
Highland
Guilford
Glenelg
Dayton
Glenwood
Cooksville
West Friendship
Woodmark
Sykesville
Woodbine
Lisbon
Mt Airy
Windsong Farms
New Market
Monrovia
Green Valley
Urbana
Annapolis Rock
Maryland
Virginia
Potomac River
Wilde Lake
Town Center
Granite
Woodstock
Marriottsville
Ellicott
Randalls
Patuxent Research Refuge
Glenn Dale
Mitchellville
Lake Arbor
Largo
New Carrollton
Maryland District of Columbia
Capitol Hill
Southeast

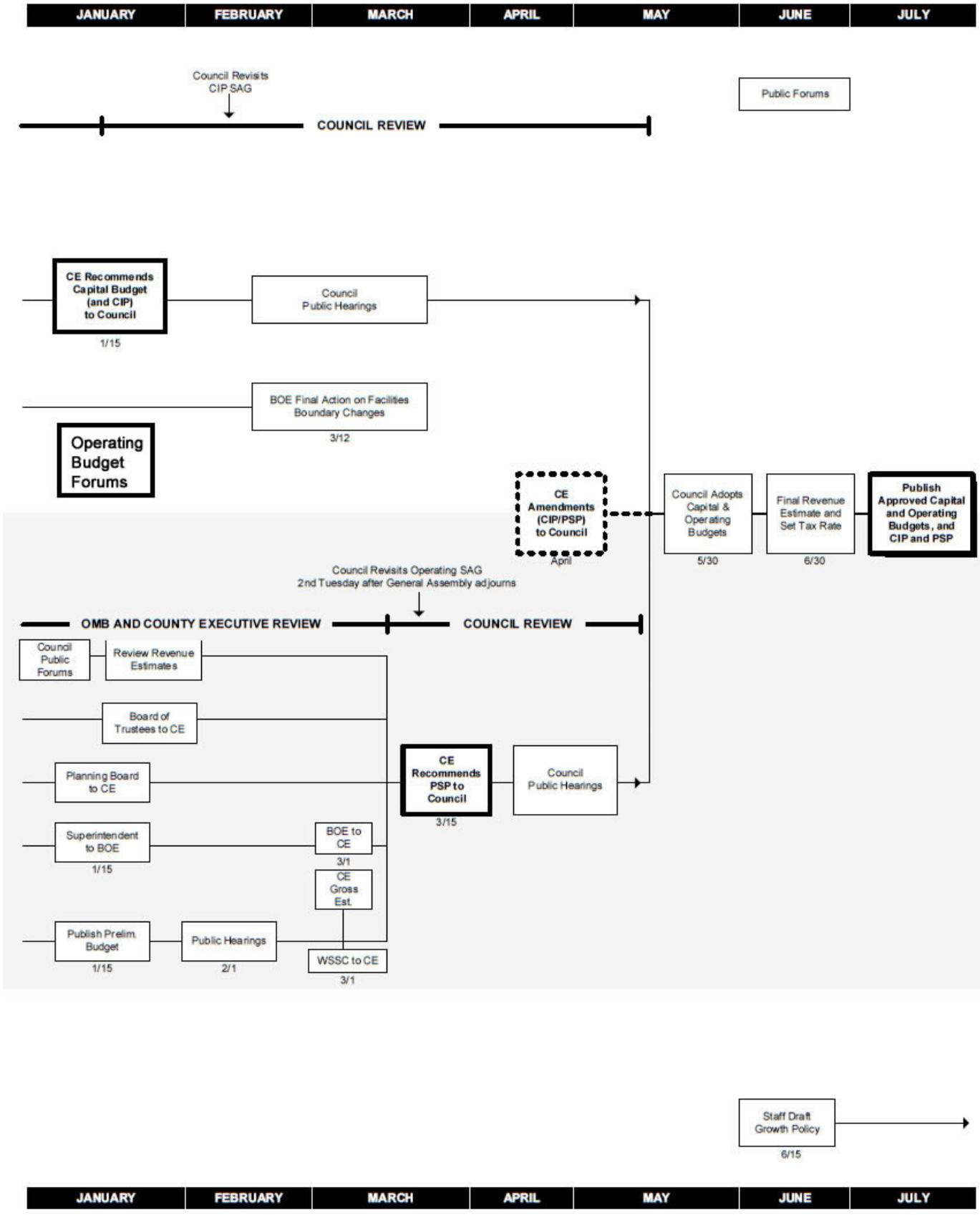
BUDGET PROCESS FLOW CHART







JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER


JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
Council Revisits CIP SAG
COUNCIL REVIEW
Public Forums
CE Recommends Capital Budget (and CIP) to Council
1/15
Council Public Hearings
BOE Final Action on Facilities Boundary Changes
3/12
Operating Budget Forums
CE Amendments (CIP/PSP) to Council
April
Council Adopts Capital & Operating Budgets
5/30
Final Revenue Estimate and Set Tax Rate
6/30
Publish Approved Capital and Operating Budgets, and CIP and PSP
Council Revisits Operating SAG
2nd Tuesday after General Assembly adjourns
OMB AND COUNTY EXECUTIVE REVIEW
COUNCIL REVIEW
Council Public Forums
Review Revenue Estimates
Board of Trustees to CE
Planning Board to CE
CE Recommends PSP to Council
3/15
Council Public Hearings
Superintendent to BOE
1/15
BOE to CE
3/1
CE Gross Est.
Publish Prelim. Budget
1/15
Public Hearings
2/1
WSSC to CE
3/1
Staff Draft Growth Policy
6/15
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY

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 ten 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 ten 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 MontgomeryCollege; 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.

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 ongoing annual impact related to the change in the taxability of this source of income. The annual impact of this ruling is estimated to be $28.6 million, and the repayment to the State for retroactive liability from past income tax filings is estimated to be $143 million spread over 20 quarters starting in the fourth quarter of FY19. In January 2018, State legislation was introduced, proposing to delay the start of the repayment period until the fourth quarter of FY21. The County's revenue forecasts have been updated to reflect this delayed repayment schedule.

The County anticipates a shortfall in FY18 tax revenues in excess of $100 million, driven by lower than anticipated income tax receipts. The November 2017 income tax distribution was significantly lower than expected, attributable primarily to changes in taxpayer behavior in anticipation of changes to federal tax law. H.R. 1, the Tax Cuts and Jobs Act of 2017 (TCJA) was signed into law in December 2017, enacting substantial changes to Federal income tax policy. The impact that the provisions of this law will have on the County's economic and fiscal outlook is still uncertain.

The following additional factors and events shaped the budget environment and helped to drive budget planning for FY19:

- Low inflation has resulted in relatively small increase in expected property tax revenues in FY19.
- Increased costs associated with labor agreements, pre-funding of retiree health insurance, the operating costs of new facilities, and other costs related to programmatic obligations.
- Uncertainty regarding potential reductions in Federal and State revenues or costs shifted to the County by the state.
- Uncertainty regarding the economic and fiscal impacts of the Tax Cuts and Jobs Act of 2017.
- Uncertainty regarding the economic and programmatic impacts of other possible changes in federal budgets, policies, and laws.

The FY18 Six-Year Fiscal Plan, approved by the County Council in June 2017, projected a 0.4 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, increased obligations related to debt service and retiree health insurance, and growth in the capital budget current revenue funding level in FY19. The Budget Director estimated an FY19 budget gap of over $208 million in the December 2017 Fiscal Plan Update based on updated and reduced revenue estimates, and contingency planning for weather events.

To cope with these fiscal challenges while ensuring that the County Executive's priorities are met, the County implemented a number of new or modified short-term policies and initiatives to control FY18 spending and reduce the FY19 budget gap:

- Implemented a position exemption process requiring special approval to fill certain vacancies;
- Continued restrictions on new procurements over $50,000, and expanded the exemption process to include procurements funded by current revenue in the Capital Improvements Program.
- Improved systems for identifying turnover cost savings to avoid the need for reductions that negatively impacted services;
- Required that departments with projected overspending in their mid-year expenditure analysis implement corrective actions.
- Continued initiatives undertaken to maintain the County's fiscal policies and its commitments to the bond rating agencies to protect its AAA bond rating.

In preparing the FY19 operating budget submissions, departments were asked to submit budget reductions of 2.5 percent for public safety departments and 4.0 percent for non-public safety departments. 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).

There were also challenges in developing the Recommended FY19-24 Capital Improvements Program (CIP) as the County chose to: 1) reduce general obligation debt levels to improve future operating budget flexibility, 2) reallocate tax-supported cash contributions from the capital budget to support FY18 and FY19 operating budget needs, and 3) subsequently provided budget amendments to address approximately $33 million in FY18 impact and recordation tax funding shortfalls for the capital budget. In order to maintain support for key priorities such as education, economic development, core infrastructure and critical transportation projects with reduced resources, very few new projects were included in the Recommended FY19-24 CIP, and a number of previously approved projects were delayed beyond FY24.

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
- Information Technology
- Criminal Justice
- Digital Evidence Management
- Pedestrian Safety/Vision Zero

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 County Government. The conclusions and recommendations of the clusters were presented to the County Executive and Chief Administrative Officer for their use in making final budget decisions.

These short-term fiscal policies and actions have been critical in shaping the County Executive's recommended FY19 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 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 in a set-aside 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.

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 5 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.

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 of facilities which are not owned by the County, and for planning and feasibility studies.
- 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 November 2016. These taxes are levied at four zone rate schedules: transit-oriented and urban Red Policy Areas (former Metro Station Policy Areas), mixed urban/suburban Orange Policy Areas (formerly part of the general impact district), suburban Yellow Policy Areas (formerly part of the general impact tax district), and rural Green Policy Areas (e.g. agricultural reserve).

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. The County Council established new School Impact Tax rates in November 2016.

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. As of March 1, 2017, the School Facilities Payment only applies to development projects that were included in a preliminary plan of subdivision prior to this date.

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.

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.

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 non-profit 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, regulations, and master plans 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, and regulations 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, 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 ten 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, non-residents 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

	FY18 Approved Ending Fund Balance	FY19 Recommended Ending Fund	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	149,192,741	154,642,497	5,449,756	3.7%
Bethesda Urban District	84,998	83,120	-1,878	-2.2%
Silver Spring Urban District	93,633	90,180	-3,453	-3.7%
Wheaton Urban District	51,848	51,408	-440	-0.8%
Mass Transit	138,779	210,606	71,827	51.8%
Fire	106,472	156,112	49,640	46.6%
Recreation	272,711	219,833	-52,878	-19.4%
Revenue Stabilization Fund	308,097,159	337,930,613	29,833,454	9.7%
Montgomery College				
Emergency Repair Fund	415,520	393,178	-22,342	-5.4%
Current Fund MC	4,224,919	4,297,877	72,958	1.7%
Maryland-National Capital Park and Planning Commission				
Administration Fund	1,081,522	1,139,905	58,383	5.4%
Park Fund	3,923,469	3,689,784	-233,685	-6.0%
NON-TAX SUPPORTED				
Montgomery County Government				
Water Quality Protection Fund	1,744,507	4,364,225	2,619,718	150.2%
Cable Television	38,721	67,447	28,726	74.2%
Community Use of Public Facilities	4,262,633	4,058,050	-204,583	-4.8%
Bethesda Parking District	12,415,961	12,532,043	116,082	0.9%
Montgomery Hills Parking District	0	0	0	N/A
Silver Spring Parking District	11,278,155	5,329,272	-5,948,883	-52.7%
Wheaton Parking District	217,721	392,133	174,412	80.1%
Permitting Services	13,309,445	8,965,633	-4,343,812	-32.6%
Solid Waste Collection	793,993	1,058,050	264,057	33.3%
Vacuum Leaf Collection	450,805	261,577	-189,228	-42.0%
Liquor Control	1,708,589	2,243,031	534,442	31.3%

Explanation of Changes in Fund Balance Greater Than 10%:

- **General Fund, 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.

- **Water Quality Protection Fund**
  The change in fund balance reflects changes to anticipated capital and operating budget expenditures based on updated progress towards meeting the County's MS-4 permit and a shift to a Public-Private Partnership (P3) model. The fund balance is consistent with policy and debt service coverage requirements.
- **Cable Television**
  The budget assumes use of fund balance. The projected ending fund balance is consistent with policy.
- **Silver Spring Parking District**
  The change in fund balance reflects increased expenditures in Capital Improvements Programs and an increased transfer to the Silver Spring Urban District.
- **Wheaton Parking District**
  The change in fund balance reflects an increased beginning fund balance in FY18 and FY19 resulting from the carry-forward of lower than anticipated expenditures in FY17.
- **Permitting Services**
  The year end fund balance assumes the Enterprise Fund Stabilization Factor (EFSF) at 3% effective FY19. The EFSF is the factor by which the fee calculation is adjusted to cover the Department of Permitting Services labor and operating expenses, and to manage the DPS reserve policy.
- **Solid Waste Collection**
  The change in fund balance is primarily related to cost increases for refuse collection contracts and adjustments necessary to keep the fund balance within policy levels.
- **Vacuum Leaf Collection**
  The change in fund balance reflects higher than expected motor pool charges.
- **Liquor Control**
  The change in fund balance reflects planned growth to bring the fund balance in line with the policy level.

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 FY19 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 9.0 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 from 1,056,920 in 2018 to 1,097,060 by 2024. This reflects an average annual growth rate of 0.6 percent.
- Current projections estimate the number of households to increase from 378,590 in 2018 to 394,740 by 2024. Household growth over that period is projected to grow at an average annual rate of 0.7 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 12 percent to 20 percent.
- County births, which are one indicator of future elementary school populations and child day care demand, are projected to gradually increase from an estimated 13,066 in 2016 to 13,540 by 2024.
- The County expects Montgomery County Public School student enrollment to increase by 7,466 between FY18 and FY24.
- Montgomery College full-time equivalent student enrollments are projected to increase slightly from 19,185 in FY18 to 20,459 in FY23.

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, state and federal 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 FY19 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.

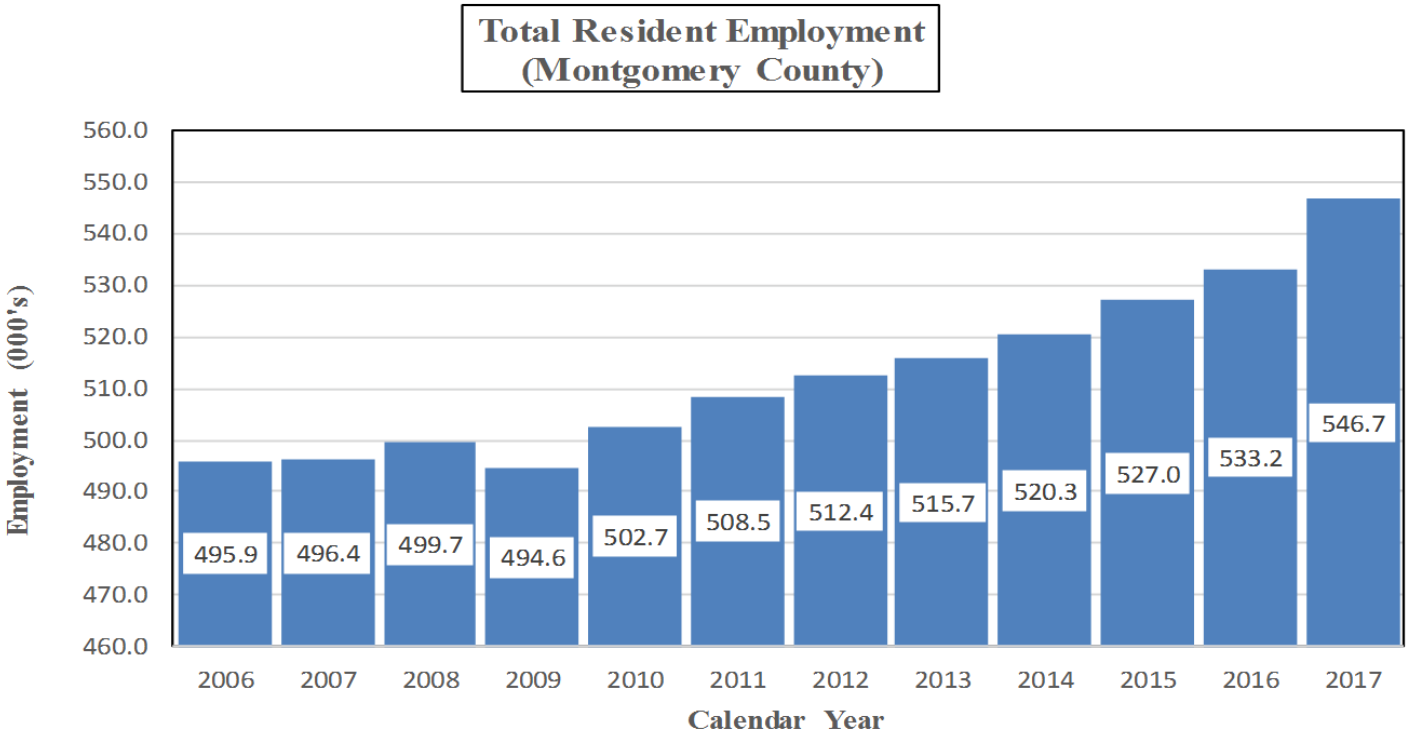
Economic Assumptions

Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National 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 generally experienced positive economic performance during 2017. Some of the areas of strength included an increase in resident employment, a decline in the unemployment rate, and an increase in the median sales price for an existing home. However, partially offsetting those increases, the County experienced a modest decline in the sales of existing homes, declines in the added value of new construction for residential and non-residential properties, and weak retail sales.

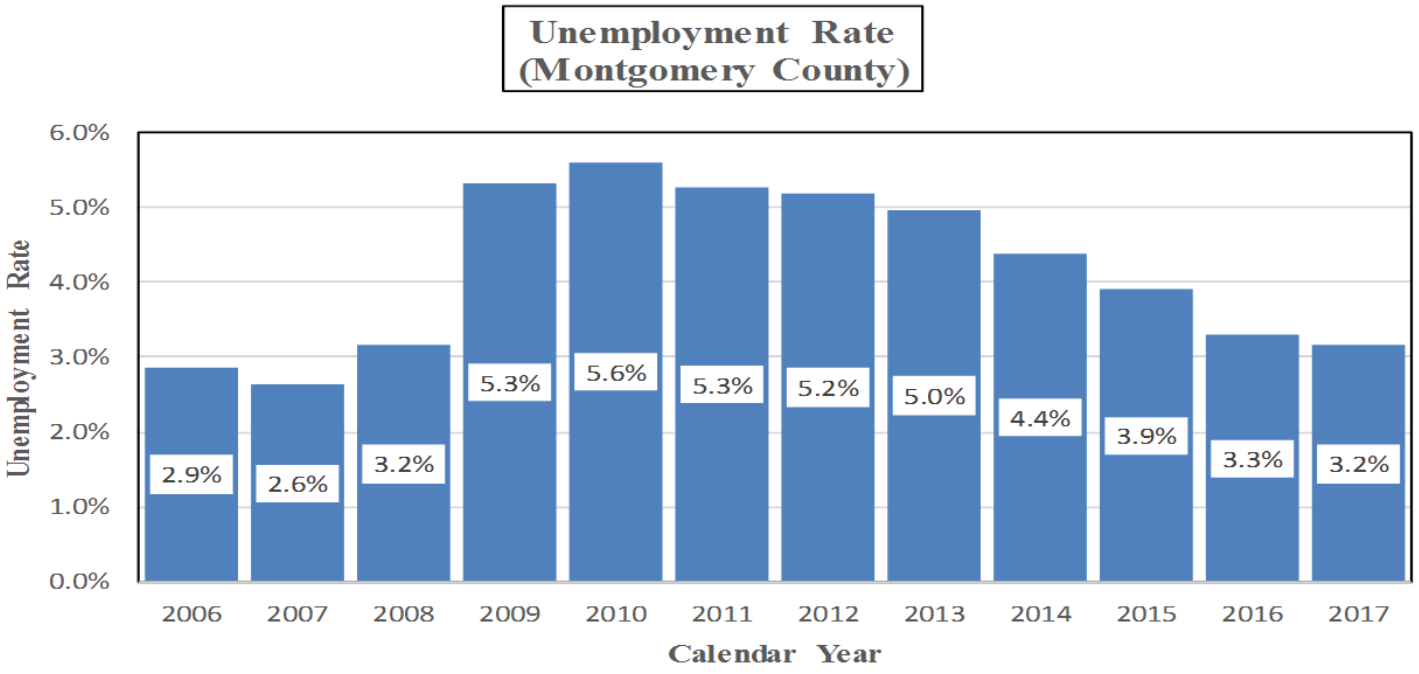
Employment Situation

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 2017 increased by nearly 13,500 from 2016 (↑ 2.5%) and was the largest percentage increase since 1994 (↑ 3.0%).



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

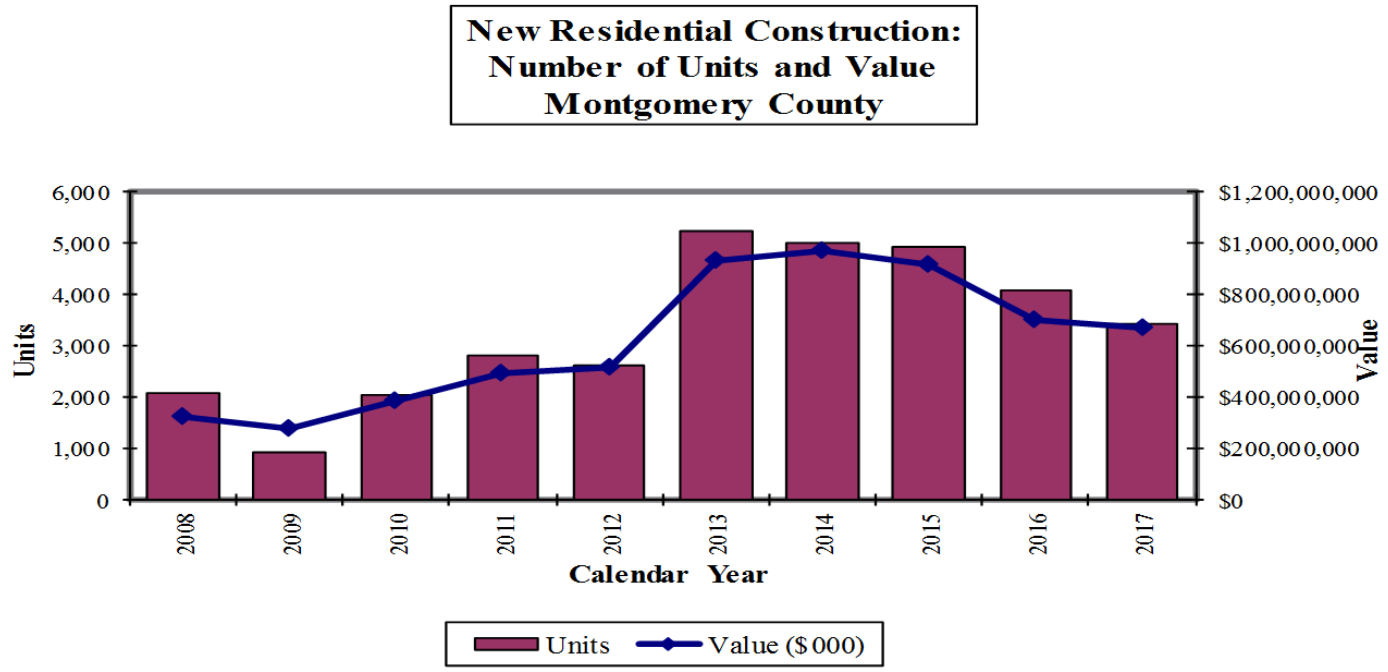
The County's unemployment rate declined to 3.2 percent compared to 3.3 percent in 2016 and is the lowest in nine years. The decline in the unemployment rate is attributed to a larger percentage increase in resident employment (↑ 2.5%) than in the labor force (↑ 2.4%).



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

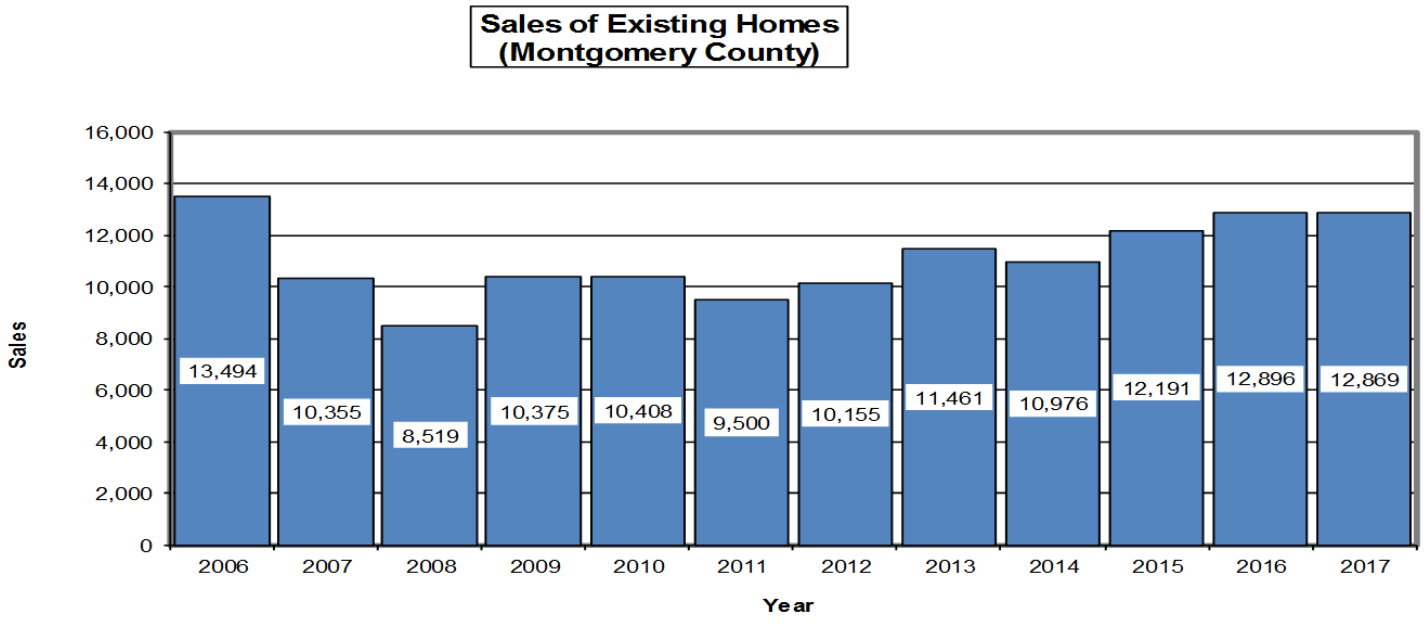
Construction Activity

After experiencing an increase of over 100 percent in 2013, the construction of new residential units declined 4.8 percent in 2014, 1.7 percent in 2015, 16.9 percent in 2016, and 16.3 percent in 2017. Total value added decreased from $699.2 million in 2016 to $669.0 million in 2017 (🡻 4.3%). While the number of non-residential construction projects increased 12.4 percent in 2017, the total value added decreased from $1,077.9 million to $876.3 million (🡻 18.7%).

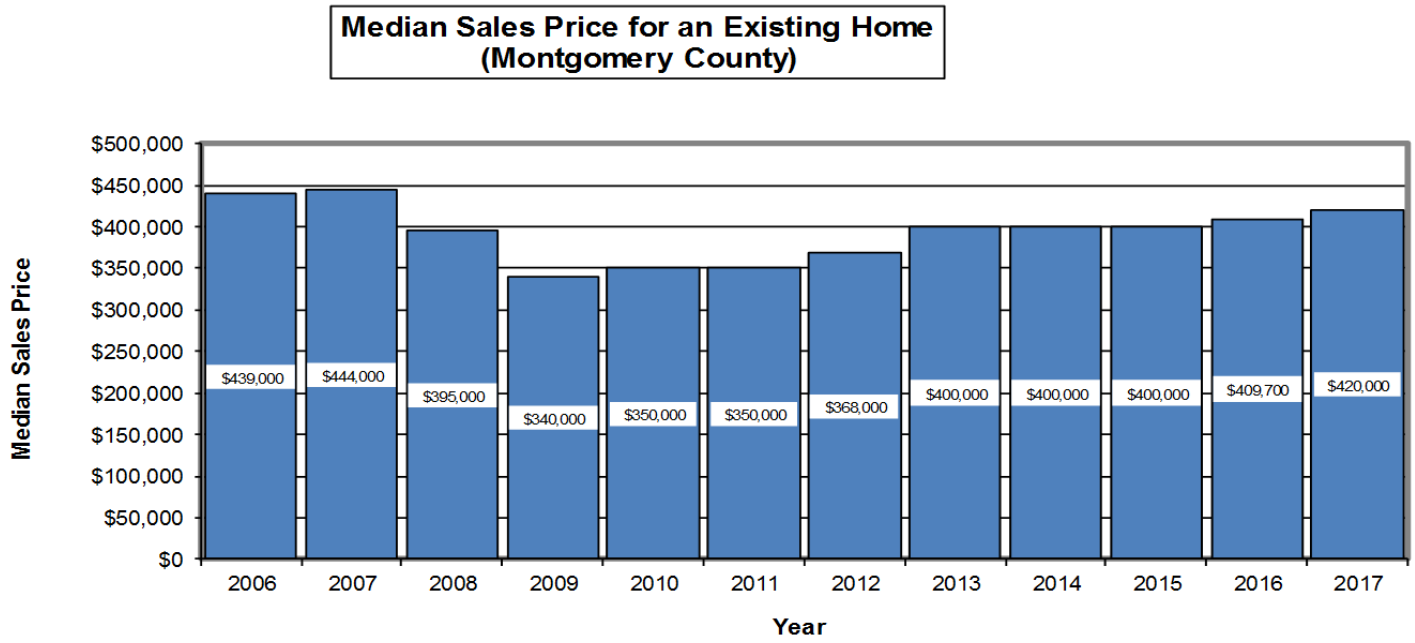


Residential Real Estate

During 2017, existing home sales decreased a modest 0.2 percent which followed a 5.8 percent increase in 2016. The average sales price for existing homes increased 3.6 percent in 2017 following a modest 0.8 percent increase in 2016 while the median sales price increased 2.5 percent.



SOURCE: Metropolitan Regional Information System



SOURCE: Metropolitan Regional Information System, Inc.

Retail Sales

Using sales tax receipts as a measure of retail sales activity in the County, retail sales, including assessment collections, decreased 0.4 percent in 2017. Purchases of nondurable goods, which include food and beverage, apparel, general merchandise, and utilities and transportation, decreased 0.5 percent during this period while sales of durable goods were down 0.3 percent. The decrease in nondurable goods purchases was largely attributed to the decrease in general merchandise (1.7%), while the decrease in purchases of durable goods was largely attributed to a decrease in automobile sales and products (🡻 3.5%), and furniture and appliances (🡻 10.5%).

CONCLUSION

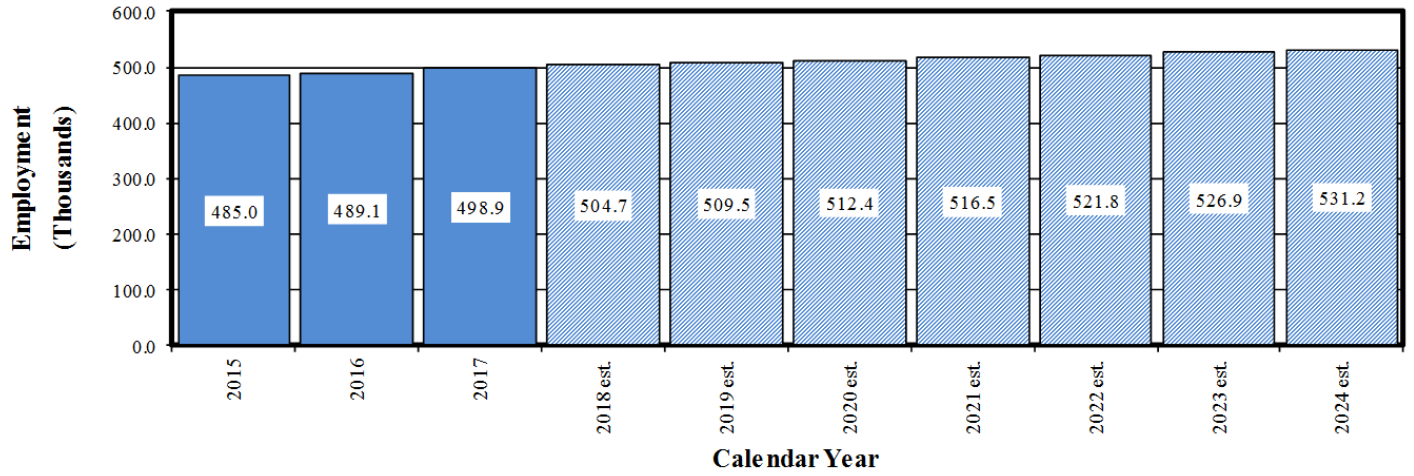
The major economic indicators confirm that the County's economy experienced generally positive performance during 2017. That performance included a strong increase in residential employment, a decline in the unemployment rate, and an increase in the median sales price for an existing home, but partially offset by a modest decline in the sales of existing homes, a decline in added value of new residential and non-residential construction, and weak retail sales.

ECONOMIC OUTLOOK

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

Employment. Finance assumes payroll employment will continue to increase from 2017 to 2024 and grow at an average annual rate of 0.9 percent over that period. This is slightly below the average annual rate growth rate of 1.1 percent experienced between 2010 and 2017.

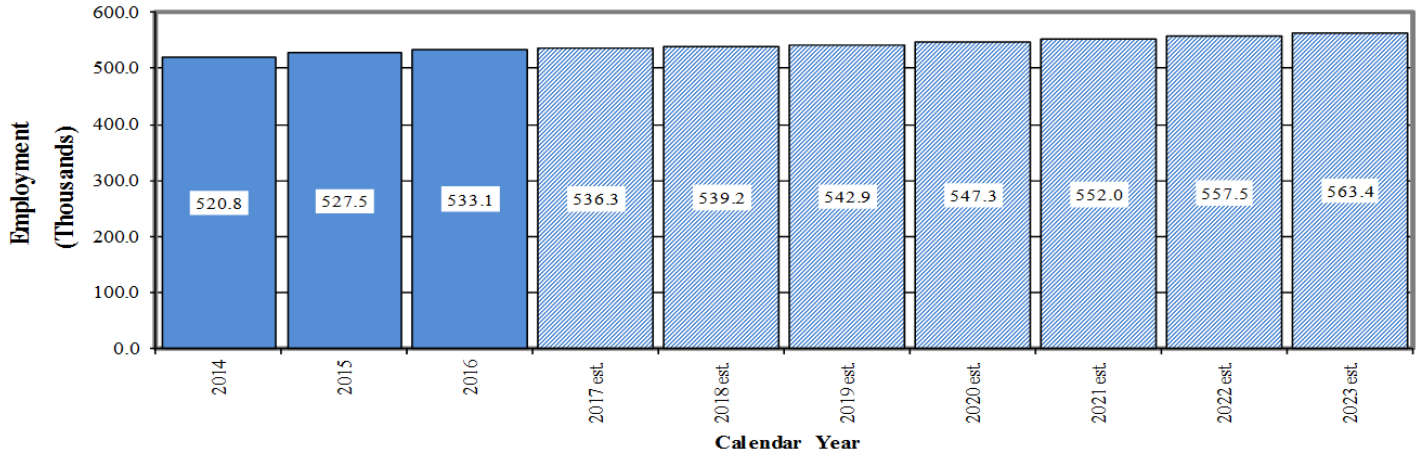
Total Payroll Employment
Montgomery County



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

Finance assumes that resident employment will increase at an average annual rate of 0.7 percent from 2017 to 2024. However, that rate is slightly below the average annual rate of 1.2 percent between 2010 and 2017.

Resident Employment
Montgomery County



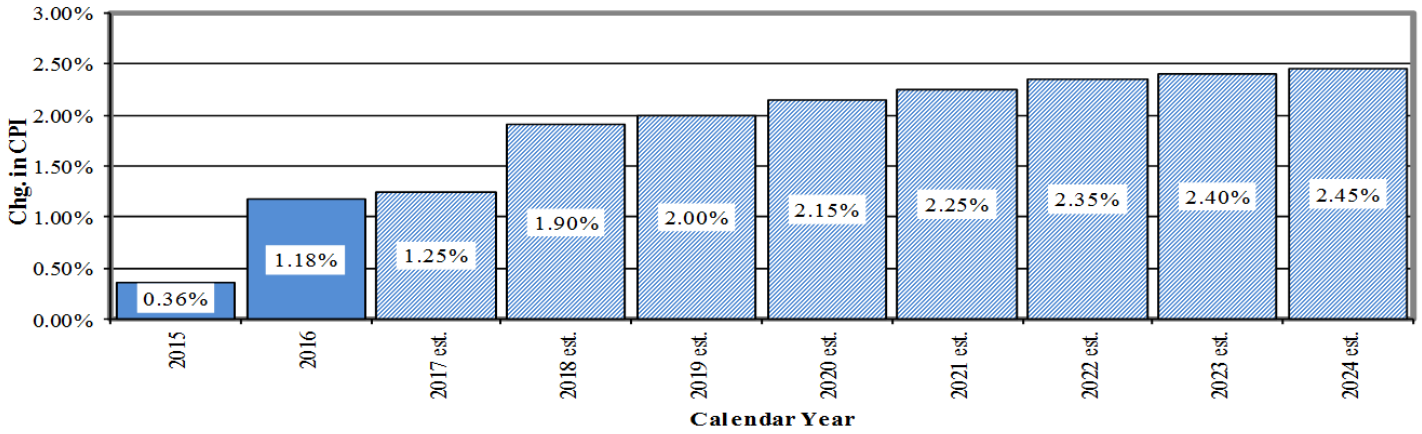
SOURCES: Maryland Department of Labor, Licensing and Regulation
Montgomery County Department of Finance

Finance assumes wage and salary income to grow at an average annual rate of 3.8 percent between 2016, the latest date for which actual data are available from the Bureau of Economic Analysis, U.S. Department of Commerce, and 2024. Total wage and salary income is estimated to reach $49.8 billion by 2024.

Personal Income. Finance assumes that total personal income in Montgomery County will grow at an average annual rate of 4.0 percent from 2016 to 2024. By 2024, total personal income will reach $115.2 billion.

Inflation (annual average). Finance assumes that the overall regional inflation index will increase from 1.25 percent in 2017 and steadily increase to 2.45 percent by 2024.

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

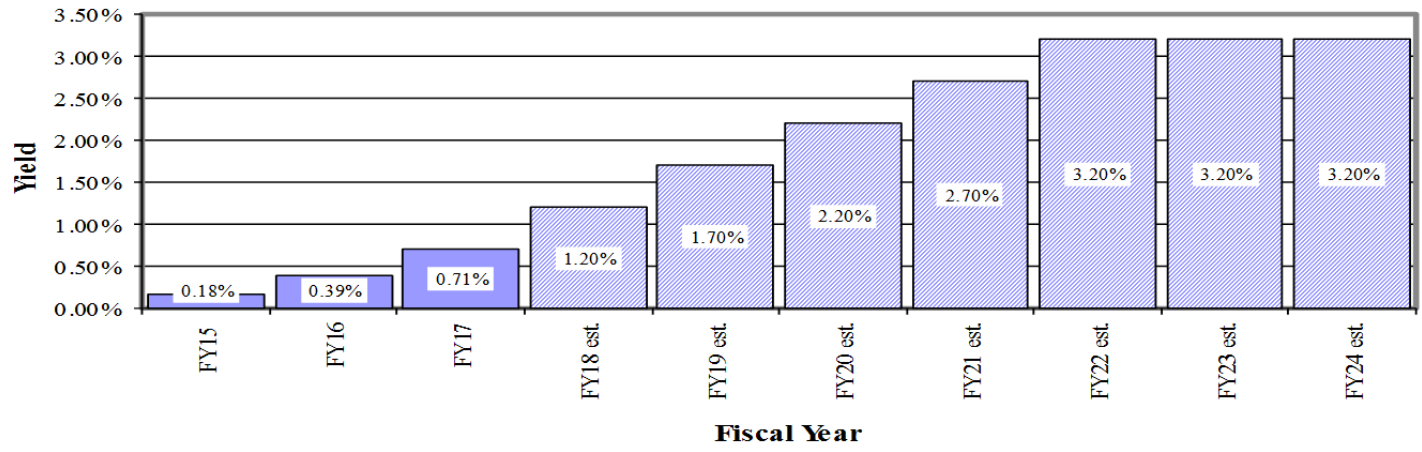


SOURCES: Bureau of Labor Statistics, U.S. Department of Labor
Montgomery County Department of Finance

Interest Rates

From September 2007 to December 2008, the Federal Reserve Board, through its Federal Open Market Committee (FOMC), aggressively cut the target rate on federal funds from 5.25 percent to a range of 0.00-0.25 percent. The targeted federal funds rate set by the FOMC 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 and to between 0.50 and 0.75 percent in December 2016. The target rates were increased three times in 2017 by 25 basis points each to 1.25-1.50 in December 2017. Since the yield on the County's short-term investments are highly correlated with the federal funds rate, the County earned an average of 0.39 percent in investment income on its short-term portfolio for fiscal year (FY) 2016 and an average of 0.71 percent in FY2017 with estimated increases to 1.20 percent from FY2018 to 3.20 percent by FY2024. This assumption is based on two rate increases in the targeted federal funds rate by the FOMC each year between FY2018 and FY2022, and no increases in FY2023 and FY2024, respectively.

Yield on Investment Income
Montgomery County



SOURCE: Montgomery County Department of Finance

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 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 FY19-24 Capital Improvements Program (CIP) (as of January 16, 2018). Anticipated current revenue adjustments to the January 16, 2018 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 FY17 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 transfer to the General Fund 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 FY19-24 Capital Improvements Program (as of January 16, 2018). 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 CIP. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization. Approximately 36.9 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, 2017, is 1.86 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities.

Capital Improvements Program (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 FY19 Recommended Budget estimates that the Revenue Stabilization fund balance will be $308.3 million in FY18 and the balance is estimated to increase to $337.9 million in FY19 (9.7%)

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 47.2 percent and 41.4 percent, respectively, of the estimated total tax revenues in FY19. The third category is the energy tax estimated for the General Fund with 5.1 percent share. In fact, these three revenue sources represent 93.7 percent of total tax revenues. Of the total tax-supported revenues, property tax and income tax are also the most important with 36.7 percent and 32.2 percent, respectively. The third category is intergovernmental revenues with a 17.8 percent share of the estimated total tax supported revenues in FY19. 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 tax rates (levy year 2018) and a recommended $692 credit, total estimated FY19 tax supported property tax revenues of $1,808.4 million are 2.4 percent above the revised FY18 estimate. The general countywide rate for FY19 is $0.7386 per $100 of assessed real property, while a rate of $1.8465 is levied on personal property. In addition to the general countywide tax rate, there are special district area tax rates. The weighted average real property tax rate for FY19 is $0.9814 per $100 of assessed real property which is 0.0198 cents below the levy year 2017 (FY2018) 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.

The countywide total property taxable assessment is estimated to increase approximately 4.4 percent from a revised $188.6 billion in FY18 to 196.8 billion in FY19. The base is comprised of real property and personal property. For FY19, the Department of Finance estimates real property taxable assessment of approximately $192.6 billion, an increase of 4.4 percent from FY18, with the remaining $4.2 billion in personal property. This is the sixth consecutive increase in total property taxable assessments after two consecutive decreases.

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 reassessment for Group 1 increased 11.1 percent in FY17 (9.6% for residential), and

reassessment for Group 2 increased 7.8 percent in FY18 (4.8% for residential). Real property taxable assessment for Group 3 is estimated to increase 8.4 percent in FY19 (3.9% for residential). Based on data provided by SDAT, total personal property base is projected to increase 1.8 percent in FY18 and 2.8 percent in FY19.

Income Tax

Estimated FY19 income tax revenues of $1,585.2 million are 7.0 percent above the revised FY18 estimate. Previously, future income tax estimates starting in FY19 incorporated the impact of the Wynne vs. Comptroller decision by the U.S. Supreme Court on May 18, 2015. However, with introduction and likely passage of proposed legislation by the Maryland General Assembly, an impact of Wynne repayments will start in FY21 rather than FY19. This assumption increases estimated FY19 income tax revenues by $14.3 million. Absent this assumption, estimated FY19 income tax revenues would be 6.0 percent above the revised FY18 estimate. The estimated FY19 income tax revenues do not include the impact of the Tax Cut and Jobs Act (TCJA, or H.R.1) on the County's estimated FY19 income tax revenues. Because of the proposed legislation before the Maryland General Assembly, actions by State of Maryland officials and regulations issued by the Internal Revenue Service, U.S. Treasury Department, as well as the effect of the federal tax law on business income that may have a negative fiscal impact on the County, the final "net" impact of the federal tax bill on the County's income tax revenues is uncertain at this time. In lieu of such uncertainty, Finance estimates FY19 income tax revenues based on the December 2017 income tax estimate by the Board of Revenue Estimates.

During any one fiscal year, the County receives income tax distributions pertaining to at least three different tax years. With the stock market crash of 2008 and subsequent severe recession, withholdings, estimated payments, and extended filings declined 11.9 percent in tax year (TY) 2008, and decreased 4.9 percent in TY2009, but increased 7.2 percent in TY2010, 6.2 percent in TY2011, and 10.0 percent in TY2012, before declining 3.8 percent in TY2013 attributed to the decline in capital gains. Following the decline in TY2013, income tax revenues increased 6.6 percent in 2014, increased 2.9 percent in TY2015, but declined 0.4 percent in TY2016 attributed to a 50 percent decline in capital gains for the top 100 County taxpayers. The elections of November 2016 raised expectations that tax relief for individuals, especially those individuals with high incomes, would occur in tax year 2017. As such, those individuals would delay recognizing capital gains in a later tax year. The reduction of 50 percent of the top 100 County taxpayers suggests that is what occurred as noted below in our receipts from October 15th filers in 2016.

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 revenues 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, increased to $142.8 million in 2014 (🡹 47.5%), and increased to $149.3 million in 2015 (🡹 4.6%) but declined to $108.3 million (🡻 27.5%) in 2016.

Transfer and Recordation Taxes

Estimated FY19 revenues for the General Fund of $162.9 million, which exclude the School Capital Improvement Program (CIP) portion, condominium conversions, and the tax premium, are 3.3 percent above the revised FY18 estimate. This reflects an FY19 estimate of $109.5 million in the transfer tax and $53.4 million in the recordation tax. Effective September 1, 2016, the recordation tax for the General Fund decreased from 0.440 percent to 0.416 percent and the exemption was increased from $50,000 to $100,000 of the consideration payable on the conveyance of any owner-occupied residential property. During the first eight months of FY18, the number of transactions for the residential transfer tax has decreased 7.9 percent and the amount of collections from the residential transfer tax has decreased 2.2 percent over the same eight-month period in FY17. Over the same eight-month period, the number of transactions for the non-residential transfer tax decreased 22.6 percent and the amount collections decreased 52.8 percent compared to FY17. Activity for the recordation tax

experienced similar trends during the eight-month period. The number of residential recordation tax transactions for the General Fund decreased 5.4 percent in FY18 and the General Fund collections for from the residential recordation tax decreased 21.7 percent. Transactions for the non-residential transactions for the General Fund decreased 9.8 percent over the eight-month period in FY18 compared to the same period in FY17 and collections decreased 52.9 percent. Please note that the rate cut in the General Fund for the recordation tax in FY17 did not begin until September 1, 2016. Therefore, the percent changes between FY17 and FY18 may overstate the percentage decrease in FY18.

Transfer and recordation tax revenues have fluctuated greatly over time and primarily reflect shifting trends in the real estate market. 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.

Effective September 1, 2016, the recordation tax rate for School CIP was raised from 0.250 percent to 0.474 percent of which net revenues must be reserved for and allocated to the cost of capital improvements to schools. Also, if the consideration payable or principal amount of debt secured exceeds $500,000 the rate increased from $1.55 to $2.30 for each fraction of $500 of the amount over $500,000 and that revenue must be reserved for the cost of County government capital improvements and rental assistance for low and moderate income households.

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.

After three consecutive years of decline from FY07 to FY09 attributed to the decline in home sales and the peak in the housing bubble in FY06, 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 - 22.3 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, 1.5 percent in FY15, 8.4 percent in FY16, and 2.1 percent in FY17.

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 reflecting the decline in the number of transactions, 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, 2.4 percent in FY15, 7.7 percent in FY16, and 3.6 percent in FY17.

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 in late summer of 2007. Home sales declined 23.3 percent in 2007, declined 17.7 percent in 2008, increased 21.8 percent in 2009, increased a modest 0.3 percent in 2010, decreased 8.7 percent in 2011, increased 6.9 percent and 12.8 percent in 2012 and 2013, respectively, decreased 4.2 percent in 2014, increased 11.1 percent in 2015, 5.8 percent in 2016, but declined a modest 0.2 percent in 2017. While home sales decreased in 2017 by 0.2 percent, the median sales price increased 2.5 percent.

Beginning in FY06, revenues from non-residential property transfers experienced dramatic volatility over the next eleven 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, and 57.7 percent in FY12, but declined 3.9 percent in FY13, and 17.9 percent in FY14, increased 13.7 percent in FY15, 12.6 percent in FY16, and jumped a near-term record of 72.0 percent in FY17.

Recordation tax revenues (excluding the School CIP portion and the tax premium) 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, and 18.3 percent in FY09, increasing 25.3 percent in FY10, decreasing 18.3 percent in FY11, and 4.2

percent in FY12, increasing 23.4 percent in FY13, 9.4 percent in FY14, 6.4 percent in FY15, and 9.0 percent in FY16, but declining 16.7 percent due to the rate cut in the General Fund.

Energy Tax

Estimated FY19 revenues of $194.0 million are 1.7 percent above the revised FY18 estimate. The estimated revenues for FY19 are based on the County Executive's recommendation to continue the FY19 rates at the FY18 level. 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.

Telephone Tax

Estimated FY19 revenues of $53.3 million are 3.3 percent above the revised FY18 estimate. 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 is $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 FY18 revenues of $22.2 million are 0.9 percent above the revised FY18 estimate. The hotel/motel tax is levied as a percentage of the hotel bill including online room rental organizations such as AirBnB. The current tax rate of 7.0 percent in FY18 is also assumed for FY19. 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 Presidential inauguration and related activities, Cherry Blossom Festival and school trips, while organizations often schedule conferences and events during such periods, and during the week prior and the week during 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 FY19 revenues of $3.6 million are 3.1 percent above the revised FY18 estimate. 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 7 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.

E-Cigarettes Tax

Estimated FY19 revenues from the E-Cigarettes tax of $652,000 are 6.6 percent above the revised FY18 estimate.

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 $1.095 million in FY19. This is a $38.7 million increase, or 3.7 percent, from the revised FY18 estimate. 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's Recommended Public Services Program are generally based on the Governor's budget estimates for FY19. 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. The County Executive's Recommended Budget for FY19 assumes a $28.8 million, or 3.4 percent, increase in intergovernmental revenues from the revised FY18 estimate, of which 80.6 percent is allocated to the Montgomery County Public Schools, 4.2 percent to Montgomery Community College, and 4.6 percent to Mass Transit. Total intergovernmental revenue represents an estimated 80.1 percent of the total non-tax revenues for FY19.

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 FY19 assumes a 1.8 percent increase over the revised estimates for FY18, and $13.1 million in available resources in FY19.

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 FY19 assumes an increase of 2.9 percent over the revised estimates for FY18, resulting in $72.7 million in available resources in FY19.

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 FY19 assumes that fines and forfeitures will increase 0.5 percent from the revised estimates for FY18, resulting in $29.1 million in available resources in FY19.

College Tuition

Although College tuition is not included in the County Council's Spending Affordability Guideline Limits (SAG), it remains in the tax supported College Current Fund. Calculation of the aggregate operating budget is under the SAG Limits. Tuition revenue depends on the number of registered students and the tuition rate. The Recommended Budget for FY19 includes a 5.2 percent increase in tuition revenue over the revised estimates for FY18, resulting in $78.2 million in available resources in FY19.

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 Council 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 FY18 tax-supported investment income estimate of $3.9 million assumes a yield on equity of 1.20 percent and an average daily balance of $825.0 million. The FY19 projected estimate of tax-supported investment income of $5.3 million assumes a yield on equity of 1.70 percent. 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. In calendar year 2018, the federal funds futures market as of March 6, 2018, expects the FOMC will raise the target a minimum of three or at most four times.

Other Miscellaneous

The County receives miscellaneous revenues from a variety of sources. For the Recommended Budget for FY19, miscellaneous revenues will increase 11.7 percent from the revised estimates for FY18, resulting in $19.2 million in available resources in FY19.

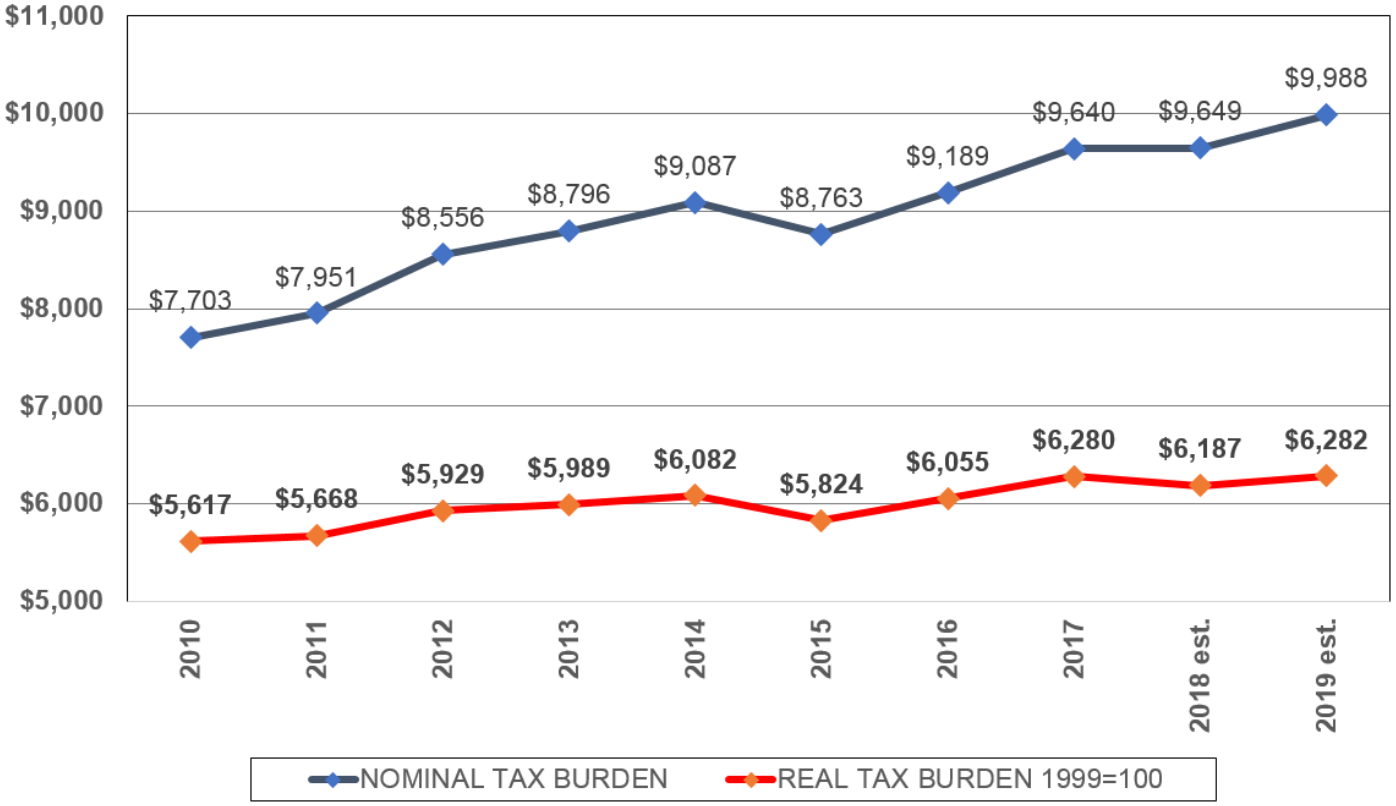
TRENDS AND PROJECTIONS								
DEMOGRAPHIC AND PLANNING INDICATORS	**FY17**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**
POPULATION	**1,050,370**	**1,056,920**	**1,063,510**	**1,070,140**	**1,076,810**	**1,083,520**	**1,090,270**	**1,097,060**
Annual Increase	6,507	6,550	6,590	6,630	6,670	6,710	6,750	6,790
Population Growth Since 2009	9.7%	10.4%	11.1%	11.8%	12.5%	13.2%	13.9%	14.6%
County Resident Births (Prior Calendar Year) (c)	13,000	12,970	13,100	13,190	13,280	13,380	13,460	13,540
HOUSEHOLDS	**375,960**	**378,590**	**381,240**	**383,900**	**386,580**	**389,280**	**392,000**	**394,740**
Household Annual Growth (%)	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
Household Growth Since 2009	5.1%	5.8%	6.5%	7.3%	8.0%	8.8%	9.5%	10.3%
Household Growth Since 1992	29.1%	30.0%	30.9%	31.8%	32.8%	33.7%	34.6%	35.6%
Household Size	2.79	2.79	2.79	2.79	2.79	2.78	2.78	2.78
RESIDENT EMPLOYMENT (Jan = Calendar Year)	**546,700**	**549,700**	**553,500**	**556,700**	**561,000**	**566,000**	**571,200**	**576,000**
Resident Employment Annual Growth (%)	2.5%	0.5%	0.7%	0.6%	0.8%	0.9%	0.9%	0.8%
Resident Employment Growth Since 2009	12.4%	13.0%	13.8%	14.5%	15.4%	16.4%	17.5%	18.4%
Resident Employment Per Household	1.45	1.45	1.45	1.45	1.45	1.45	1.46	1.46
Jobs in County	529,500	534,200	538,900	543,500	549,300	555,100	560,900	566,700
PERSONAL INCOME ($ Millions)	**$87,230**	**$90,840**	**$94,790**	**$98,710**	**$102,630**	**$106,730**	**$110,940**	**$115,230**
Per Capita Personal Income	**$83,050**	**$85,950**	**$89,130**	**$92,240**	**$95,310**	**$98,500**	**$101,750**	**$105,040**
Annual Growth (%)	3.7%	3.5%	3.7%	3.5%	3.3%	3.3%	3.3%	3.2%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	**1.15%**	**1.60%**	**1.95%**	**2.07%**	**2.20%**	**2.30%**	**2.38%**	**2.43%**
Inflation Growth (Fiscal Year) Since 2009	-46.5%	-25.6%	-9.3%	-3.7%	2.3%	7.0%	10.7%	13.0%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	**1.25%**	**1.90%**	**2.00%**	**2.15%**	**2.25%**	**2.35%**	**2.40%**	**2.45%**
ASSESSABLE TAX BASE ($ Millions)	**$181,547**	**$188,626**	**$196,837**	**$205,214**	**$214,235**	**$223,454**	**$232,518**	**$242,270**
Annual Growth (%)	4.3%	3.9%	4.4%	4.3%	4.4%	4.3%	4.1%	4.2%
Growth of Base Since 1992 (%)	203.5%	215.3%	229.0%	243.0%	258.1%	273.5%	288.7%	305.0%
Growth of Base Since 2009 (%)	12.0%	16.4%	21.5%	26.6%	32.2%	37.9%	43.5%	49.5%
INVESTMENT INCOME YIELD (%)	0.71%	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
MCPS ENROLLMENT (Sept = Calendar Year)	159,010	161,546	163,617	165,350	166,435	167,552	168,283	169,012
Annual Growth (%)	1.6%	1.6%	1.3%	1.1%	0.7%	0.7%	0.4%	0.4%
Annual Increase (Decrease)	2,563	2,536	2,071	1,733	1,085	1,117	731	729
MONTGOMERY COLLEGE ENROLLMENTS (a)	**22,875**	**22,585**	**22,648**	**22,961**	**23,650**	**24,098**	**24,098**	**24,098**
Annual Growth (%)	-4.4%	-1.3%	0.3%	1.4%	3.0%	1.9%	0.0%	0.0%
Full Time Equivalents (Sept = Calendar Year) (b)	**19,744**	**19,185**	**19,068**	**19,198**	**19,527**	**20,064**	**20,459**	**20,459**
Annual Growth in FTE's (%)	-3.4%	-2.8%	-0.6%	0.7%	1.7%	2.8%	2.0%	0.0%

(a) Projections related to Montgomery College Enrollments are provided by Montgomery College and only include projections through FY22. Since no projections are provided for FY23 or FY24 the projections for FY22 were used for FY23 - FY24.

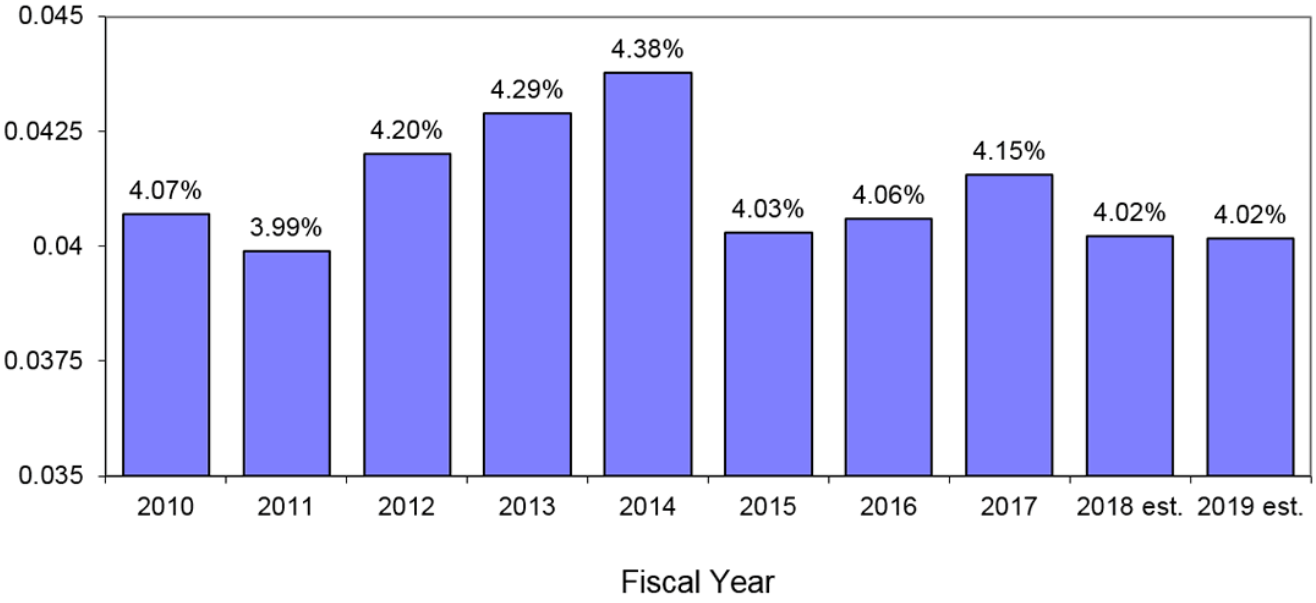
(b) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and only include projections through FY23. Since no projections are provided for FY24, the projections for FY23 were used for FY24.

(c) Projections related to County Resident Births are provided by M-NCPPC.

AVERAGE HOUSEHOLD TAX BURDEN MONTGOMERY COUNTY BY FISCAL YEAR



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. FY18	Estimate FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24
	TAXES	5-25-17	12-12-17	App/Rec	3-15-18										
1	Property Tax	1,770.2	1,766.8	2.2%	1,808.4	2.8%	1,858.9	2.9%	1,913.1	3.0%	1,970.6	3.2%	2,033.5	3.3%	2,099.6
2	Income Tax	1,557.9	1,482.0	1.8%	1,585.2	6.2%	1,683.0	3.4%	1,740.8	3.1%	1,794.1	4.2%	1,870.0	4.8%	1,959.3
3	Transfer Tax	114.3	106.1	-4.1%	109.5	3.4%	113.3	3.2%	116.9	3.2%	120.6	2.1%	123.1	3.4%	127.3
4	Recordation Tax	56.2	51.7	-4.9%	53.4	3.6%	55.3	3.1%	57.0	4.1%	59.4	1.2%	60.1	3.4%	62.1
5	Energy Tax	204.3	190.7	-5.1%	194.0	-0.8%	192.4	-0.1%	192.1	0.1%	192.3	0.0%	192.3	0.0%	192.3
6	Telephone Tax	52.5	51.6	1.4%	53.3	3.1%	54.9	2.8%	56.5	0.8%	56.9	0.0%	56.9	0.0%	56.9
7	Hotel/Motel Tax	21.9	22.0	1.4%	22.2	0.8%	22.4	0.8%	22.6	0.8%	22.8	0.8%	23.0	0.8%	23.1
8	Admissions Tax	3.3	3.5	8.8%	3.6	3.3%	3.7	3.3%	3.8	3.3%	3.9	3.3%	4.1	3.3%	4.2
9	E-Cigarette Tax	0.4	0.6	58.2%	0.7	6.2%	0.7	5.8%	0.7	5.5%	0.8	5.2%	0.8	5.0%	0.9
10	**Total Local Taxes**	**3,781.0**	**3,674.9**	**1.3%**	**3,830.2**	**4.0%**	**3,984.6**	**3.0%**	**4,103.5**	**2.9%**	**4,221.2**	**3.4%**	**4,363.7**	**3.7%**	**4,525.8**
	INTERGOVERNMENTAL AID														
11	Highway User	3.7	3.7	1.7%	3.8	0.0%	3.8	0.0%	3.8	0.0%	3.8	0.0%	3.8	0.0%	3.8
12	Police Protection	14.7	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7
13	Libraries	6.3	6.3	2.9%	6.4	0.0%	6.4	0.0%	6.4	0.0%	6.4	0.0%	6.4	0.0%	6.4
14	Health Services Case Formula	4.6	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6
15	Mass Transit	39.5	40.3	2.2%	40.3	0.0%	40.3	0.0%	40.3	0.0%	40.3	0.0%	40.3	0.0%	40.3
16	Public Schools	679.1	679.1	4.1%	706.9	0.0%	706.9	0.0%	706.9	0.0%	706.9	0.0%	706.9	0.0%	706.9
17	Community College	35.8	35.8	2.2%	36.6	0.0%	36.6	0.0%	36.6	0.0%	36.6	0.0%	36.6	0.0%	36.6
18	Other	59.0	63.7	8.0%	63.7	-30.0%	44.6	-15.2%	37.8	0.0%	37.8	0.0%	37.8	0.0%	37.8
19	**Total Intergovernmental Aid**	**842.6**	**848.2**	**4.1%**	**877.0**	**-2.2%**	**857.9**	**-0.8%**	**851.1**	**0.0%**	**851.1**	**0.0%**	**851.1**	**0.0%**	**851.1**
	FEES AND FINES														
20	Licenses & Permits	12.9	12.9	1.9%	13.1	1.5%	13.3	1.5%	13.5	1.5%	13.7	1.5%	13.9	1.5%	14.1
21	Charges for Services	70.3	70.6	3.4%	72.7	1.7%	73.9	1.8%	75.2	1.8%	76.6	1.9%	78.0	1.9%	79.5
22	Fines & Forfeitures	28.7	28.9	1.4%	29.1	1.6%	29.5	1.6%	30.0	1.6%	30.5	1.6%	31.0	1.6%	31.5
23	Montgomery College Tuition	80.4	74.3	-2.8%	78.2	1.7%	79.5	1.8%	80.9	1.8%	82.4	1.9%	83.9	0.0%	83.9
24	**Total Fees and Fines**	**192.2**	**186.7**	**0.4%**	**193.0**	**1.6%**	**196.2**	**1.7%**	**199.6**	**1.8%**	**203.1**	**1.8%**	**206.8**	**1.1%**	**209.1**
	MISCELLANEOUS														
25	Investment Income	4.0	3.9	33.4%	5.3	27.5%	6.8	21.4%	8.3	17.6%	9.7	0.0%	9.7	0.0%	9.7
26	Other Miscellaneous	13.7	17.2	40.1%	19.2	2.1%	19.6	2.2%	20.1	2.3%	20.5	2.4%	21.0	2.4%	21.5
27	**Total Miscellaneous**	**17.7**	**21.1**	**38.6%**	**24.6**	**7.6%**	**26.4**	**7.1%**	**28.3**	**6.8%**	**30.2**	**1.6%**	**30.7**	**1.7%**	**31.2**
28	**TOTAL REVENUES**	**4,833.5**	**4,730.9**	**1.9%**	**4,924.8**	**2.8%**	**5,065.1**	**2.3%**	**5,182.5**	**2.4%**	**5,305.7**	**2.8%**	**5,452.3**	**3.0%**	**5,617.3**
	Calculation for Adjusted Governmental Revenues														
29	**Total Tax Supported Revenues**	**4,833.5**	**4,730.9**	**1.9%**	**4,924.8**	**2.8%**	**5,065.1**	**2.3%**	**5,182.5**	**2.4%**	**5,305.7**	**2.8%**	**5,452.3**	**3.0%**	**5,617.3**
30	**Capital Projects Fund**	**176.0**	**176.0**	**6.4%**	**187.2**	**-11.6%**	**165.5**	**-14.8%**	**141.0**	**3.3%**	**145.7**	**4.4%**	**152.0**	**3.8%**	**157.8**
31	**Grants**	**117.4**	**117.4**	**0.0%**	**117.4**	**2.1%**	**119.9**	**2.2%**	**122.5**	**2.3%**	**125.3**	**2.4%**	**128.3**	**2.4%**	**131.4**
32	**MCG Adjusted Revenues**	**5,126.9**	**5,024.3**	**2.0%**	**5,229.5**	**2.3%**	**5,350.5**	**1.8%**	**5,446.0**	**2.4%**	**5,576.7**	**2.8%**	**5,732.7**	**3.0%**	**5,906.4**

County Executive's Recommended FY19-24 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY18	Est. FY18	% Chg. FY18-19	Rec. FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24
		5-25-17	3-15-18	App/Rec	3-15-18										
	Total Revenues														
1	Property Tax	1,770.2	1,766.8	2.2%	1,808.4	2.8%	1,858.9	2.9%	1,913.1	3.0%	1,970.6	3.2%	2,033.5	3.3%	2,099.6
2	Income Tax	1,557.9	1,482.0	1.8%	1,585.2	6.2%	1,683.0	3.4%	1,740.8	3.1%	1,794.1	4.2%	1,870.0	4.8%	1,959.3
3	Transfer/Recordation Tax	170.4	157.7	-4.4%	162.9	3.5%	168.6	3.1%	173.9	3.5%	179.9	1.8%	183.2	3.4%	189.4
4	Other Taxes	282.5	268.4	-3.1%	273.7	0.1%	274.1	0.6%	275.7	0.3%	276.7	0.1%	277.1	0.1%	277.4
5	Other Revenues	1,052.5	1,056.0	4.0%	1,094.6	-1.3%	1,080.5	-0.1%	1,079.0	0.5%	1,084.5	0.4%	1,088.7	0.3%	1,091.4
6	**Total Revenues**	**4,833.5**	**4,730.9**	**1.9%**	**4,924.8**	**2.8%**	**5,065.1**	**2.3%**	**5,182.5**	**2.4%**	**5,305.7**	**2.8%**	**5,452.3**	**3.0%**	**5,617.3**
7															
8	**Net Transfers In (Out)**	**34.3**	**48.8**	**-28.2%**	**24.7**	**-2.2%**	**24.1**	**2.2%**	**24.6**	**2.3%**	**25.2**	**2.4%**	**25.8**	**2.4%**	**26.4**
9	**Total Revenues and Transfers Available**	**4,867.8**	**4,779.7**	**1.7%**	**4,949.5**	**2.8%**	**5,089.2**	**2.3%**	**5,207.2**	**2.4%**	**5,330.9**	**2.8%**	**5,478.2**	**3.0%**	**5,643.7**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	399.9	392.2	5.0%	420.1	4.3%	438.0	2.0%	447.0	2.7%	458.9	2.8%	471.8	0.5%	474.1
13	PAYGO	34.0	34.0	-2.9%	33.0	-3.0%	32.0	-3.1%	31.0	-3.2%	30.0	0.0%	30.0	0.0%	30.0
14	CIP Current Revenue	66.2	62.0	-46.2%	35.6	121.3%	78.7	10.1%	86.6	-14.2%	74.4	30.2%	96.9	0.1%	97.0
15	Change in Other Reserves	-42.2	-21.2	12.6%	-36.9	101.8%	0.7	-70.9%	0.2	-1.4%	0.2	7.5%	0.2	3957.4%	8.4
16	Contribution to General Fund Undesignated Reserves	6.4	20.1	153.1%	16.2	14.6%	18.6	-59.8%	7.5	-29.1%	5.3	-2.2%	5.2	22.2%	6.3
17	Contribution to Revenue Stabilization Reserves	27.7	27.6	7.2%	29.7	-14.0%	25.5	-88.0%	3.1	150.8%	7.6	30.7%	10.0	3.0%	10.3
18	Set Aside for other uses (supplemental appropriations)	0.0	-6.4	n/a	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**	**492.0**	**508.3**	**1.1%**	**497.7**	**23.3%**	**613.5**	**-3.0%**	**595.4**	**0.2%**	**596.4**	**6.3%**	**634.1**	**1.9%**	**646.1**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**4,375.8**	**4,271.4**	**1.7%**	**4,451.8**	**0.5%**	**4,475.7**	**3.0%**	**4,611.8**	**2.7%**	**4,734.5**	**2.3%**	**4,844.1**	**3.2%**	**4,997.6**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	2,368.7	2,347.3	3.1%	2,443.2										
25	Montgomery College (MC)	262.8	254.8	0.8%	264.8										
26	MNCPPC (w/o Debt Service)	125.9	123.8	0.8%	126.9										
27	MCG	1,618.5	1,545.5	-0.1%	1,617.0										
28	**Agency Uses**	**4,375.8**	**4,271.4**	**1.7%**	**4,451.8**	**0.5%**	**4,475.7**	**3.0%**	**4,611.8**	**2.7%**	**4,734.5**	**2.3%**	**4,844.1**	**3.2%**	**4,997.6**
29	**Total Uses**	**4,867.8**	**4,779.7**	**1.7%**	**4,949.5**	**2.8%**	**5,089.2**	**2.3%**	**5,207.2**	**2.4%**	**5,330.9**	**2.8%**	**5,478.2**	**3.0%**	**5,643.7**
30	**(Gap)/Available**	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**

Assumptions:

1. Property taxes are at the Charter Limit with a $692 credit. The FY19 weighted property tax rate is 1.98 cents lower than FY18. 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 County Executive's Recommended FY19-24 Capital Improvements Program and additional proposed current revenue amendments.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY19-24.

County Executive's Recommended FY19-24 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

	App. FY18	Est. FY18	% Chg. FY18-19	Rec. FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24
Beginning Reserves														
Unrestricted General Fund	142.8	118.4	-3.1%	138.4	11.7%	154.6	12.0%	173.2	4.3%	180.7	2.9%	186.0	2.8%	191.2
Revenue Stabilization Fund	280.4	280.7	9.9%	308.3	9.6%	337.9	7.5%	363.4	0.8%	366.5	2.1%	374.1	2.7%	384.1
Total Reserves	423.2	399.0	5.5%	446.7	10.3%	492.6	9.0%	536.7	2.0%	547.2	2.4%	560.1	2.7%	575.3
Additions to Reserves														
Unrestricted General Fund	6.4	20.1	153.1%	16.2	14.6%	18.6	-59.8%	7.5	-29.1%	5.3	-2.2%	5.2	22.2%	6.3
Revenue Stabilization Fund	27.7	27.6	7.2%	29.7	-14.0%	25.5	-88.0%	3.1	150.8%	7.6	30.7%	10.0	3.0%	10.3
Total Change in Reserves	34.1	47.7	34.6%	45.9	-3.9%	44.1	-76.1%	10.5	23.0%	13.0	17.2%	15.2	9.5%	16.6
Ending Reserves														
Unrestricted General Fund	149.2	138.4	3.7%	154.6	12.0%	173.2	4.3%	180.7	2.9%	186.0	2.8%	191.2	3.3%	197.5
Revenue Stabilization Fund	308.1	308.3	9.7%	337.9	7.5%	363.4	0.8%	366.5	2.1%	374.1	2.7%	384.1	2.7%	394.4
Total Reserves	457.3	446.7	7.7%	492.6	9.0%	536.7	2.0%	547.2	2.4%	560.1	2.7%	575.3	2.9%	592.0
Reserves as a % of Adjusted Governmental Revenues	**8.9%**	**8.9%**		**9.4%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**
Other Reserves														
Montgomery College	4.6	9.4	1.1%	4.7	0.0%	4.7	0.0%	4.7	0.0%	4.7	0.0%	4.7	0.0%	4.7
M-NCPPC	5.0	11.7	-3.5%	4.8	11.9%	5.4	2.9%	5.6	3.0%	5.7	3.1%	5.9	141.7%	14.3
MCPS	0.0	25.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
MCG Special Funds	0.7	1.1	8.4%	0.8	12.0%	0.9	4.3%	0.9	2.9%	1.0	2.8%	1.0	3.3%	1.0
MCG + Agency Reserves as a % of Adjusted Govt Revenues	**9.1%**	**9.8%**		**9.6%**		**10.2%**		**10.3%**		**10.2%**		**10.2%**		**10.4%**
Retiree Health Insurance Pre-Funding														
Montgomery County Public Schools (MCPS)	**74.2**	**55.2**		**79.4**		**88.7**		**96.8**		**103.7**		**105.0**		**105.0**
Montgomery College (MC)	**2.6**	**0.6**		**2.8**		**3.0**		**3.1**		**3.3**		**3.3**		**3.3**
MNCPPC	**2.1**	**2.1**		**3.0**		**2.9**		**2.8**		**2.8**		**2.7**		**2.7**
MCG	**43.4**	**43.4**		**43.6**		**47.0**		**50.2**		**53.4**		**51.9**		**51.9**
Subtotal Retiree Health Insurance Pre-Funding	**122.2**	**101.2**		**128.8**		**141.6**		**152.9**		**163.2**		**163.0**		**162.9**
Adjusted Governmental Revenues														
Total Tax Supported Revenues	**4,833.5**	**4,730.9**	1.9%	**4,924.8**	**2.8%**	**5,065.1**	**2.3%**	**5,182.5**	**2.4%**	**5,305.7**	**2.8%**	**5,452.3**	**3.0%**	**5,617.3**
Capital Projects Fund	**176.0**	**176.0**	6.4%	**187.2**	**-11.6%**	**165.5**	**-14.8%**	**141.0**	**3.3%**	**145.7**	**4.4%**	**152.0**	**3.8%**	**157.8**
Grants	**117.4**	**117.4**	0.0%	**117.4**	**2.1%**	**119.9**	**2.2%**	**122.5**	**2.3%**	**125.3**	**2.4%**	**128.3**	**2.4%**	**131.4**
Total Adjusted Governmental Revenues	**5,126.9**	**5,024.3**	2.0%	**5,229.5**	**2.3%**	**5,350.5**	**1.8%**	**5,446.0**	**2.4%**	**5,576.7**	**2.8%**	**5,732.7**	**3.0%**	**5,906.4**

FY19 FEE AND FINE CHANGES*

DEPARTMENT/FEE AND FINE	FY19 REVENUE CHANGE	METHOD OF CHANGE	NOTE
MONTGOMERY COLLEGE			
Tuition and Related Fees	2,163,834	Board of Trustees Action	Increase per semester hour rate from $124 to $128 for County residents; $253 to $261 for in-State and out-of-County residents; and $350 to $362 for out-of-State residents.
DEPARTMENT OF PERMITTING SERVICES			
Commercial and Residential Permits and Fees	413,415	Council Resolution	Increase the Enterprise Fund Stabilization Factor by three percent to cover costs and meet reserve policy.
DEPARTMENT OF HEALTH AND HUMAN SERVICES			
Short Term Residential Rental	210,000	Executive Regulation	To be implemented in accordance with Bill 2-16 Transient Housing - Licensing and Regulation.
ENVIRONMENTAL PROTECTION			
Refuse Collection Charge	645,687	Council Resolution	Increase the Refuse Collection Charge from $70.00 to $77.00.
DEPARTMENT OF TRANSPORTATION			
Leaf Vacuuming Charge	379,210	Council Resolution	Increase leaf vacuum charge from $97.99 to $102.93 for a single-family household and from $3.86 to $4.08 for a multi-family unit.
GRAND TOTAL	**3,812,146**		

* All changes are assumed to be effective July 1, 2018 except as noted.
Revenues above do not include implementation costs.

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Capital Improvements Program (CIP)

INTRODUCTION

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

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

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

The County Charter (Section 302) also provides that the CIP may be amended at any time. In practice, amendments to the CIP are limited 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 CIP are published as a separate document, and may be found at: http://montgomerycountymd.gov/capitalbudget. 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 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).

Subdivision Staging 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 Subdivision Staging Policy, the main purpose of which is to manage the location and pace of private development. The Subdivision Staging Policy is designed to affect the staging of development approvals, 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 Subdivision Staging Policy tests the adequacy of several types of public facilities: transportation; schools; water and sewerage facilities; and police, fire, and health services. Copies of the County's currently approved Subdivision Staging Policy may be obtained directly from the M-NCPPC website.

Functional Plans

Functional plans anticipate needs for government functions and services ranging from provision of water and sewerage to solid waste disposal, libraries, parks and recreation, 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 CIP. The County Council holds public hearings after receipt of the County Executive's Recommended CIP 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, while middle school and high school enrollments are following close behind as the swell of elementary students age.

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.
- 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 10-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 that 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 FY19 tax-supported debt service, as displayed later in the Debt Service section, is approximately $413.4 million.

Current Revenue and PAYGO

Certain CIP projects are funded directly with County current revenues 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 FY19 Current Revenue and PAYGO are displayed in Schedule A-3 and approximate $97.2 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 FY19-24 CIP, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended FY19-24 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND ($000s)

Fund/Department	FY19	FY20	FY21	FY22	FY23	FY24
County General Fund						
General Service & Transportation	3,115	2,472	2,103	820	1,040	1,141
Health and Human Services	289	1,243	1,273	1,273	1,273	1,273
Police	865	865	865	865	865	1,249
Public Libraries	2,019	2,927	2,871	2,871	2,871	2,871
Mass Transit						
Transit Services	1,864	1,864	1,864	1,864	1,864	1,864
Fire						
Fire and Rescue Service	160	285	285	1,365	1,272	1,272
Recreation						
Recreation	837	837	2,800	2,800	2,800	2,800
Water Quality Protection Fund						
Environmental Protection	97	436	1,930	216	246	261
Total	9,246	10,929	13,991	12,074	12,231	12,731

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 CIP. There are four major types of revenue sources for the capital improvements program: current

revenues (including PAYGO, and recordation taxes); proceeds from bonds and other debt instruments; impact taxes paid to support increased transportation and school capacity needed as a result of development; 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 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 share in the costs. 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 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), Washington Suburban Sanitary Commission (WSSC), 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, health and human services, 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.

- The County Executive's recommended FY19-24 CIP includes capital investments to bring WiFi to all County government buildings by the end of FY19.
- Continue funding for the ultraMontgomery project to ensure the County remains technologically ready to serve as a center for research, innovation, education, and economic development, including investments to improve the availability of fiber networks in the White Oak Science Gateway, connections to the Ashburn Data Center, and greater inter connectivity of networks along US Route 29.

- Sustain growth in the FiberNet network by reaching 538 locations in FY17. Based on the current funding program, FiberNet is scheduled to reach 563 locations by the end of FY18; 581 locations by the end of FY19; and 591 locations by the end of FY20.
- Continue to expand the user base of the FiberNet project which currently serves a variety of facilities including traffic signals and cameras, wine and liquor stores, schools, major campus networks and large multi-story office buildings with the goal of constructing inter-jurisdictional network connections.
- Continue to replace aging County building roof systems, parking lots, HVAC and electrical systems, and elevators.
- Increase funding for HVAC replacement to comply with new Clean Air Act refrigerant requirements.
- Increase funding for Life Safety Systems to replace an obsolete Fire Alarm system in the Judicial Center, Judicial Center Annex, and Executive Office Building.

Affordable Housing in an Inclusive Community

- Provide an additional $33 million for the Affordable Housing Acquisition and Preservation program, exceeding by $110 million the County's goal of providing $100 million in funding for public/private partnerships to maintain and grow the stock of affordable housing for low income residents, including the senior population.
- Continue commercial revitalization in the Colesville/New Hampshire Avenue corridor and the Burtonsville community to support existing small businesses and create new opportunities for private investment.
- Continue funding to support public housing improvements through the Supplemental Funds for Deeply Subsidized HOC Owned Units Improvements project.
- Complete the sprinkler systems for HOC Elderly Properties and the Capital Needs for 236 Funded Elderly Properties projects in FY18. Work completed includes installation of fire alarm and sprinkler systems as well as upgrading the emergency generator and the heating, ventilation, and air conditioning (HVAC) system.
- Begin demolition of the Ambassador Apartment and Emory Grove Village in FY18 to alleviate blight on the surrounding communities.

An Effective and Efficient Transportation Network

- Construct the south entrance for the Bethesda Metrorail Station in coordination with the Purple Line project.
- Support the Purple Line project which will provide significant economic and east-west mobility benefits.
- Design and construct Bus Rapid Transit (FLASH) on US 29 and continue planning for the MD 355 corridor.
- Replace 39 Ride On buses in Fiscal Year 2019.
- Continue funding for the design for Observation Drive Extended, a north-south road extension of existing Observation Drive, connecting north Germantown to Clarksburg.
- Support the redevelopment of White Flint and continue funding of $163.5 million for the planning and design, land acquisition, and construction of roadway improvements in the White Flint Eastern and Western Workarounds through the White Flint District East: Transportation; White Flint District West: Transportation; and the White Flint West Workaround projects.
- Continue funding of Goshen Road South and Montrose Parkway East to support the Gaithersburg/Montgomery Village area and improve traffic in the White Flint area.
- Complete the construction of Snouffer School Road and Snouffer School Road North (Webb Tract) to improve traffic congestion and safety in support of the proposed Multi-Agency Service Park (MASP) as part of the County's Smart Growth Initiative.
- Complete the construction of East Gude Drive Roadway Improvements and Seminary Road Intersection Improvements.

- Continue partnerships with developers to support development in the Clarksburg area through the Clarksburg Transportation Connections, Subdivision Roads Participation, and State Transportation Participation projects.
- Continue inclusion of pedestrian and bike facilities in major road projects.
- Increase annual funding for the Permanent Patching: Residential/Rural Roads; Residential and Rural Road Rehabilitation; Resurfacing: Primary/Arterial; and the Resurfacing: Residential/Rural Roads projects to prevent deterioration and prevent more costly rehabilitation work. In FY19 alone, $18.1 million in increased funding has been recommended for these critical investments.
- Continue efforts to resurface park bridges, replace sidewalk and curbs, and preserve street trees.
- Increase annual funding for Intersection and Spot Improvements, Pedestrian Safety Program, and Traffic Signals to support the Vision Zero initiative.
- Increase funding in Streetlighting to upgrade approximately 26,000 streetlight fixtures to light-emitting diodes (LED) through an energy savings performance contract.
- Continue efforts to modernize the central traffic signal control system to provide additional capabilities and tools to optimize traffic flow.
- Continue efforts to provide guardrails and to enhance pedestrian and traffic safety.
- Construct new protected bicycle lanes in Downtown Bethesda to be known as the "Bethesda Circle."
- Construct new sidewalks along Good Hope Road including a pedestrian bridge at the intersection of Hopefield Road and along Oak Drive from the southern intersection with MD 27 to John T. Baker Middle School.
- Increase funding for the Bikeway Minor Projects Program to provide more substantial construction improvements.
- Continue funding of two Purple Line-related projects: Capital Crescent Trail and the Silver Spring Green Trail.
- Continue funding of the Metropolitan Branch Trail including a grade-separated bridge over Georgia Avenue; MD 355 Crossing (BRAC); and MD 355-Clarksburg Shared Use Path.
- Complete the construction of Frederick Road Bike Path, Franklin Avenue Sidewalk, and MacArthur Boulevard. Bikeway Improvements.
- Replace the failing Beach Drive Bridge over Silver Creek and rehabilitate the Brighton Dam Road Bridge to enhance safe travel and the integrity of the dam. The Brighton Dam project will be funded in part by contributions from Howard County and the Washington Suburban Sanitary Commission.
- Acquire land and begin construction of a new Dorsey Mill Road Bridge to provide an east-west connection between Century Boulevard on the west side of I-270 with Observation Drive on the east side of I-270.
- Begin design of the Montevideo Road and Zion Road bridges and provide funding for emergency renovations to culverts on River Road, Belfast Road, Falling Creek Drive and to repair 25 other failing culverts.
- Maintain funding for previously approved Dennis Avenue Bridge and the Bridge Preservation Program.

Children Prepared to Live and Learn

Montgomery County Public Schools:

- Allocate $1,751.2 million to increase funding by $7.5 million above the amended FY17-22 level - the recommended CIP's largest expenditure category and the County Executive's highest priority. This level of funding will support new schools, school additions, and renovations as well as provide significant investment in countywide infrastructure.
- Maintain funding for MCPS' countywide infrastructure projects including HVAC, roof replacements, school security systems, indoor air quality, and life-cycle asset replacement.
- Support the Board of Education's new approach to the Renovation/Expansion program to provide more timely, cost-effective school renovations.

- Fund County projects which support MCPS initiatives to bolster at risk children and their families, including Linkages to Learning Centers at Maryvale Elementary School and a High School Wellness Center at John F. Kennedy High School.
- Other CIP projects which benefit MCPS' programs include: Pedestrian Safety Program, Transportation Improvements for Schools, FiberNet, Ballfields Initiatives (M-NCPPC), the Kennedy Shriver Aquatic Center Building Envelope Improvement, as well as the recently completed MCPS & M-NCPPC Maintenance Facilities Relocation project.

Montgomery College:

- Equip the Rockville Student Services Center in FY19 to complete the building, giving students a one-stop shop for services on the Rockville campus.
- Complete design and begin constructing the Takoma Park/Silver Spring Math & Science Center to address space deficits and improve math and science instruction for students.
- Design and renovate the Rockville, Takoma Park/Silver Spring, and Germantown libraries starting in FY23 to address building system issues and add private and collaborative study space.
- Continue the Collegewide Physical Education Renovations project to improve facilities and address Title IX issues.
- Complete the Germantown Science and Applied Studies Phase I Renovation project to expand science classroom space on the Germantown Campus.
- Construction of the Germantown Student Services building enters the six-year period, with design programmed in FY22 and construction to start in FY24. This facility will create a one-stop shop for student services on the Germantown Campus.
- Maintain support for campus infrastructure projects such as Elevator Modernization, Roof Replacement, and ADA Compliance.

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, which will significantly enhance the County's efforts to improve water quality in local streams and ultimately the Chesapeake Bay. To date, the County has restored close to 2,900 acres of impervious area.
- Expand the use of Public-Private Contracts and Partnerships through a new CIP project to the meet the MS-4 permit goals in a more cost-effective manner.
- Construct new stormwater management facilities and retrofit old stormwater controls to prevent property damage, improve water quality, and protect habitat.
- Perform major structural repairs on public and private stormwater facilities accepted into the County's maintenance program.
- As part of the County's leading efforts to improve water quality, continue to repair or replace failed storm drain outfalls, pipes, and culverts.
- Begin remediation of environmental contamination at the Gude Landfill in FY20. Construction will be completed in FY22.
- Create a new Child Care Renovations project to fund Americans with Disabilities Act (ADA) remediation of playgrounds and child care facilities. The project will also fund the replacement of modular child care facilities at various County locations.
- Maintain funds to construct a replacement facility for the existing Avery Road Treatment Center through a public-private partnership with assistance from the State.

- Add funds to design a High School Wellness Center (HSWC) at John F. Kennedy High School.
- Vision Zero - improves trail crossings throughout the County as part of the County's Vision Zero action plan to reduce traffic fatalities and injuries.
- Park Refreshers - implements small scale renovations in a more timely and cost-efficient manner than large standalone projects.
- Wheaton Regional Park Improvements - renovates aging infrastructure.
- Increased State Program Open Space funds to reflect improved revenue forecasts and a statutory change which restricts the State's ability to divert these funds.
- Funding for acquisition of park land to address the high costs of urban land and the implementation of the draft Energizing Public Spaces Functional Master plan.
- Continue funding for Hard Surface Trail Renovations, Enterprise Facility Improvements, Energy Conservation, ADA Compliance, Planned Lifecycle Asset Replacement, and Minor New Construction projects.
- Continue development of capital projects aimed to resolve issues in water and sewer management including the Piscataway Bio Energy Project to address biosolids management, and the Advanced Metering Infrastructure (AMI) to improve billing efficiency, leak detection, system-wide monitoring, and allow monthly billing.
- Continue a high level of water and sewer line infrastructure reconstruction replacing and rehabilitating 45 miles of water mains and 20 miles of sewer mains in FY19.
- Continue to address the consent order with the Maryland Department of the Environment (MDE) related to the rehabilitation of sewer mains and manholes located in Environmentally Sensitive Areas (ESAs). As of FY19, all construction contracts related to the consent order have been awarded.
- Continue to support operations at DC Water's facility in Blue Plains.

Safe Streets and Secure Neighborhoods

- Design and construct a new White Flint Fire Station to replace Rockville Station # 23 to support the White Flint community.
- Complete design and construct a permanent Clarksburg Fire Station, including the design and construction of the sewer for Historic Clarksburg.
- Complete reconstruction of the expanded Kensington (Aspen Hill) Fire Station # 25.
- Continue apparatus replacement. The apparatus replacement program provides a steady stream of CIP funding to meet critical apparatus replacement needs. During the six-year period, it is anticipated that the following units will be replaced: 5 aerials, 37 EMS units, 22 engines, 2 all-wheel drive brush/wildland pumpers, 5 rescue squads, and 1 tanker.
- Support planning funding for the renovation of the Glen Echo Fire Station and Rockville Fire Station # 3 projects.
- Continue to fund level-of-effort/ongoing maintenance projects including Life Safety Systems; Emergency Power System Upgrades; Heating, Ventilation, and Air Conditioning/Electrical Replacement; Resurfacing paved areas; and Roof Replacement.
- Within the General Government section of the CIP, funds are included to upgrade and modernize the Public Safety Communications System and Fire Station Alerting System.
- Renovate and purchase the Public Safety Communications Center to ensure a high-quality emergency response system for County residents and reduce leasing costs.
- Construct a new 6th District Police Station in the Gaithersburg area to enhance the level of policing available to Gaithersburg and Montgomery Village and reduce leasing costs.
- Add the Outdoor Firearms Training Center to Facility Planning so that improvements to the police officers' firearms training facility can be planned.

- Complete construction of the Pre-Release Center's kitchen and dining area renovation and addition project at the County's Pre-Release Center.
- Provide placeholder funding while staff develops State and local agency partnerships to financially and programmatically support a Central Processing/Detention Unit as well as a Restoration Center for offenders with mental illness and/ or substance abuse who are appropriate to be diverted from incarceration at the Criminal Justice Center.

A Strong and Vibrant Economy

- Construction of the Wheaton Redevelopment office building and town square started in June 2017. The project remains on-schedule with a scheduled completion date of Spring 2020. Excavation for the office building and garage foundations is scheduled to be completed in Winter 2018.
- Provide funding to leverage State resources for the retention and expansion of the global headquarters of Marriott International Inc. and a new hotel in Montgomery County.
- Provide marketing and technical assistance to local businesses impacted by construction of the Purple Line in the Long Branch Sector Plan Area.
- Continue funding for planning, design, and public infrastructure associated with the redevelopment of the White Oak Science Gateway Master Plan.
- Continue funding to support the redevelopment in the White Flint Sector Plan Area.
- Complete construction of the Conference Center Garage at the North Bethesda Conference Center by Summer 2018.
- Completed construction of the following projects at the Webb Tract site on Snouffer School Road:
  - A state of the art Public Safety Academy better suited to today's training needs.
  - The MCPS and M-NCPPC Maintenance facility which is a larger, more efficient co-located maintenance facility for MCPS and M-NCPPC's operations.
- Funding for the redevelopment of the old Public Safety Training Academy (PSTA) site at Great Seneca.
- Utilize a variety of revenue sources, including developer contributions to purchase agricultural and conservation easements to further protect land where development rights have been retained in the Rural Density Transfer Zone.

Vital Living for All of Our Residents

- Complete "refresh" renovations of the Bethesda and White Oak libraries. The Twinbrook, Quince Orchard, Aspen Hills, Kensington Park, Davis, and Little Falls libraries are already completed. The County Executive Recommended FY19-24 CIP includes the completion of twelve additional library refreshes.
- Plan and construct refresh projects at the Long Branch, Marilyn Praisner, and Maggie Nightingale Libraries by FY19.
- Continue implementation of the 21st Century Library Enhancements project to allow the Department of Public Libraries to respond to customer demands and library trends that require changes in the equipment and related furnishings of library buildings.
- Complete construction of a combined Library and Community Recreation Center in Wheaton expected by Spring FY19.
- Fund costs through schematic design for a new library in the Clarksburg area.
- Completion of the Good Hope Neighborhood Recreation Center with a performing arts element is expected by 2018.
- Fund construction of the South County Regional Recreation and Aquatic Center with completion anticipated in FY21.
- Add a new project to renovate the Martin Luther King Indoor Swim Center to significantly upgrade and replace major building systems, including roof, HVAC, and pool filtration and pump systems, along with accessibility improvements with estimated completion in FY20.

- Repair and replace masonry, windows, and other building envelope components of the Eunice Kennedy Shriver and Sargent Shriver Aquatic Center.
- Planned construction of the Wall Park Garage and Park Improvements with completion anticipated in late FY19.
- Include funding to help purchase a building for the Kids International Discovery (KID) Museum.
- Continue facility planning work on the Recreation Modernization Project to renovate the Martin Luther King, Jr. Indoor Swim Center, Gwendolyn Coffield Community Recreation Center, Margaret Schweinhaut Senior Center, and Clara Barton Neighborhood Recreation Center.
- Continue to pursue State funding for the Poolesville Economic Development Project to support economic growth, agriculture, education, and workforce training in the region.
- Add two new projects to purchase the Leet-Melbrook and Merchant Tire properties to implement the next phase of the Montgomery County Airpark Airport Layout Plan and the Airport Capital Improvement Plan.

EXPLANATION OF THE CHART WHICH FOLLOWS

Expenditure Summary by Category and Sub-Category

This is a program expenditure summary report for the County Executive's Recommended FY19-24 CIP, as recommended on January 16. 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 FY19-24 CIP, as recommended on January 16. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.

Expenditure Summary Category and Subcategory

Expenditure Summary Category and Subcategory ($000s)

	Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 19 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	785,625	389,766	135,554	260,305	70,186	41,894	46,075	37,162	36,568	28,420	-	(5,843)
Economic Development	300,325	53,945	58,980	187,400	84,490	68,647	17,075	16,196	496	496	-	56
Other General Government	53,987	6,241	11,962	24,100	4,000	4,000	4,000	4,000	4,000	4,100	11,684	-
Technology Investment Fund	2	-	2	-	-	-	-	-	-	-	-	-
Technology Services	106,242	66,881	13,634	25,727	4,520	4,430	4,249	4,176	4,176	4,176	-	4,520
GENERAL GOVERNMENT TOTAL	**1,246,181**	**516,833**	**220,132**	**497,532**	**163,196**	**118,971**	**71,399**	**61,534**	**45,240**	**37,192**	**11,684**	**(1,267)**
PUBLIC SAFETY												
Correction and Rehabilitation	19,217	9,199	4,470	5,548	2,642	1,538	1,368	-	-	-	-	55
Fire/Rescue Service	230,468	55,055	61,689	113,724	14,143	18,815	35,415	24,187	10,724	10,440	-	29,457
Other Public Safety	417,976	412,304	5,672	-	-	-	-	-	-	-	-	(159)
Police	106,245	62,869	9,602	33,547	8,175	175	-	508	15,355	9,334	227	7,963
PUBLIC SAFETY TOTAL	**773,906**	**539,427**	**81,433**	**152,819**	**24,960**	**20,528**	**36,783**	**24,695**	**26,079**	**19,774**	**227**	**37,316**
TRANSPORTATION												
Bridges	118,798	35,084	23,565	37,049	6,879	7,110	5,581	3,695	6,644	7,140	23,100	8,363
Highway Maintenance	580,581	308,779	46,602	225,200	33,950	34,550	36,300	38,800	40,800	40,800	-	33,750
Mass Transit (MCG)	877,602	478,527	121,362	277,713	81,045	53,390	49,551	39,333	28,164	26,230	-	80,018
Parking	118,282	64,815	16,371	37,096	8,516	5,847	5,292	5,547	5,947	5,947	-	8,613
Pedestrian Facilities/Bikeways	408,726	96,660	54,862	191,158	56,404	57,584	25,370	15,111	20,715	15,974	66,046	27,352
Roads	1,031,107	339,396	89,893	265,223	41,476	36,280	46,112	36,755	50,312	54,288	336,595	14,229
Traffic Improvements	262,294	132,465	23,661	106,168	23,563	23,251	14,407	14,407	15,270	15,270	-	20,932
TRANSPORTATION TOTAL	**3,397,390**	**1,455,726**	**376,316**	**1,139,607**	**251,833**	**218,012**	**182,613**	**153,648**	**167,852**	**165,649**	**425,741**	**193,257**
HEALTH AND HUMAN SERVICES												
Health and Human Services	78,941	49,725	8,714	20,502	6,995	3,507	1,250	1,250	3,750	3,750	-	61
HEALTH AND HUMAN SERVICES TOTAL	**78,941**	**49,725**	**8,714**	**20,502**	**6,995**	**3,507**	**1,250**	**1,250**	**3,750**	**3,750**	**-**	**61**
CULTURE AND RECREATION												
Libraries	182,950	88,800	63,939	30,211	8,327	3,950	3,950	3,950	5,014	5,020	-	1,153
Recreation	185,709	80,648	29,067	74,408	29,747	29,754	11,299	1,278	1,190	1,140	1,586	20,297

Expenditure Summary Category and Subcategory ($000s)

	Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 19 Approp.
CULTURE AND RECREATION TOTAL	**368,659**	**169,448**	**93,006**	**104,619**	**38,074**	**33,704**	**15,249**	**5,228**	**6,204**	**6,160**	**1,586**	**21,450**
CONSERVATION OF NATURAL RESOURCES												
Ag Land Preservation	10,793	6,661	870	3,262	538	540	542	545	547	550	-	538
Storm Drains	50,520	29,428	4,256	16,836	2,806	2,806	2,806	2,806	2,806	2,806	-	2,806
Stormwater Management	386,022	92,654	47,521	245,847	55,022	51,763	32,145	37,046	35,424	34,447	-	13,010
CONSERVATION OF NATURAL RESOURCES TOTAL	**447,335**	**128,743**	**52,647**	**265,945**	**58,366**	**55,109**	**35,493**	**40,397**	**38,777**	**37,803**	**-**	**16,354**
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	11,835	5,628	2,927	3,280	1,105	925	875	125	125	125	-	-
Housing (MCG)	210,025	118,991	58,034	33,000	16,000	17,000	-	-	-	-	-	16,000
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	**221,860**	**124,619**	**60,961**	**36,280**	**17,105**	**17,925**	**875**	**125**	**125**	**125**	**-**	**16,000**
M-NCPPC												
Acquisition	170,262	94,105	13,571	60,900	8,650	8,650	10,150	10,150	11,650	11,650	1,686	7,650
Development	335,893	100,219	49,208	156,135	29,735	30,857	27,869	23,596	23,096	20,982	30,331	28,624
M-NCPPC TOTAL	**506,155**	**194,324**	**62,779**	**217,035**	**38,385**	**39,507**	**38,019**	**33,746**	**34,746**	**32,632**	**32,017**	**36,274**
REVENUE AUTHORITY												
Golf Courses	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Projects (Revenue Authority)	17,450	-	-	17,450	5,200	7,250	2,500	2,500	-	-	-	-
REVENUE AUTHORITY TOTAL	**17,450**	**-**	**-**	**17,450**	**5,200**	**7,250**	**2,500**	**2,500**	**-**	**-**	**-**	**-**
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	2,629,402	1,334,431	225,472	1,011,000	287,368	209,010	162,846	122,700	92,837	136,239	58,499	224,591
Individual Schools	1,195,775	307,962	68,441	819,372	76,132	140,597	185,082	176,752	163,118	77,691	-	163,960
Miscellaneous Projects	(82,162)	-	(3,019)	(79,143)	(52,865)	(49,999)	(63,010)	(26,562)	40,664	72,629	-	(57,875)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	**3,743,015**	**1,642,393**	**290,894**	**1,751,229**	**310,635**	**299,608**	**284,918**	**272,890**	**296,619**	**286,559**	**58,499**	**330,676**
SOLID WASTE-SANITATION												
Solid Waste Management	28,700	-	1,000	27,700	500	8,400	12,300	6,500	-	-	-	500
SOLID WASTE-SANITATION TOTAL	**28,700**	**-**	**1,000**	**27,700**	**500**	**8,400**	**12,300**	**6,500**	**-**	**-**	**-**	**500**
MONTGOMERY COLLEGE												
Higher Education	955,125	517,804	113,571	281,192	41,561	36,829	50,725	68,605	27,213	56,259	42,558	32,266
MONTGOMERY COLLEGE TOTAL	**955,125**	**517,804**	**113,571**	**281,192**	**41,561**	**36,829**	**50,725**	**68,605**	**27,213**	**56,259**	**42,558**	**32,266**
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	90,957	19,956	62,301	8,700	1,850	1,850	1,250	1,250	1,250	1,250	-	1,250

Expenditure Summary Category and Subcategory ($000s)

	Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 19 Approp.
HOUSING OPPORTUNITIES COMMISSION TOTAL	90,957	19,956	62,301	8,700	1,850	1,850	1,250	1,250	1,250	1,250	-	1,250

Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 19 Approp.
11,875,674	5,358,998	1,423,754	4,520,610	958,660	861,200	733,374	672,368	647,855	647,153	572,312	684,137

All Agency Funding Summary

All Agency Funding Summary ($000s)

	Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
Aging Schools Program	6,068	5,464	604	-	-	-	-	-	-	-	-
Agricultural Transfer Tax	2,315	967	148	1,200	200	200	200	200	200	200	-
Bond Premium	-	-	-	-	-	-	-	-	-	-	-
Certificates of Participation	2,700	2,673	27	-	-	-	-	-	-	-	-
Community Development Block Grant	893	889	4	-	-	-	-	-	-	-	-
Contributions	78,961	50,170	15,278	13,513	7,022	3,000	750	950	891	900	-
Current Revenue: Cable TV	79,292	40,419	13,146	25,727	4,520	4,430	4,249	4,176	4,176	4,176	-
Current Revenue: Economic Development Fund	11,000	-	-	11,000	-	-	5,500	5,500	-	-	-
Current Revenue: Enterprise (M-NCPPC)	22,712	1,621	2,566	18,525	4,125	8,000	6,000	400	-	-	-
Current Revenue: Fire	40,965	9,465	3,027	28,473	2,394	5,616	5,116	5,116	5,116	5,115	-
Current Revenue: General	879,073	456,769	81,408	338,896	57,461	55,962	56,997	50,671	58,991	58,814	2,000
Current Revenue: Liquor	157	92	65	-	-	-	-	-	-	-	-
Current Revenue: M-NCPPC	3,935	646	1,189	2,100	350	350	350	350	350	350	-
Current Revenue: Mass Transit	184,312	19,510	31,104	132,918	38,859	16,695	17,020	9,695	26,224	24,425	780
Current Revenue: Montgomery Housing Initiative	4,775	2,500	2,275	-	-	-	-	-	-	-	-
Current Revenue: Motor Pool	550	-	550	-	-	-	-	-	-	-	-
Current Revenue: Parking - Bethesda	27,012	4,870	4,692	17,450	3,155	2,990	2,435	2,690	3,090	3,090	-
Current Revenue: Parking - Montgomery Hill	100	100	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Silver Spring	34,090	6,707	8,679	18,704	5,204	2,700	2,700	2,700	2,700	2,700	-
Current Revenue: Parking - Wheaton	1,746	284	520	942	157	157	157	157	157	157	-
Current Revenue: Permitting Services	25,000	-	20,991	4,009	4,009	-	-	-	-	-	-
Current Revenue: Recreation	620	620	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Collection	421	-	421	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Disposal	38,314	20	1,718	36,576	8,787	8,989	12,300	6,500	-	-	-
Current Revenue: Urban District Bethesda	435	243	192	-	-	-	-	-	-	-	-
Current Revenue: Water Quality Protection	48,953	26,086	5,271	17,596	6,137	6,013	1,316	1,345	1,376	1,409	-
Development Approval Payment	4,800	4,202	598	-	-	-	-	-	-	-	-

All Agency Funding Summary ($000s)

	Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
Development District	-	-	-	-	-	-	-	-	-	-	-
EDAET	7,619	7,619	-	-	-	-	-	-	-	-	-
Enhancement	-	-	-	-	-	-	-	-	-	-	-
Fed Stimulus (State Allocation)	6,550	6,550	-	-	-	-	-	-	-	-	-
Federal Aid	273,474	143,548	44,049	85,877	33,979	28,321	10,257	7,236	4,484	1,600	-
Federal Stimulus	1,624	1,624	-	-	-	-	-	-	-	-	-
G.O. Bonds	5,619,439	2,765,280	556,832	1,856,287	391,973	350,151	312,859	287,851	265,635	247,818	441,040
HIF Revolving Program	140,765	105,165	16,087	19,513	4,154	15,359	-	-	-	-	-
HOC Bonds	50,000	-	50,000	-	-	-	-	-	-	-	-
Impact Tax	184,188	65,208	37,150	81,830	13,003	13,175	12,536	14,124	14,558	14,434	-
Intergovernmental	25,627	5,988	7,076	4,891	2,137	589	1,280	150	150	585	7,672
Interim Finance	11,306	-	11,306	-	-	-	-	-	-	-	-
Investment Income	1,380	539	70	771	188	190	192	195	6	-	-
Land Sale	31,887	16,887	-	15,000	-	15,000	-	-	-	-	-
Land Sale (M-NCPPC Only)	513	379	134	-	-	-	-	-	-	-	-
Land Sale: Bethesda PLD	29,160	29,160	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	50,220	11,326	25,407	13,487	11,846	1,641	-	-	-	-	-
Long-Term Financing	427,744	18,613	31,197	377,934	111,410	85,609	51,802	43,149	43,320	42,644	-
M-NCPPC Bonds	93,808	34,421	13,338	37,430	6,497	6,497	6,347	6,191	6,031	5,867	8,619
Major Facilities Capital Projects Fund (College)	8,000	4,170	2,330	1,500	1,500	-	-	-	-	-	-
PAYGO	180,070	179,772	298	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	83,265	24,524	8,608	49,773	9,200	8,050	8,050	8,173	9,000	7,300	360
Qualified Zone Academy Funds	9,026	8,423	603	-	-	-	-	-	-	-	-
Recordation Tax	778,002	319,743	68,551	389,708	62,451	61,376	60,970	64,132	67,481	73,298	-
Recordation Tax Premium (MCG)	160,740	41,013	26,441	93,286	14,911	14,673	14,634	15,382	16,172	17,514	-
Rental Income: General	59	59	-	-	-	-	-	-	-	-	-
Rental Income: Roads	5	5	-	-	-	-	-	-	-	-	-
Revenue Authority	21,250	12,216	834	8,200	2,600	5,350	125	125	-	-	-
Revenue Bonds	23,424	23,424	-	-	-	-	-	-	-	-	-
Revenue Bonds: Liquor Fund	122,640	106,469	16,171	-	-	-	-	-	-	-	-
Revolving Fund (M-NCPPC Only)	25,798	18,798	1,000	6,000	1,000	1,000	1,000	1,000	1,000	1,000	-
Revolving Fund: Current Revenue	4,607	2,827	1,780	-	-	-	-	-	-	-	-
Revolving Fund: G.O. Bonds	49,580	8,253	17,327	24,000	4,000	4,000	4,000	4,000	4,000	4,000	-
School Facilities Payment	6,328	4,652	1,671	5	5	-	-	-	-	-	-

All Agency Funding Summary ($000s)

	Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
Schools Impact Tax	440,445	146,381	53,521	240,543	39,592	37,370	36,534	40,579	42,676	43,792	-
Short-Term Financing	235,443	156,113	56,318	23,012	6,200	3,500	3,146	3,291	3,352	3,523	-
Short-Term Lease Financing	10,374	9,118	1,256	-	-	-	-	-	-	-	-
State Aid	977,649	370,056	124,148	462,166	81,950	73,015	77,388	85,644	64,823	79,346	21,279
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State ICC Funding (M-NCPPC Only)	3,913	2,740	1,173	-	-	-	-	-	-	-	-
Stormwater Management Waiver Fees	6,122	4,522	400	1,200	200	200	200	200	200	200	-
TEA-21	2,368	2,368	-	-	-	-	-	-	-	-	-
Transportation Enhancement Program	1,589	1,589	-	-	-	-	-	-	-	-	-
Transportation Facilities Capital Projects Fund (College)	1,500	-	500	1,000	500	500	-	-	-	-	-
Transportation Improvement Credit	1,125	1,125	-	-	-	-	-	-	-	-	-
Water Quality Protection Bonds	96,851	49,570	42,281	5,000	5,000	-	-	-	-	-	-
White Flint Special Tax District	169,773	13,469	11,174	54,568	11,984	20,532	16,964	496	1,696	2,896	90,562

Total	Thru FY17	Est FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
11,875,674	**5,358,998**	**1,423,754**	**4,520,610**	**958,660**	**861,200**	**733,374**	**672,368**	**647,855**	**647,153**	**572,312**

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Debt Service

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$429,074,110	0.00

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 (Montgomery County Government, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools, and Montgomery College), as well as other associated costs. Non-tax supported debt repayment related to the Montgomery Housing Initiative Property Acquisition Fund and Water Quality Protection bonds are also included.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for Debt Service is $429,074,110 an increase of $20,840,440 or 5.1 percent from the FY18 approved budget of $408,233,670. This amount excludes $56,750 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 36.9 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended FY19-24 CIP program. The bonds are repaid to bondholders with a series of principal and interest payments over a period of years, known as Debt Service. In this manner, the initial high cost of capital improvements is absorbed over time and assigned to citizens benefiting from facilities in the future, as well as current taxpayers. Due to various Federal, State, and local regulations, interest rates are lower than in the private sector.

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

Section 305 of the County Charter requires the County Council to set Spending Affordability Guidelines (SAG) for the CIP. The guidelines are related to how much the Council believes the County can afford, rather than how much might be needed. The guidelines

apply to County G.O. bonds and must specify the total G.O. debt issued by the County that may be planned for expenditure in the first and second year and approved under the six-year CIP. On October 3, 2017 the County Council approved SAG limits at $330.0 million for FY19, $320.0 million for FY20 and $1,860.0 million for the FY19-24 period. On February 6, 2018, the County Council confirmed the guidelines set on October 3, 2017,

Debt Service Program

The annual debt service obligation of all outstanding G.O. bond issues, long- and short-term lease payments, other long-term debt, and projections of certain related expenditures constitute the total Debt Service budget for FY19. 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 long-term 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.

The County issued Series 2017D Bonds to "crossover-refund" the outstanding Series 2009 Build America Bonds. Prior to the crossover date of November 1, 2019, funds will be held by a trustee to pay debt service on the refunding bonds.

FY18 Estimated Debt Service

FY18 estimated general obligation debt service, lease and other long-term debt expenditure requirements for tax-supported funds total $386.5 million which is lower than the budget of $394.3 million primarily due to deferrals in some lease financing, and actual interest rates that were lower than budget.

FY19 Recommended Debt Service Budget

The FY19 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues (through November 2017) plus the following:

• A fall 2018 (FY19) issue of $330.0 million at an interest cost of 5.5 percent for 20 years with even principal payments (fall bond issues are expected to continue through FY24).

• Interest expense based on an anticipated average BANs/commercial paper balance of $375.0 million during FY19.

• 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 FY19 Debt Service requirement for tax supported funds of $429.1 million, which is a 5.1 percent increase from the FY18 budget of $408.2 million. The General Fund appropriation requirement is $331.7 million, or 3.7 percent more than the budgeted FY18 amount of $320.0 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 FY19-FY24. An estimated interest cost of 5.5 percent is budgeted for the fall 2018 (FY19) issue. Projected interest rates for bond issues for FY19 through FY24 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 $413.4 million in FY19 to $466.0 million by FY24 with the General Fund revenue requirement growing from $331.7 million in FY19 to $399.2 million by FY24.

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 CIP. 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. 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 FY19-24CIP. 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 FY19-24 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's proposals for the Recommended FY19-24 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals $2,879,265,000 as of June 30, 2017. 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, 2017, is $11,257,427,051 based upon the assessed valuation $177,495,353,017 for all real property and $4,051,372,468 for personal property. The County's outstanding general obligation debt of $2,879,265,000 plus outstanding short-term commercial paper of $500,000,000 is 1.86 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 2017 (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 at the following link: http://www.montgomerycountymd.gov/Finance/financial.html

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 Montgomery Housing Initiative (MHI) Fund. Transfers from the MHI Fund support the repayment shown in the Debt Service Fund.

The FY19 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, (MHI - Property Acquisition Fund) 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. The County has

entered into lease-purchase agreements to finance energy systems modernization at various County buildings for which the debt service is covered by energy savings. Three of the leases qualified for Qualified Energy Conversation Bonds which provided 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. 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 Ratings Inc. (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.

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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%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	348,488,660	369,855,550	366,115,975	389,165,690	5.2 %
Debt Service Other	25,622,652	24,424,110	20,386,340	24,258,310	-0.7 %
Debt Service Expenditures	**374,111,312**	**394,279,660**	**386,502,315**	**413,424,000**	**4.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Federal Grants	5,624,450	5,598,670	5,660,650	5,359,380	-4.3 %
Investment Income	76,713	0	0	0	—
Miscellaneous Revenues	51,940	1,033,870	3,495,581	5,637,100	445.2 %
Other Intergovernmental	65,494	0	0	0	—
Premium on General Obligation Bonds	11,421,071	16,230,640	17,648,910	20,724,940	27.7 %
Debt Service Revenues	**17,239,668**	**22,863,180**	**26,805,141**	**31,721,420**	**38.7 %**

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	13,347,406	13,954,010	13,354,010	15,650,110	12.2 %
Debt Service - Non-Tax Supported Expenditures	**13,347,406**	**13,954,010**	**13,354,010**	**15,650,110**	**12.2 %**

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	**387,458,718**	**408,233,670**	**399,856,325**	**429,074,110**	**5.1 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**0.00**	**0.00**	**0.00**	**0.00**	**—**
Total Revenues	**17,239,668**	**22,863,180**	**26,805,141**	**31,721,420**	**38.7 %**

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

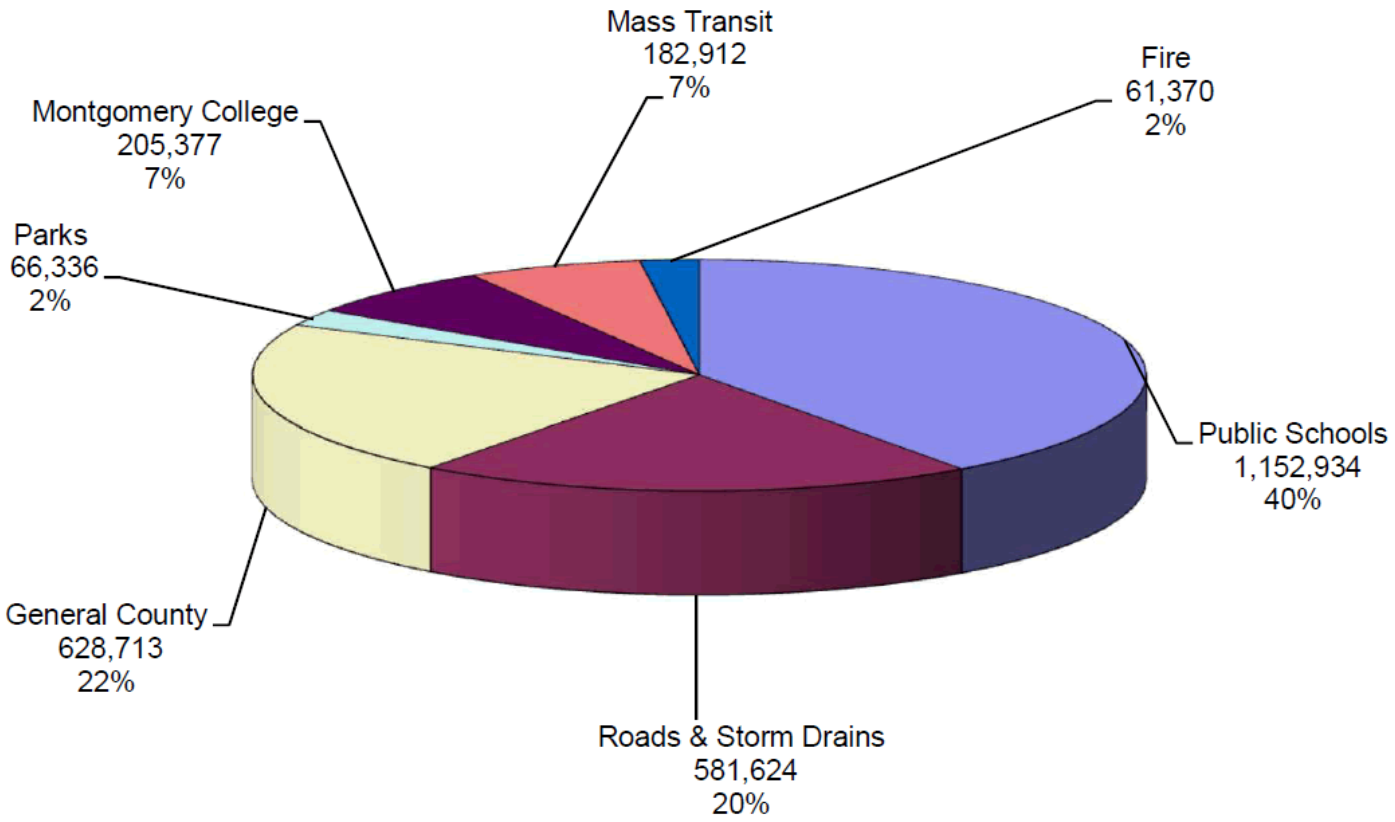
GO BOND DEBT SERVICE EXPENDITURES	Actual FY16	Actual FY17	Budget FY18	Estimated FY18	Recommended FY19	% Chg Rec/App	Rec % GO Bonds
General County	51,082,509	58,302,269	63,521,610	61,607,217	70,037,020		18.5%
Roads & Storm Drains	61,896,517	70,310,726	74,945,800	74,552,794	77,869,410		20.6%
Public Housing	64,050	62,475	60,720	60,055	58,330		0.0%
Parks	8,068,892	8,227,409	9,113,810	8,987,495	9,417,240		2.5%
Public Schools	133,869,814	148,735,322	150,388,180	150,432,841	154,958,720		41.0%
Montgomery College	21,814,230	23,487,154	24,785,350	24,619,773	26,017,730		6.9%
Bond Anticipation Notes/Commercial Paper	549,173	2,148,047	5,900,000	5,200,000	7,650,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,096,849	2,103,596	2,500,000	2,200,000	2,800,000		
Cost of Issuance	775,424	711,478	1,023,000	1,220,000	1,047,100		
Total General Fund	280,217,458	314,088,476	332,238,470	328,880,175	349,855,550	5.3%	89.6%
Fire Tax District Fund	7,016,060	7,283,040	7,678,780	7,527,167	7,873,730		2.1%
Mass Transit Fund	17,199,301	18,924,844	20,461,280	20,384,947	21,894,010		5.8%
Recreation Fund	7,270,852	8,192,300	9,477,020	9,323,686	9,542,400		2.5%
Total Tax Supported Other Funds	31,486,213	34,400,184	37,617,080	37,235,800	39,310,140	4.5%	10.4%
TOTAL TAX SUPPORTED	311,703,671	348,488,660	369,855,550	366,115,975	389,165,690	5.2%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	311,703,671	348,488,660	369,855,550	366,115,975	389,165,690	5.2%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	985,034	988,534	986,640	986,640	989,440		
Revenue Authority - HHS Piccard Drive	394,376	395,743	-	-	-		
Revenue Authority - Recreation Pools	1,525,040	1,524,496	1,526,360	1,526,360	1,525,700		
Fire and Rescue Equipment	4,038,961	3,715,800	4,067,900	3,717,900	500,000		
TOTAL LONG-TERM LEASE EXPENDITURES	6,943,411	6,624,572	6,580,900	6,230,900	3,015,140	-54.2%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	5,659,960	5,667,891	5,676,100	5,676,100	4,661,600		
Libraries System Modernization	-	48,478	127,500	97,000	97,000		
Corrections Security System	-	-	70,700	-	220,000		
Ride On Buses	7,651,422	8,364,053	5,982,600	5,278,600	6,718,600		
Public Safety System Modernization	5,327,263	3,157,691	2,487,200	988,200	4,228,200		
Fire Breathing Apparatus	-	-	1,421,900	-	1,484,000		
Fuel Management System	-	631,522	791,600	631,600	912,600		
TOTAL SHORT-TERM LEASE EXPENDITURES	18,638,645	17,869,634	16,557,600	12,671,500	18,322,000	10.7%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue - Tax supported	295,105	290,455	290,800	290,800	291,000		
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	1,238,900		
Energy Performance Leases QECBs - Tax supported	324,428	325,332	445,700	532,700	728,080		
Energy Performance Leases Other - Tax supported	-	112,659	149,110	260,440	663,190		
MHI-HUD Loan - Non-Tax supported	63,480	61,274	59,020	59,020	56,750		
Water Quality Protection Charge Bonds - Non-Tax supported	3,020,250	6,148,160	6,146,000	6,146,000	6,148,600		
MHI - Property Acquisition Fund - Non-Tax supported	7,196,022	7,199,246	7,808,010	7,208,010	9,501,510		
TOTAL OTHER LONG-TERM DEBT	11,299,285	14,537,125	15,298,640	14,896,970	18,628,030	21.8%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**338,305,260**	**374,111,312**	**394,279,660**	**386,502,315**	**413,424,000**	**4.9%**	
Non-Tax Supported - Other Long-term Debt	**10,279,752**	**13,408,680**	**14,013,030**	**13,413,030**	**15,706,860**		
TOTAL DEBT SERVICE EXPENDITURES	**348,585,012**	**387,519,992**	**408,292,690**	**399,915,345**	**429,130,860**	**5.1%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	260,384,661	297,850,103	310,657,830	303,466,644	318,864,140		
BABs Crossover Funds with Escrow Agent	-	-	-	2,388,141	5,179,100		
Other Interest: Installment Notes, Interest & Penalties	34,020	76,713	-	-	-		
Federal Subsidy on General Obligation Bonds	5,751,483	5,624,450	5,350,000	5,376,480	5,087,370		
Premium on General Obligation Bonds	14,998,462	11,421,071	16,230,640	17,648,910	20,724,940		
Total General Fund Sources	281,168,626	314,972,337	332,238,470	328,880,175	349,855,550		
Fire Tax District Funds	6,816,418	7,124,641	7,678,780	7,527,167	7,873,730		
Mass Transit Fund	16,734,177	18,517,146	20,461,280	20,384,947	21,894,010		
Recreation Fund	7,001,965	7,828,616	9,477,020	9,323,686	9,542,400		
Total Other Funding Sources	30,552,560	33,470,404	37,617,080	37,235,800	39,310,140		
TOTAL GO BOND FUNDING SOURCES	311,721,186	348,442,741	369,855,550	366,115,975	389,165,690		
NON GO BOND FUNDING SOURCES							
General Funds	13,238,987	11,315,267	9,351,210	7,840,270	12,387,400		
MHI Fund - HUD Loan	63,480	61,274	59,020	59,020	56,750		
Water Quality Protection Fund	3,020,250	6,148,160	6,146,000	6,146,000	6,148,600		
MHI - Property Acquisition Fund	7,196,022	7,199,246	7,808,010	7,208,010	9,501,510		
Mass Transit Fund	5,475,257	8,364,053	5,982,600	5,278,600	6,718,600		
Recreation Fund	1,525,040	1,524,496	1,526,360	1,526,360	1,525,700		
Fire Tax District Fund	4,038,961	4,347,322	6,281,400	4,349,500	2,896,600		
Federal Subsidy - QECBs	129,664	65,494	248,670	284,170	272,010		
Capitalized Interest - Energy Performance Leases	-	51,940	47,230	120,800	8,000		
Land Sale Proceeds	-	-	986,640	986,640	-		
State Grant for Ride On Buses	2,176,165	-	-	-	-		
Developer Payments - Site II	-	-	-	-	450,000		
TOTAL NON GO BOND FUNDING SOURCES	36,863,826	39,077,251	38,437,140	33,799,370	39,965,170		
TOTAL FUNDING SOURCES	**348,585,012**	**387,519,992**	**408,292,690**	**399,915,345**	**429,130,860**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	500,000,000	340,000,000	340,000,000	340,000,000	330,000,000		
Council SAG Approved Bond Funded Expenditures	299,500,000	340,000,000	340,000,000	340,000,000	330,000,000		

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

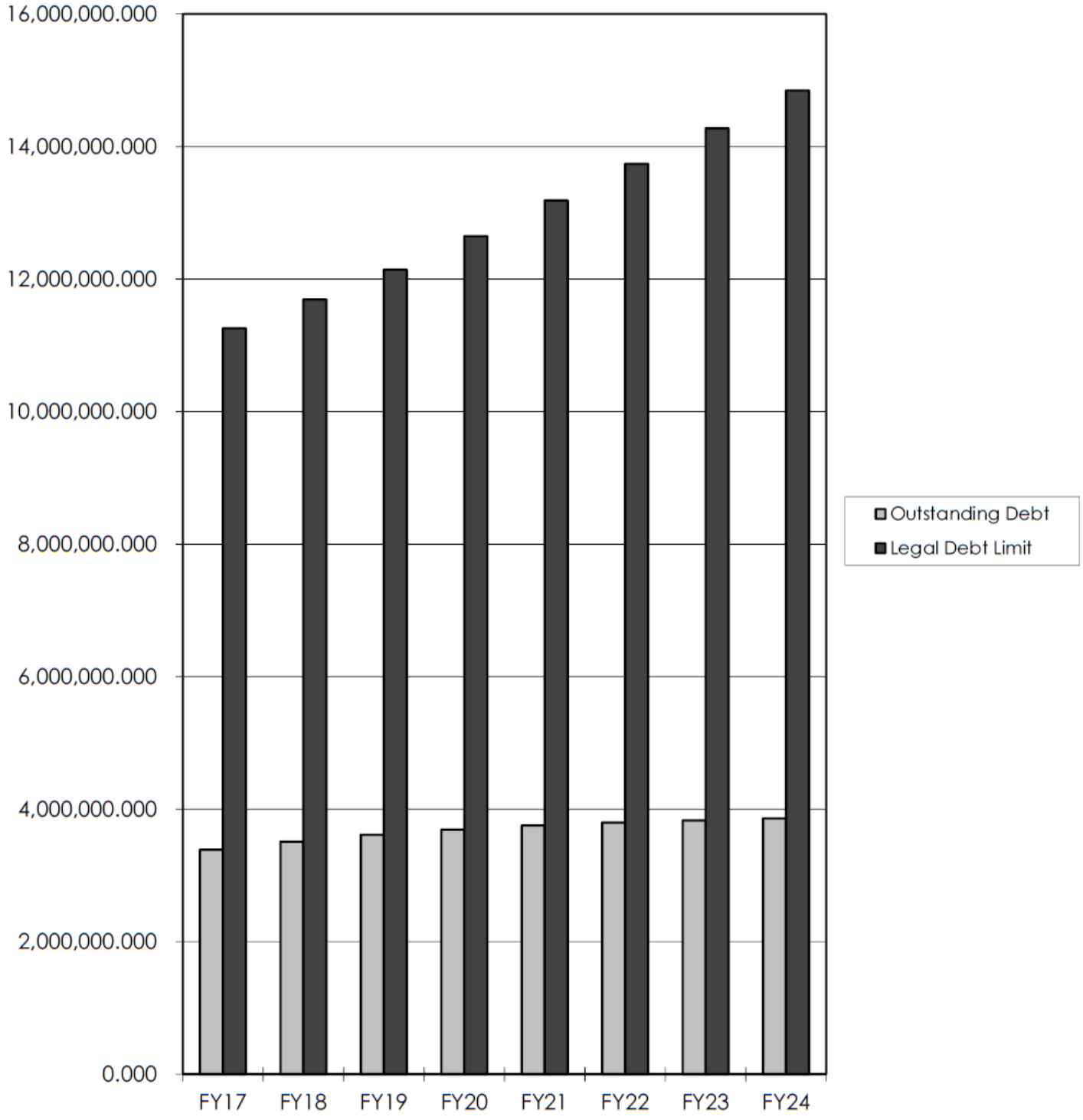
	Recommended FY19	Projected FY20	Projected FY21	Projected FY22	Projected FY23	Projected FY24
GO BOND DEBT SERVICE EXPENDITURES						
General County	70,037,020	76,185,430	78,166,400	77,710,270	78,618,760	84,995,210
Roads & Storm Drains	77,869,410	79,675,630	81,425,870	86,723,270	91,077,750	95,998,790
Public Housing	58,330	58,330	57,290	58,320	56,330	51,180
Parks	9,417,240	9,967,040	10,099,090	11,009,170	11,803,920	13,179,600
Public Schools	154,958,720	157,087,860	157,484,420	158,751,770	161,781,540	158,199,690
Montgomery College	26,017,730	26,430,610	26,356,380	26,865,670	28,786,100	30,256,610
Bond Anticipation Notes/Commercial Paper	7,650,000	8,600,000	9,150,000	9,450,000	9,712,500	9,937,500
Bond Anticipation Notes/Liquidity & Remarketing	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
Cost of Issuance	1,047,100	1,072,000	1,097,220	1,123,000	1,149,500	1,176,500
Total General Fund	349,855,550	361,876,900	366,636,670	374,491,470	385,786,400	396,595,080
Fire Tax District Fund	7,873,730	8,183,080	9,092,600	10,870,510	11,853,510	12,471,170
Mass Transit Fund	21,894,010	24,342,100	24,529,760	27,228,610	29,006,820	26,706,280
Recreation Fund	9,542,400	10,775,070	11,892,450	12,526,260	11,733,190	11,593,520
Total Tax Supported Other Funds	39,310,140	43,300,250	45,514,810	50,625,380	52,593,520	50,770,970
TOTAL TAX SUPPORTED	389,165,690	405,177,150	412,151,480	425,116,850	438,379,920	447,366,050
TOTAL GO BOND DEBT SERVICE EXPENDITURES	389,165,690	405,177,150	412,151,480	425,116,850	438,379,920	447,366,050
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	989,440	991,850	987,710	991,000	991,600	-
Revenue Authority - Recreation Pools	1,525,700	-	-	-	-	-
Fire and Rescue Equipment	500,000	2,800,000	3,500,000	4,420,000	4,802,000	5,175,000
Fleet Equipment	-	380,000	380,000	380,000	380,000	380,000
TOTAL LONG-TERM LEASE EXPENDITURES	3,015,140	4,171,850	4,867,710	5,791,000	6,173,600	5,555,000
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	4,661,600	3,647,100	3,647,100	3,647,100	3,647,100	1,823,500
Libraries System Modernization	97,000	97,000	97,000	48,500	-	-
Corrections Security System	220,000	220,000	220,000	220,000	220,000	-
Ride On Buses	6,718,600	6,718,600	7,838,600	6,132,400	5,106,600	4,393,300
Intelligent Transit System	-	960,000	1,920,000	1,920,000	1,920,000	1,920,000
Public Safety System Modernization	4,228,200	4,768,200	3,814,400	3,797,200	3,780,000	540,000
Fire Breathing Apparatus	1,484,000	1,484,000	1,484,000	1,484,000	1,484,000	1,484,000
Fuel Management System	912,600	912,600	596,800	281,000	160,000	-
TOTAL SHORT-TERM LEASE EXPENDITURES	18,322,000	18,807,500	19,617,900	17,530,200	16,317,700	10,160,800
OTHER LONG-TERM DEBT						
Silver Spring Music Venue - Tax supported	291,000	291,000	294,100	292,000	294,100	291,000
Site II Acquisition - Tax supported	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900
Energy Performance Leases QECBs - Tax supported	728,080	659,970	660,270	660,540	660,820	701,140
Energy Performance Leases Other - Tax supported	663,190	621,300	640,300	659,950	695,210	729,570
MHI-HUD Loan - Non-Tax supported	56,750	54,400	52,050	49,650	47,230	54,510
Water Quality Protection Charge Bonds - Non-Tax supported	6,148,600	6,399,400	7,600,050	8,477,100	9,216,900	9,921,750
MHI - Property Acquisition Fund - Non-Tax supported	9,501,510	9,505,600	11,100,460	11,096,660	11,098,100	11,104,030
TOTAL OTHER LONG-TERM DEBT	18,628,030	18,770,570	21,586,130	22,474,800	23,251,260	24,040,900
DEBT SERVICE EXPENDITURES						
Tax Supported	**413,424,000**	**430,967,670**	**439,470,660**	**451,289,440**	**463,760,250**	**466,042,460**
Non-Tax Supported - Other Long-term Debt	**15,706,860**	**15,959,400**	**18,752,560**	**19,623,410**	**20,362,230**	**21,080,290**
TOTAL DEBT SERVICE EXPENDITURES	**429,130,860**	**446,927,070**	**458,223,220**	**470,912,850**	**484,122,480**	**487,122,750**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	318,864,140	351,490,610	364,409,970	372,264,770	383,559,700	394,499,120
BABs Crossover Funds with Escrow Agent	5,179,100	2,589,550	-	-	-	-
Federal Subsidy on General Obligation Bonds	5,087,370	3,602,570	2,226,700	2,226,700	2,226,700	2,095,960
Premium on General Obligation Bonds	20,724,940	4,194,170	-	-	-	-
Total General Fund Sources	349,855,550	361,876,900	366,636,670	374,491,470	385,786,400	396,595,080
Fire Tax District Fund	7,873,730	8,183,080	9,092,600	10,870,510	11,853,510	12,471,170
Mass Transit Fund	21,894,010	24,342,100	24,529,760	27,228,610	29,006,820	26,706,280
Recreation Fund	9,542,400	10,775,070	11,892,450	12,526,260	11,733,190	11,593,520
Fleet Fund	-	380,000	380,000	380,000	380,000	380,000.00
Total Other Funding Sources	39,310,140	43,680,250	45,894,810	51,005,380	52,973,520	51,150,970
TOTAL GO BOND FUNDING SOURCES	389,165,690	405,557,150	412,531,480	425,496,850	438,759,920	447,746,050
NON GO BOND FUNDING SOURCES						
General Funds	12,387,400	11,823,130	10,896,850	10,861,840	10,844,470	4,651,790
MHI Fund - HUD Loan	56,750	54,400	52,050	49,650	47,230	54,510
Water Quality Protection Fund	6,148,600	6,399,400	7,600,050	8,477,100	9,216,900	9,921,750
MHI - Property Acquisition Fund	9,501,510	9,505,600	11,100,460	11,096,660	11,098,100	11,104,030
Mass Transit Fund	6,718,600	7,678,600	9,758,600	8,052,400	7,026,600	6,313,300
Recreation Fund	1,525,700	-	-	-	-	-
Fire Tax District Fund	2,896,600	5,196,600	5,580,800	6,185,000	6,446,000	6,659,000
Federal Subsidy - QECBs	272,010	262,190	252,930	243,350	233,260	222,320
Capitalized Interest - Energy Performance Leases	8,000	-	-	-	-	-
Developer Payments - Site II	450,000	450,000	450,000	450,000	450,000	450,000
TOTAL NON GO BOND FUNDING SOURCES	39,965,170	41,369,920	45,691,740	45,416,000	45,362,560	39,376,700
TOTAL FUNDING SOURCES	**429,130,860**	**446,927,070**	**458,223,220**	**470,912,850**	**484,122,480**	**487,122,750**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	330,000,000	320,000,000	310,000,000	300,000,000	300,000,000	300,000,000
Council SAG Approved Bond Funded Expenditures	330,000,000	320,000,000	310,000,000	300,000,000	300,000,000	300,000,000
ESTIMATED INTEREST RATE	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

Projected Debt Obligations Schedule of Principal & Interest FY19 Recommended Budget			
FUND	**Principal**	**Interest**	**Total**
Debt Service Fund	265,217,786	163,856,324	429,074,110
Liquor Control (Section 65)	6,694,300	4,681,100	11,375,400
Montgomery Housing Initiative	43,000	13,750	56,750
Bethesda Parking Lot District (Section 46)	3,441,000	1,212,200	4,653,200
Total	**275,396,086**	**169,763,374**	**445,159,460**

General Obligation Bonds Outstanding by Bond Category
($000s)
Total $2,879,265 as of June 30, 2017



Outstanding Debt and Legal Debt Limit ($000s)



DEBT CAPACITY ANALYSIS

FY19-24 Capital Improvements Program
COUNTY EXECUTIVE RECOMMENDED
March 15, 2018
GO BOND 6 YR TOTAL = 1,860.0 MILLION
GO BOND FY19 TOTAL = 330.0.0 MILLION
GO BOND FY20 TOTAL = 320.0 MILLION

	FY18	FY19	FY20	FY21	FY22	FY23	FY24
1 GO Bond Guidelines ($000)	340,000	330,000	320,000	310,000	300,000	300,000	300,000
2 GO Debt/Assessed Value	1.85%	1.84%	1.80%	1.76%	1.70%	1.65%	1.60%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	**11.30%**	**11.65%**	**11.81%**	**11.77%**	**11.78%**	**11.74%**	**11.43%**
4 $ Debt/Capita	3,305	3,396	3,450	3,485	3,503	3,513	3,518
5 $ Real Debt/Capita (FY18=100%)	3,305	3,331	3,316	3,277	3,220	3,154	3,084
6 Capita Debt/Capita Income	3.85%	3.81%	3.74%	3.66%	3.56%	3.45%	3.35%
7 Payout Ratio	68.70%	69.58%	70.50%	71.38%	72.21%	72.93%	73.60%
8 Total Debt Outstanding ($000s)	3,511,335	3,612,105	3,692,310	3,753,170	3,795,580	3,830,460	3,859,765
9 Real Debt Outstanding (FY18=100%)	3,511,335	3,543,016	3,548,239	3,529,084	3,326,779	3,357,351	3,383,037
10 Note: OP/PSP Growth Assumption (2)	0.0%	1.9%	3.1%	2.4%	2.4%	2.8%	3.0%

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 FY18 approved budget to FY19 budget for FY19 and budget to budget for FY20-24.

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY19-24 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 16, 2018

($ millions)	6 YEARS	FY19	FY20	FY21	FY22	FY23	FY24
BONDS PLANNED FOR ISSUE	1,860.000	330.000	320.000	310.000	300.000	300.000	300.000
Plus PAYGO Funded	186.000	33.000	32.000	31.000	30.000	30.000	30.000
Adjust for Implementation **	-	-	-	-	-	-	-
Adjust for Future Inflation **	(74.609)	-	-	(7.911)	(15.057)	(22.288)	(29.353)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	1,971.391	363.000	352.000	333.089	314.943	307.712	300.647
Less Set Aside: Future Projects	**178.698**	**10.526**	**25.944**	**20.230**	**27.092**	**42.077**	**52.829**
	9.06%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,792.693	352.474	326.056	312.859	287.851	265.635	247.818
MCPS	(633.329)	(127.681)	(119.408)	(106.759)	(92.560)	(101.916)	(85.005)
MONTGOMERY COLLEGE	(119.297)	(17.149)	(14.641)	(21.889)	(30.829)	(10.133)	(24.656)
M-NCPPC PARKS	(74.152)	(12.548)	(11.320)	(11.272)	(12.432)	(13.415)	(13.165)
TRANSPORTATION	(582.991)	(108.576)	(103.925)	(96.291)	(95.835)	(89.513)	(88.851)
MCG - OTHER	(446.518)	(126.019)	(100.857)	(76.648)	(56.195)	(50.658)	(36.141)
Programming Adjustment - Unspent Prior Years*	63.594	39.499	24.095	-	-	-	-
	-						
SUBTOTAL PROGRAMMED EXPENDITURES	(1,792.693)	(352.474)	(326.056)	(312.859)	(287.851)	(265.635)	(247.818)
AVAILABLE OR (GAP)	-	-	-	-	-	-	-
NOTES:							
* See additional information on the GO Bond Programming Adjustment for Unspent Prior Year Detail Chart County Executive's FY19-24 Recommended CIP publication, Inflation =		1.74%	2.35%	2.38%	2.35%	2.35%	2.35%

NOTE: The set-aside has been intentionally increased to provide capacity for the South County Recreation and Aquatic Center project.

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Workforce/Compensation

SUMMARY OF FY19 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY19, as recommended by the Board of Education (BOE), is 22,452.26 FTEs, or 167.93 FTEs greater than the approved FY18 workforce of 22,284.33 FTEs. Labor negotiations with the public schools' bargaining units, the Service Employees International Union (SEIU), the Montgomery County Education Association (MCEA), the Montgomery County Association of Administrators and Personnel (MCAAP), and the Montgomery County Business and Operations Administrators (MCBOA) are ongoing. MCPS' budget request contains funding for anticipated agreements. For more information on compensation and workforce changes, please see the Board of Education's FY19 requested budget document.

Montgomery College (MC): There is an increase of 8.0 FTEs in the size of the Montgomery College complement for FY19, as requested by the College and its Board of Trustees. This is accompanied by an increase in personnel costs of about $5.3 million. The primary factors for these cost increases are annualizations of FY18 compensation changes and anticipated FY19 wage adjustments. Negotiations with faculty are ongoing however, and merit and general wage adjustment increases are not known at the time of this publication. For more information on compensation and workforce changes, please consult the Adopted FY19 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 FY19, as recommended by the Planning Board, is an increase of 15.32 FTEs. The Commission's requested budget includes an increase in personnel costs of $3.4 million. The increase also includes retirement and group insurance adjustments, a compensation placeholder (to address collectively bargained compensation increases and pass-through costs) and a reclassification placeholder. For more information on compensation and workforce changes, please see the M-NCPPC FY19 requested budget document.

Montgomery County Government (MCG): The net impact on the County government workforce for FY19, as recommended by the Executive, is an increase of 6.5 FTEs.

The recommended budget contains an increase in total personnel costs of $5.3 million, or 0.5 percent. The primary factors in these changes are:

Factor	Millions
General Wage Adjustment	**$11.7**
Decrease in required retirement contribution	**-$6.1**
Increase in group insurance	**$7.2**
Service increments and longevity	**$10.3**
Other changes in personnel costs, including annualization of positions, turnover, and lapse	**-$17.7**

The decrease in required retirement contribution is primarily due to revised actuarial assumptions, 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 - MCGEO), the International Association of Fire Fighters (IAFF), Local 1664, the Fraternal Order of Police (FOP), Lodge 35, and Montgomery County Volunteer Fire and Rescue Association (MCVFRA). Certain provisions of the agreements have been extended to unrepresented employees, as noted below.

B. COUNTY GOVERNMENT SALARY AND WAGES

GENERAL WAGE ADJUSTMENT: The Executive recommends the following general wage adjustments (GWA) in FY19: 2 percent effective the first full pay period after July 1, 2018 for all employees in the Police bargaining unit, Police uniformed managers, all employees in the Fire and Rescue bargaining unit, and Fire and Rescue uniformed management, and 2 percent effective the first full pay period after December 1, 2018 for all employees in the Office, Professional, and Technical (OPT) and Service, Labor, and Trades (SLT) units, and all non-represented employees, including Management Leadership Service (MLS) employees.

FY19 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 FY19 for all eligible employees. The Executive also recommends adjusting the first longevity step for all employees in the OPT and SLT units, currently provided after completing 20 years of service, to employees who complete 18 years of service, effective July 1, 2018, and adding a second longevity step for all employees in the OPT and SLT units to employees who complete 24 years of service, effective July 1, 2018.

PERFORMANCE-BASED PAY: The Executive recommends $1,984,118 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 2018 and projected changes for 2019. 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 $12,339 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 ten percent annually between FY19 and FY24. 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.

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 pre-funding 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 $2.0 billion - approximately 33 percent of the total FY19 budget for all agencies.

Proposed FY19 Consolidated Retiree Health Benefits Trust Contributions

Montgomery County Government (MCG)	**FY19**
General Fund:	
Retiree Health Benefits Trust NDA	$43,562,660
Proprietary Funds:	
Bethesda Parking District	$149,330
Wheaton Parking District	15,450
Silver Spring Parking District	102,990
Solid Waste Collection	20,600
Solid Waste Disposal	396,490
Liquor Control	2,348,060
Permitting Services	1,225,520
Community Use of Public Facilities	149,330
Motor Pool	1,029,850
Risk Management	51,490
Central Duplicating	149,330
Participating Agency Contributions	$1,425,900
Total MCG Trust Contributions	**$50,627,000**
Consolidated Trust: Montgomery County Public Schools	**$79,405,000**
Consolidated Trust: Montgomery College	**$2,845,000**
Park and Planning Commission Trust Fund*	**$3,173,265**
Total Contributions/Assets Held in Trust	**$136,050,265**

* MNCPPC's contribution from tax supported funds is $3,029,863.

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 Actuarially Determined Contribution or "ADC", is estimated at $112.7 million. This amount normally 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 is committed to pay the full amount of ADC each year, however actual contributions for pay-go may differ causing the County to over or under fund the ADC. In FY11, 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 (OPEB) 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 has reduced 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 FY18, these contributions were budgeted at $43.4 million (County General Fund), $74.2 million (MCPS Consolidated Trust), and $2.6 million (Montgomery College Consolidated Trust). Due to a significant shortfall of originally estimated tax revenues of more than $90 million in FY18, the County initiated several cost containment measures to restore current year reserves. On a one-time basis, the County will reduce FY18 pre-funding to the Consolidated Trust by $21 million and use an additional $41 million in County assets from the Consolidated Trust to pay for County government retiree health insurance benefits claims.

A detailed breakdown of FY19 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 and $9 million to the County, respectively, for the payment of retiree health insurance claims in FY19.

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 6,516 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.

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, 2017, there were 6,516 retirees and survivors and 5,738 active members, including 1,772 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 103 and the number of public safety employees increased by 82, for a combined total active enrollment of 3,966 in FY18. GRIP membership increased by 246 employees, to 1,772 in FY18. The RSP had 93 fewer active employees enrolled in FY18 than in FY17, for a total FY18 enrollment of 3,577.

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, 2019. The negotiated agreement became effective July 1, 2017. The agreement's salient economic terms include:

- General Wage Adjustment. A 2 percent GWA will be paid the first full pay period following July 1, 2018.
- Service Increments. A service increment of 3.5 percent will be paid in FY19 up to the maximum base salary for the grade for eligible unit members.
- Longevity step increases. A longevity step increase will be paid to eligible employees.
- Pharmacy Benefit Management Program. Beginning July 1, 2017, pharmacy benefit management programs have been

implemented for the High Option and Standard Option prescription plans for unit members.

MCGEO Bargaining Unit:

The current agreement expires on June 30, 2019. The negotiated agreement became effective July 1, 2017. The agreement's salient economic terms for include:

- General Wage Adjustment. A 2 percent GWA will be paid the first full pay period following December 1, 2018.
- Service Increments. A service increment of 3.5 percent will be paid in FY19 up to the maximum base salary for the grade for eligible unit members.
- Longevity step increases. A longevity step increase will be paid to eligible employees.
- Longevity step adjustment. The first longevity step for eligible unit members on the OPT and SLT Salary Schedules, available after completion of 20 years of service, will be moved to after completion of 18 years of service, effective July 1, 2018.
- Additional longevity step. An additional longevity step will be added for eligible unit members on the OPT and SLT Salary Schedules, available after completion of 24 years of service, effective July 1, 2018.
- Seasonal Wage Adjustment. A $0.25 an hour adjustment will be provided effective the first full pay period after July 1, 2018 for seasonal employees not affected by the County minimum wage increase.

Police Bargaining Unit:

The current agreement expires on June 30, 2018. The negotiated agreement becomes effective July 1, 2018, and expires on June 30, 2019. The agreement's salient economic terms include:

- General Wage Adjustment. A 2 percent GWA will be paid the first full pay period following July 1, 2018.
- Service Increments. A service increment of 3.5 percent will be paid in FY19 up to the maximum base salary for the grade for eligible unit members.
- Longevity step increases. A longevity step increase will be paid to eligible employees.
- Lump sum payment. A $1,000 lump sum payment for eligible unit members who had a service increment deferred in FY12 and/or FY13 will be paid the first full pay period following July 1, 2018.

Volunteer Fire and Rescue Bargaining Unit:

The current agreement became effective on July 1, 2017, and expires on June 30, 2020. The agreement's salient economic terms include:

- Nominal fee. A nominal fee increase will be paid in FY19. The nominal fee for eligible volunteers increases in July 2018 by $10 to $445 and by $25 to $675, depending on level of service.
- Association funding. Funding for the Association will increase by 1.75 percent on July 1, 2018.
- Uniforms and equipment. Funding in the amount of $135,000 will be provided in FY19 to purchase 50 gear sets.
- Training. An increase of $3,000 will be provided for Volunteer Basic Orientation Course training.

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 FY19 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY18, which began on July 1, 2017. 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 FY19 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, 2018; and technical changes.

Summary: The recommended budget includes funding for 9,496 full-time positions, a net increase of five from the approved FY18 Personnel Complement of 9,491 full-time positions. Funding for 987 part-time positions is also included, a net increase of seven positions from the approved FY18 Personnel Complement of 980 positions. FTEs increased by 6.5 to 10,242.1.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY19

	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY18 APPROVED COMPLEMENT	9,491	980	8,384.5	1,851.2	10,235.6
FY19 RECOMMENDED COMPLEMENT	9,496	987	8,381.7	1,860.4	10,242.1
CHANGE IN WORKFORCE (GROSS)	5	7	(2.8)	9.3	6.5
Percentage Change	0.1%	0.7%	(0.0%)	0.5%	0.1%

Detailed below are the significant net changes in the number of positions in the FY19 Recommended Budget.

Workforce Changes	Position Change
Fire and Rescue Service - Change is due to the elimination of Hyattstown Engine 709 (-12), Hillandale Tower 724 (-8), and Germantown Engine 729 (-9), and a shift in Takoma Park paramedic staffing to the grant fund (-5), partially offset by the addition of SAFER grant positions supported by the County's grant match (3), and the addition of staff supporting the Mobile Integrated Healthcare Initiative (2).	-29
Environmental Protection - Change is due to the stormwater management CIP program shifting to a Public/Private Partnership contracting vehicle and lower workload due to updated progress towards meeting stormwater management permit goals.	-8
Liquor Control - Change is due to FY17 and FY18 mid-year personnel changes related to the DLC improvement action plan and other operational improvements.	7

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES

	2017					2018					CHANGE				
HEALTH PLAN	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	%Dif
Carefirst POS	1,321	972	1,951	4,244	49.1%	1,310	969	1,858	4,137	48.2%	(11)	(3)	(93)	(107)	-0.9%
Carefirst POS Std	279	152	262	693	8.0%	317	160	280	757	8.8%	38	8	18	64	0.8%
Kaiser	767	366	571	1,704	19.7%	802	380	559	1,741	20.3%	35	14	(12)	37	0.6%
United Healthcare	664	418	917	1,999	23.1%	664	437	842	1,943	22.7%	-	19	(75)	(56)	-0.5%
Grand Total				8,640					8,578					(62)	

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number Employees (7/1/16)	Fiscal 2017 Contribution Rate %	Number Employees (7/1/17)	Fiscal 2018 Contribution Rate %	Number Employees (7/16 v. 7/17)	Contribution Rate (7/16 v. 7/17)
Public Safety	**2,875**	**22.05%**	**2,957**	**20.42%**	**82**	**-1.63%**
Non-Public Safety	**1,112**	**45.12%**	**1,009**	**42.08%**	**(103)**	**-3.04%**
Guaranteed Retirement Income Plan	**1,526**	**5.46%**	**1,772**	**5.74%**	**246**	**0.28%**
Total ERS System Plans	**5,513**		**5,738**		**225**	
Retirement Savings Plan	**3,670**	**8.00%**	**3,577**	**8.00%**	**(93)**	**0.00%**

Source: Montgomery County Employees' Retirement System, 2016 and 2017 Actuarial Valuation Reports for Plan Years Beginning July 1, 2016, and July 1, 2017, respectively. RSP data provided by the Montgomery County Employee Retirement

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY17 APPR	FY17 ACT	FY18 APPR	FY18 EST	FY19 REC	$ Change	% Change
EXPENSES							
Salaries and Benefits	180,200	120,618	190,000	182,000	197,000	7,000	3.7%
Professional Services	6,000	24,072	7,700	7,900	6,200	(1,500)	(19.5%)
Due Diligence/Education	3,600	122	3,600	3,600	3,600	0	0.0%
Office Management	9,000	4,221	10,560	10,560	10,680	0	0.0%
Investment Management fees	6,000	4,929	5,500	5,000	5,500	0	0.0%
TOTAL EXPENSES	**$204,800**	**$153,963**	**$217,360**	**$209,060**	**$222,980**	**$5,500**	**2.5%**

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	FY17 APPR	FY17 ACT	FY18 APPR	FY18 EST	FY19 REC	$ Change	% Change
EXPENSES							
Salaries and Benefits	343,180	222,384	325,000	330,000	355,500	30,500	9.4%
Professional Services	80,000	259,986	286,450	116,000	146,000	(140,450)	(49.0%)
Due Diligence/Education	50,000	24,662	50,000	50,000	50,000	0	0.0%
Office Management	20,000	18,549	20,000	21,000	21,000	1,000	5.0%
Investment Management fees	3,400,000	3,050,426	2,700,000	3,903,000	4,233,000	1,533,000	56.8%
TOTAL EXPENSES	**$3,893,180**	**$3,576,008**	**$3,381,450**	**$4,420,000**	**$4,805,500**	**$1,424,050**	**42.1%**

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
						FY19 vs. FY18 Appr.	
ITEM	FY17 APPR	FY17 ACT	FY18 APPR	FY18 EST	FY19 REC	$	%
REVENUE							
Contributions	116,400,000	123,339,373	113,900,000	113,900,000	108,000,000	(5,900,000)	(5.2%)
Investment Income	270,000,000	430,251,652	282,000,000	342,300,000	330,000,000	48,000,000	17.0%
Miscellaneous Income	950,000	1,533,496	1,300,000	1,500,000	1,600,000	300,000	23.1%
TOTAL REVENUE	**$ 387,350,000**	**$ 555,124,521**	**$ 397,200,000**	**$ 457,700,000**	**$ 439,600,000**	**42,400,000**	**10.7%**
EXPENSES							
OPERATING EXPENSES							
Retirement Benefits	256,830,000	241,597,511	252,000,000	243,100,000	246,800,000	(5,200,000)	(2.1%)
Investment Management fees	25,000,000	18,438,444	24,000,000	20,000,000	21,600,000	(2,400,000)	(10.0%)
SUBTOTAL	281,830,000	260,035,955	276,000,000	263,100,000	268,400,000	(7,600,000)	(2.8%)
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	1,984,000	1,626,816	1,979,000	1,734,000	2,070,000	91,000	4.6%
Professional Services	1,018,000	988,965	1,056,950	1,255,500	1,205,000	148,050	14.0%
Benefit Processing	140,000	123,195	125,000	125,000	125,000	0	0.0%
Due Diligence/Education	65,500	28,824	65,500	65,500	65,500	0	0.0%
Office Management	433,000	417,970	121,030	111,000	109,000	(12,030)	(9.9%)
SUBTOTAL	3,640,500	3,185,769	3,347,480	3,291,000	3,574,500	227,020	6.8%
TOTAL EXPENSES	**$285,470,500**	**$263,221,724**	**$279,347,480**	**$266,391,000**	**$271,974,500**	**(7,372,980)**	**(2.6%)**
NET REVENUE	**$101,879,500**	**$291,902,797**	**$117,852,520**	**$191,309,000**	**$167,625,500**	**49,772,980**	**42.2%**

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
						Change: FY19 vs. FY18 Appr.	
ITEM	FY17 APPR	FY17 ACT	FY18 APPR	FY18 EST	FY19 REC	$	%
REVENUE							
Investment Income	1,000	4,782	4,000	4,000	4,000	0	0.0%
Miscellaneous Income	250,000	725,208	250,000	490,000	490,000	240,000	96.0%
TOTAL REVENUE	**251,000**	**729,990**	**254,000**	**494,000**	**494,000**	**240,000**	**94.5%**
EXPENSES							
OPERATING EXPENSES							
Investment Management fees	6,000	4,929	5,500	5,000	5,500	0	0.0%
SUBTOTAL	6,000	4,929	5,500	5,000	5,500	0	0.0%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	227,100	156,186	221,000	213,000	226,000	5,000	2.3%
Professional Services	61,000	106,737	106,700	91,700	95,700	(11,000)	(10.3%)
Due Diligence/Education	3,600	526	3,600	3,600	3,600	0	0.0%
Office Management	9,000	3,650	10,760	10,560	10,560	(200)	(1.9%)
SUBTOTAL	300,700	267,100	342,060	318,860	335,860	(6,200)	(1.8%)
TOTAL EXPENSES	**$306,700**	**$272,029**	**$347,560**	**$323,860**	**$341,360**	**(6,200)**	**(1.8%)**

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

Article	Item	Description	FY19	Annual Cost Beyond FY19
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,280,797	$1,950,091
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	$85,192	$143,050
36	Wages	2 Percent General Wage Adjustment in July 2018	$2,176,821	$2,176,821
36	Wages	$1,000 lump sum to eligible employees who had a service increment deferred in FY12 and/or FY13	$289,579	$0
		Total	**$3,832,389**	**$4,269,963**

Police Uniformed Management Pass-Through Estimates**

Item	Description	FY19	Annual Cost Beyond FY19
Wages	2 Percent General Wage Adjustment in July 2018	$157,658	$157,658
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$4,935	$5,551
	Total	**$162,593**	**$163,209**

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

** No Police Uniformed Management is currently eligible to receive a longevity step increase in FY19.

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

Article	Item	Description	FY19	Annual Cost Beyond FY19
19.1	Wages	2 Percent General Wage Adjustment in July 2018	$1,913,028	$1,913,028
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	$155,509	$249,561
20	Pharmacy Benefit Management Programs	Inclusion of Pharmacy Benefit Management Programs for Specialty Drugs	-$160,000	-$160,000
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$664,385	$1,423,472
		Total	**$2,572,922**	**$3,426,061**

Fire and Rescue Uniformed Management Pass-Through Estimates**

Item	Description	FY19	Annual Cost Beyond FY19
Wages	2 Percent General Wage Adjustment in July 2018	$111,850	$111,850
Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	$7,274	$13,739
	Total	**$119,124**	**$125,589**

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

** No Fire and Rescue Uniformed Management is currently eligible to receive a service increment in FY19.

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

Article	Item	Description	FY19	Annual Cost Beyond FY19
5	Wages	2 Percent General Wage Adjustment in December 2018	$4,596,686	$7,967,590
5.1	Longevity**	Longevity Step Increase of 3 or 3.5 Percent for Eligible Employees	$2,500,921	$2,520,709
6	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$4,130,735	$8,149,850
9	Classification Studies	25 Individual and 7 Job Classification Studies	$25,000	$25,000
32	Tools and Uniforms	Increases to Tool Allowance and Shoe Reimbursement	$39,375	$39,375
53	Seasonal Employees	Additional $0.25 for Eligible Seasonal Employees	$80,500	$80,500
		Total	**$11,373,217**	**$18,783,024**

Non-Represented Pass-Through Estimates

Item	Description	FY19	Annual Cost Beyond FY19
Wages	2 Percent General Wage Adjustment in December 2018	$2,741,208	$4,733,994
Longevity	Longevity Step Increase of 2 Percent for Eligible Employees	$39,424	$40,879
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,398,641	$2,667,045
	Total	**$4,179,273**	**$7,441,918**

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

** Longevity Steps in FY19 for OPT and SLT unit members occur after 18 years of service (previously after 20 years of service), and reflect an additional step for OPT and SLT unit members received after reaching 24 years of service. See Page 8-2 for more details.

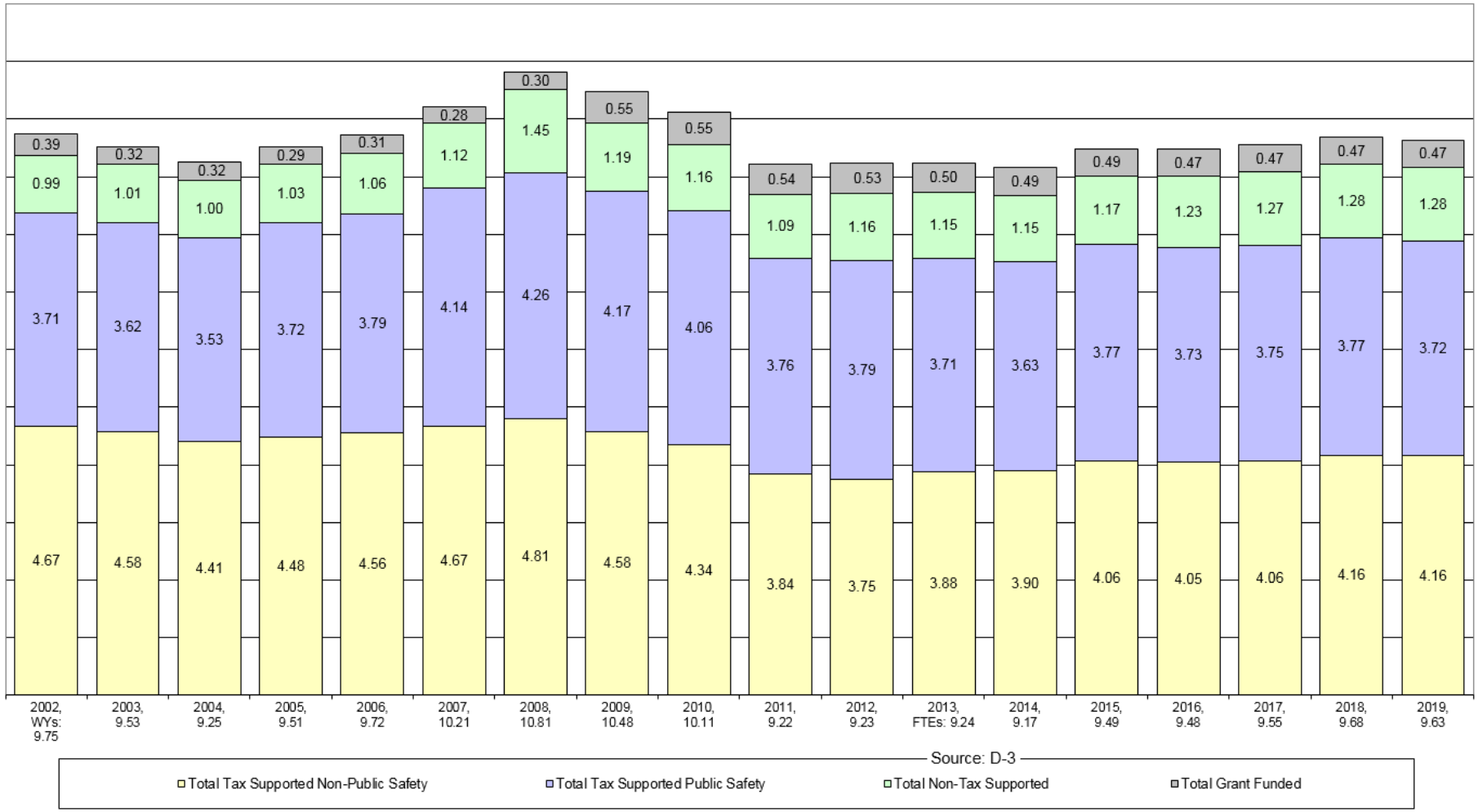
Montgomery County Volunteer Fire and Rescue Association
Fiscal Impact Summary*

Article	Item	Description	FY19	FY20	Annual Cost Beyond FY20
11	Uniforms & Equipment	Purchase 50 gear sets annually	$135,000	$135,000	$0
12	Nominal Fee	Nominal fee of $445/$675 in FY19, and $455/$700 in FY20**	$20,882	$41,805	$0
16	Training	Provide $10,000 funding for training and $5,000 for Pro-Board certification	$15,000	$15,000	$0
22	Volunteer Basic Orientation Course	Training fee not to exceed $21,000 each year of the agreement	$3,000	$3,000	$0
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	$4,311	$8,697	$0
		Total	**$178,193**	**$203,502**	**$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
FY02-FY18 Approved Workyears and FTEs, FY19 Recommended FTEs[1]



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

FY19 CE Recommended Final
TOTAL COUNTY COST OF EMPLOYEE BENEFITS

	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
General Fund				
General Government				
Board of Appeals (02D)	30,642	43,187	21,720	95,548
Board of Elections (24D)	249,350	379,096	188,864	817,310
Circuit Court (10D)	527,035	1,124,221	690,000	2,341,256
Community Engagement Cluster (16D)	170,830	311,402	216,398	698,630
County Attorney (30D)	301,755	487,714	529,566	1,319,035
County Council (01D)	594,607	1,021,432	951,661	2,567,700
County Executive (15D)	256,728	418,259	474,803	1,149,790
Ethics Commission (19D)	23,650	37,017	17,921	78,588
Finance (32D)	683,105	1,117,877	755,994	2,556,977
General Services (36D)	746,781	1,576,042	1,350,920	3,673,744
Human Resources (33D)	337,910	529,324	421,045	1,288,279
Human Rights (46D)	62,051	95,512	79,630	237,192
Inspector General (06D)	61,393	74,034	50,183	185,611
Intergovernmental Relations (20D)	47,839	65,397	55,163	168,398
Legislative Oversight (03D)	87,843	129,895	147,489	365,227
Management and Budget (31D)	236,800	374,201	304,698	915,698
Merit System Protection Board (04D)	14,313	24,678	9,706	48,697
Office of Procurement (35D)	226,171	396,837	421,585	1,044,593
Public Information (23D)	284,216	612,982	325,634	1,222,832
State's Attorney (11D)	982,339	1,854,437	1,324,930	4,161,705
Technology Services (34D)	1,390,675	1,952,647	1,894,230	5,237,552
Zoning and Administrative Hearings (05D)	32,456	49,356	28,188	110,000
Total General Government	**7,348,489**	**12,675,544**	**10,260,329**	**30,284,363**
Public Safety				
Consumer Protection (39D)	113,565	190,885	262,738	567,188
Correction and Rehabilitation (42D)	3,506,110	6,477,243	5,010,946	14,994,300
Emergency Management and Homeland Security (49D)	63,767	108,268	82,992	255,026
Police (47D)	13,294,009	25,172,845	21,156,966	59,623,820
Sheriff (48D)	1,176,972	2,268,213	1,667,653	5,112,838
Total Public Safety	**18,154,423**	**34,217,453**	**28,181,295**	**80,553,171**
Transportation				
Transportation (50D)	1,241,399	2,932,078	2,231,429	6,404,906
Health and Human Services				
Health and Human Services (60D)	7,117,048	15,112,779	10,604,367	32,834,195
Libraries, Culture, and Recreation				
Public Libraries (71D)	1,851,511	5,130,477	3,136,950	10,118,938
Community Development and Housing				
Housing and Community Affairs (76D)	351,626	682,118	631,705	1,665,448
Office of Agriculture (78D)	36,231	54,292	75,104	165,626
Total Community Development and Housing	**387,857**	**736,409**	**706,809**	**1,831,074**

FY19 CE Recommended Final
TOTAL COUNTY COST OF EMPLOYEE BENEFITS

	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
Environment				
Environmental Protection (80D)	113,942	184,563	201,026	499,531
Other County Government Functions				
NDA - Compensation and Employee Benefit Adjustments (99V05)	11,463	16,161	10,015	37,639
NDA - Conference Center (99V19)	8,144	12,339	4,971	25,454
NDA - Independent Audit (99V24)	3,266	4,072	2,056	9,394
NDA - Legislative Branch Communications Outreach (99V44)	13,723	24,678	11,133	49,533
NDA - State Positions Supplement (99V03)	4,318	0	0	4,318
Total Other County Government Functions	**40,913**	**57,250**	**28,175**	**126,338**
Total General Fund	**36,255,582**	**71,046,553**	**55,350,381**	**162,652,516**
Special Funds - Tax Supported				
Fire (C01)	9,808,016	15,466,273	23,332,698	48,606,987
Recreation (C02)	1,510,049	1,804,514	1,412,683	4,727,246
Bethesda Urban District (C03)	6,875	12,339	27,899	47,113
Silver Spring Urban District (C04)	134,992	449,255	189,199	773,445
Wheaton Urban District (C05)	78,622	256,174	90,394	425,190
Mass Transit (C06)	4,390,213	10,418,488	5,107,162	19,915,863
Economic Development Fund (C09)	8,956	12,339	9,365	30,660
Total Special Funds - Tax Supported	**15,937,722**	**28,419,383**	**30,169,399**	**74,526,504**
Total Tax Supported Funds	**52,193,304**	**99,465,936**	**85,519,780**	**237,179,020**
Special Funds - NonTax Supported				
Montgomery Housing Initiative (C10)	110,660	191,673	220,388	522,722
Cable TV (C11)	235,153	380,658	359,662	975,473
Water Quality Protection (C12)	542,955	988,186	796,983	2,328,123
Grant Fund (C90)	3,134,438	7,226,472	4,169,878	14,530,788
Total Special Funds - NonTax Supported	**4,023,206**	**8,786,989**	**5,546,911**	**18,357,106**
Enterprise Funds				
Liquor (C30)	1,963,351	5,510,354	2,189,527	9,663,232
Solid Waste Disposal (C31)	586,409	1,113,485	951,525	2,651,419
Solid Waste Collection (C32)	87,843	157,016	140,783	385,642
Leaf Vacuuming (C33)	192,052	398,730	221,216	811,998
Community Use of Public Facilities (C34)	188,047	385,826	269,065	842,937
Bethesda Parking (C35)	125,464	243,793	221,822	591,080
Silver Spring Parking (C36)	144,914	291,969	255,700	692,583
Wheaton Parking (C38)	21,203	42,120	38,980	102,303
Permitting (C39)	1,691,075	2,855,767	3,045,589	7,592,432
Total Enterprise Funds	**5,000,360**	**10,999,059**	**7,334,207**	**23,333,625**
Total Non-Tax Supported	**9,023,565**	**19,786,048**	**12,881,117**	**41,690,731**

FY19 CE Recommended Final
TOTAL COUNTY COST OF EMPLOYEE BENEFITS

	SOCIAL SECURITY	GROUP INSURANCE	RETIREMENT	TOTAL
Internal Service Funds				
Motor Pool (C50)	1,268,471	2,487,409	1,535,905	5,291,786
Central Duplicating (C51)	155,099	418,734	226,553	800,386
Risk Management (C52)	259,535	395,555	410,697	1,065,787
Employee Health Self Insurance (C53)	177,877	319,040	141,437	638,354
Total Internal Service Funds	**1,860,983**	**3,620,738**	**2,314,592**	**7,796,313**

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Montgomery County Government

MISSION STATEMENT

The mission of the Montgomery County Government is to provide for the peace, good governance, 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 FY19 Operating Budget for the County Government is $2,075,659,426, an increase of $12,937,990 or 0.6 percent from the FY18 approved budget of 2,062,721,436 (excludes debt service). The total recommended FY19 tax supported operating budget for the County Government is $1,616,984,509, a decrease of $1,531,783 or 0.1 percent from the FY18 approved tax supported budget of $1,618,516,292. The recommended FY19 tax supported operating budget for the County Government includes $125.8 million to pre-fund health benefits for retirees of the County Government, Montgomery College, and Montgomery County Public Schools. The recommended FY19 tax supported operating budget for the County Government is 0.5 percent less than the FY18 approved tax supported budget when pre-funding of retiree health benefits is excluded.

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 2018, the Council approved FY19 Spending Affordability Guidelines (SAG) of $1,509.4 million for Montgomery County Government tax supported funds, a 6.7 percent decrease from the original $1,618.5 million FY18 budget. For FY19, the Executive recommends $1,617.0 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 Jennifer Hughes of the Office of Management and Budget at 240.777.2800 for more information regarding this agency's operating budget.

Montgomery County Public Schools

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$2,592,240,711	22,452.26

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 2017-18 school year (FY18), 161,470 students in pre-kindergarten classes through Grade 12 attend 205 separate public educational facilities. For the 2018-19 school year (FY19), enrollment is estimated at 163,184 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 FY19 Operating Budget is $2,592.2 million, an increase of $75.1 million or 3 percent over the original FY18 approved budget of $2,517.1 million, and this recommended budget exceeds the amount required by the State's Maintenance of Effort (MOE) law by $19.0 million.

The County Executive's recommendation funds one hundred 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 FY19. This continued support is 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. Approximately $18.1 million in FY19 current revenue and $62.5 million in recordation taxes are recommended in the FY19-24 CIP. The debt service requirement for the MCPS capital program is estimated at $155.0 million in FY19.

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

Additional County Support for MCPS FY19	
MCPS Budget (in millions)	**$2,592.2**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$155.0
• Pre-funding retiree health benefits	$79.4
• Support services	$69.6
• Technology modernization	$22.9
Total additional County funding	**$326.9**
Total expenditures for MCPS	**$2,919.1**
Sources: Recommended FY19 Operating and Capital Budgets	

The recommended budget includes the County's contribution of $1,707.7 million plus $25.0 million in carryover funds (66.8 percent of all recommended funding), State aid and grants of $707.8 million (27.3 percent), Federal grants and aid of $74.8 million (2.9 percent), and tuition, fees, and private grants of $10.1 million (0.4 percent). The recommended appropriation for the fee supported enterprise funds is $65.2 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 FY19, the total tax supported portion of the Executive's recommendation (excluding grants and enterprise funds) is $2,443.2 million, an increase of $74.5 million or 3.1 percent over the original FY18 Approved Operating Budget. The tax supported portion of the recommendation includes an FY19 local contribution of $1,707.7 million, plus carryover of $25.0 million for a total local contribution of $1,732.7 million. MOE is a State requirement that each local school district must spend as much per student as it did in the prior fiscal year in order to receive additional State aid for education. The Executive's recommendation for local funding meets the MOE requirement, and is a total increase of $44.4 million from the FY18 local contribution.

Fiscal Summary

The Executive's total budget recommendation from all funding sources is $2,592.2 million and funds one hundred 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 2018, the Montgomery County Council approved FY19 Spending Affordability Guidelines (SAG) of $2,395.5 million for the tax supported funds of MCPS. The BOE requested $2,443.2 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 FY19 Operating Budget adopted by the BOE on February 13, 2018. 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 Nicola Diamond of the Montgomery County Public Schools at 240.314.3888 or Bruce Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%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	2,312,490,723	2,368,655,562	2,347,331,555	2,443,168,218	3.2 %
Current Fund MCPS Expenditures	**2,312,490,723**	**2,368,655,562**	**2,347,331,555**	**2,443,168,218**	**3.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21,059.52	21,090.64	21,090.64	21,254.35	0.8 %
REVENUES					
Basic State Aid	325,526,802	338,744,661	338,744,661	351,744,825	3.8 %
Federal Revenues	946,565	150,000	150,000	150,000	—
Foster Care/Miscellaneous	164,934	140,000	140,000	140,000	—
GCEI - Geographic Cost of Education Index	35,976,870	36,854,599	36,854,599	37,711,769	2.3 %
Students With Disabilities	54,843,667	56,526,981	56,526,981	58,955,879	4.3 %
Thornton Legislation	199,296,312	204,758,509	204,758,509	215,138,780	5.1 %
Transportation	40,932,087	42,090,090	42,090,090	43,244,528	2.7 %
Tuition-Other Sources	4,009,256	3,326,736	3,326,736	3,366,736	1.2 %
Current Fund MCPS Revenues	**661,696,493**	**682,591,576**	**682,591,576**	**710,452,517**	**4.1 %**
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	74,657,887	82,190,798	82,190,798	82,190,798	—
Grant Fund MCPS Expenditures	**74,657,887**	**82,190,798**	**82,190,798**	**82,190,798**	**—**
PERSONNEL					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	559.79	558.37	558.37	557.59	-0.1 %
REVENUES					
Federal Grants	72,213,310	74,629,459	74,629,459	74,629,459	—
Private Grants	544,278	6,731,204	6,731,204	6,731,204	—
State Grants	1,900,299	830,135	830,135	830,135	—
Grant Fund MCPS Revenues	**74,657,887**	**82,190,798**	**82,190,798**	**82,190,798**	**—**

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	58,125,752	54,213,534	54,213,534	54,647,748	0.8 %
Food Service Fund Expenditures	**58,125,752**	**54,213,534**	**54,213,534**	**54,647,748**	**0.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	588.32	593.32	593.32	598.32	0.8 %
REVENUES					
Federal Food	38,564,790	35,058,547	35,058,547	35,339,342	0.8 %
Sale of Meals	20,491,795	16,943,135	16,943,135	17,078,839	0.8 %
State Food	2,202,492	2,211,852	2,211,852	2,229,567	0.8 %
Food Service Fund Revenues	**61,259,077**	**54,213,534**	**54,213,534**	**54,647,748**	**0.8 %**

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	3,226,308	3,932,647	3,932,647	3,932,647	—
Real Estate Fund Expenditures	**3,226,308**	**3,932,647**	**3,932,647**	**3,932,647**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.50	12.00	12.00	12.00	—
REVENUES					
Real Estate Fund	3,194,139	3,932,647	3,932,647	3,932,647	—

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Real Estate Fund Revenues	**3,194,139**	**3,932,647**	**3,932,647**	**3,932,647**	**—**
FIELD TRIP FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Field Trip Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,006,344	2,313,743	2,313,743	2,513,743	8.6 %
Field Trip Fund Expenditures	**2,006,344**	**2,313,743**	**2,313,743**	**2,513,743**	**8.6 %**
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	2,053,978	2,313,743	2,313,743	2,513,743	8.6 %
Field Trip Fund Revenues	**2,053,978**	**2,313,743**	**2,313,743**	**2,513,743**	**8.6 %**
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	3,875,067	4,090,053	4,090,053	4,090,053	—
Entrepreneurial Activities Fund Expenditures	**3,875,067**	**4,090,053**	**4,090,053**	**4,090,053**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.60	12.00	12.00	12.00	—
REVENUES					
Entrepreneurial Activities Fee	2,962,897	2,090,053	2,090,053	2,090,053	—
Entrepreneurial Activities Fund Revenues	**2,962,897**	**2,090,053**	**2,090,053**	**2,090,053**	**—**
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	1,727,601	1,697,504	1,697,504	1,697,504	—
Instructional Television Fund Expenditures	**1,727,601**	**1,697,504**	**1,697,504**	**1,697,504**	**—**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
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	**2,456,109,682**	**2,517,093,841**	**2,495,769,834**	**2,592,240,711**	**3.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**22,248.73**	**22,284.33**	**22,284.33**	**22,452.26**	**0.8 %**
Total Revenues	**805,824,471**	**827,332,351**	**827,332,351**	**855,827,506**	**3.4 %**

MCPS EXPENDITURES FY95-FY19

County Fiscal Year	Total Expenditures	Total Enrollment	Per Pupil	County Funding	As Percent of Total
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	$2,457,473,761	159,016	$15,454	$1,650,794,230	67.2%
18	$2,517,093,841	161,470	$15,589	$1,683,943,316	66.9%
19 CE Rec	$2,592,240,711	163,184	$15,885	$1,734,413,205	66.9%

Sources: Approved Operating Budgets

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Montgomery College

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$312,997,974	1,925.60

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 FY19 operating budget for Montgomery College is $313.0 million, a decrease of $1.0 million, or 0.3 percent from the FY18 approved budget of $314.0 million. The decrease is primarily due to a reduction in tuition and fee revenue from declining enrollment and a reduction in State contracts. The County Executive's recommendation funds 99.4 percent of the College's request and provides an affordable and sustainable level of support.

The County Executive recommends a total County contribution of $141.3 million, an increase of $2.0 million or 1.4 percent. This funding level represents an increase of $46.6 million since FY13, or 49.1 percent. On a projected per-full-time equivalent student (FTES) basis, local funding would increase $266 per-FTES in FY19, or 2.8 percent. Per-FTES funding will have grown $4,370 since FY13, or over 83.0 percent.

Other Current Fund revenues total $122.7 million, nearly level with the the FY18 approved budget (an increase of less than $0.1 million). This is primarily the net change between a reduction in tuition and fee revenue and an increase in the use of fund balance.

In addition to the total recommended Operating Budget for the College, the agency's Capital Improvement Program (CIP) requires current revenue funding. Approximately $13.6 million in FY19 current revenue is assumed in the County Executive's FY19-24 CIP.

The reserve level in the County Executive's recommended budget is 3.0 percent, in line with the County's policy that the College hold in reserve between 3 percent and 5 percent of available resources less the County contribution.

College Request

Montgomery College's budget request is not detailed in this document. The College's budget request may be obtained by contacting the College's Budget Office, Montgomery College, 9221 Corporate Boulevard, Rockville, Maryland 20850, phone 240.567.7292, or may be found on the College's website 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. The College's approved budget is included in the County Approved FY19 Operating and Capital Budgets and is prepared by the Office of Management and Budget in July.

For FY19, Montgomery College requests an increase of $4.3 million in the County contribution, an increase of 3.1 percent from the approved FY18 budget, and 4.5 percent or $424 on a per-FTES basis.

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

Spending Affordability Guidelines

In February 2018, the Council approved FY19 Spending Affordability Guidelines (SAG) of $183.0 million for the tax-supported funds of Montgomery College. The Board of Trustees requested $183.0 million (net of tuition and fees and excluding mandatory transfers), in line with SAG.

Enrollment

Current Fund enrollment is projected by the College to decrease 203 FTES in FY19. The College estimates an FY19 enrollment of 14,668, a decline of 1.4 percent compared to the FY18 figure of 14,871 FTES. An FTES enrollment for one year is calculated as the total number of credit hours divided by 30. The College projects enrollment to be flat in FY20 and to gradually increase starting in FY21.

Tuition

For FY19, the College request assumes an increase in tuition and fees of $4 per semester hour, from $124 to $128 for County residents, a $8 per semester hour increase for State residents (to $261 per semester hour), and $12 per semester hour for out-of-state residents (to $362 per semester hour). 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 ($7).

The Board of Trustees will make tuition and fee decisions in April 2018.

Tuition and other student fees represent approximately 29.6 percent of the revenue proposed by the County Executive to fund the FY19 Current Fund budget, compared to the 30.7 percent of revenues assumed in the FY18 budget.

State Funding

The total amount of State funding assumed in the Executive's Recommended FY19 budget is estimated to be $43.9 million. It is comprised of $36.6 million in the Current Fund and $7.3 million in the Workforce Development and Continuing Education enterprise fund. The College allocates the State-provided formula funds based on the proportionate share of FTES enrolled in each category.

Tax Supported Funds

The County Executive recommends an appropriation of $264.8 million in the three tax-supported funds (Current, Emergency Plant Maintenance

and Repair, and Grants). This amount is a $2.0 million increase from the approved FY18 level of $262.8 million, or 0.8 percent.

Current Fund

In the Current Fund, the County Executive is recommending an appropriation of $264.0 million, an increase of $2.0 million or 0.8 percent from the $262.0 million approved in FY18. This recommendation is based on the College's estimated tuition and fees that accounts for the increased rates discussed above. The Executive's recommendation increases the County Contribution as well, by $2.0 million and 1.4 percent, to a total of $141.3 million.

The County Executive additionally recommends transferring $459,485 to the Current Fund from the Workforce Development and Continuing Education Enterprise Fund, funds the College requested be added to the unit's fund balance.

Finally, the County Executive recommends $4.6 million in spending from the fund balance of the Current Fund, an increase of $2.0 million from the FY18 approved budget.

Emergency Plant Maintenance and Repair Fund

The Emergency Plant Maintenance and Repair Fund supports 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 FY18 approved budget.

Tax-Supported Grant Fund

The Tax-Supported Grant Fund provides for community needs not met elsewhere in the budget. 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 section.

Special Funds

The College's Workforce Development and Continuing Education (WDCE) Fund is supported by a combination of student tuition and fees and State reimbursements that are based on the most recent actual FTES enrollment. For FY19, the State's funding formula uses FY17 actuals. 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 $17.7 million for this fund, a $0.1 million decrease compared to FY18.

The College's request also includes a planned reversion of $459,485 in the WDCE budget, an increase to the Fund's fund balance. Rather than increase the WDCE fund balance in the current fiscal environment, the County Executive recommends transferring it the Current Fund to support expenditures in that program.

In prior years, the Auxiliary Enterprises Fund included the Bookstore, the Child Care Center, and Food Services. In FY18, the College privatized the Bookstore and converted the three-location Child Care Center to a one-location academic program, removing both from the Auxiliary Enterprise Fund. For FY19, the College requests and the County Executive recommends an appropriation of $1.7 million.

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 $19.6 million.

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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%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	254,915,795	262,009,376	254,065,520	264,049,723	0.8 %
Current Fund MC Expenditures	**254,915,795**	**262,009,376**	**254,065,520**	**264,049,723**	**0.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,805.10	1,802.10	1,802.10	1,810.10	0.4 %
REVENUES					
Current Fund: Interest	215,563	155,000	200,000	155,000	—
Current Fund: Other Revenue	1,593,664	1,459,000	1,964,000	1,459,000	—
Current Fund: Performing Arts Center	64,793	135,000	60,000	135,000	—
Fed. State & Priv. Gifts & Grants	438,824	325,000	400,000	325,000	—
Other Student Fees: Current Fund	1,319,441	1,346,287	1,300,000	1,294,428	-3.9 %
State Aid	36,141,584	35,794,377	35,794,377	36,589,976	2.2 %
Tuition and Fees: Current Fund	77,994,552	79,073,170	73,000,000	76,892,107	-2.8 %
Current Fund MC Revenues	**117,768,421**	**118,287,834**	**112,718,377**	**116,850,511**	**-1.2 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
EMERGENCY REPAIR FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Emergency Repair Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	171,758	350,000	300,000	350,000	—
Emergency Repair Fund Expenditures	**171,758**	**350,000**	**300,000**	**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	4,983	0	7,000	0	—
Emergency Repair Fund Revenues	**4,983**	**0**	**7,000**	**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	14,986,612	22,244,655	15,000,000	19,631,000	-11.8 %
Grant Fund MC Expenditures	**14,986,612**	**22,244,655**	**15,000,000**	**19,631,000**	**-11.7 %**
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	14,986,612	22,973,000	15,764,144	19,631,000	-14.5 %
Grant Fund MC Revenues	**14,986,612**	**22,973,000**	**15,764,144**	**19,631,000**	**-14.5 %**
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	992,000	1,638,620	1,214,000	1,700,000	3.8 %
Auxiliary Fund Expenditures	**992,000**	**1,638,620**	**1,214,000**	**1,700,000**	**3.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	10.00	10.00	10.00	10.00	—
REVENUES					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Auxiliary Fund: Interest Income	5,717	6,000	13,300	5,000	-16.7 %
Other Revenues: Miscellaneous	628,982	765,000	977,000	865,220	13.1 %
Sales	1,233,399	1,508,510	1,003,100	1,364,000	-9.6 %
Auxiliary Fund Revenues	**1,868,098**	**2,279,510**	**1,993,400**	**2,234,220**	**-2.0 %**

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	15,233,874	17,784,950	15,790,000	17,677,384	-0.6 %
Workforce Development & Continuing Ed Expenditures	**15,233,874**	**17,784,950**	**15,790,000**	**17,677,384**	**-0.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	93.50	93.50	93.50	93.50	—
REVENUES					
Other Revenues: Interest	14,314	10,000	18,806	20,000	100.0 %
Other Revenues; Miscellaneous	27,396	150,000	30,000	80,000	-46.7 %
State Aid	6,122,792	6,717,202	6,717,202	7,336,869	9.2 %
Tuition and Fees: Continuing Education	8,412,842	10,550,000	9,100,992	10,700,000	1.4 %
Workforce Development & Continuing Ed Revenues	**14,577,344**	**17,427,202**	**15,867,000**	**18,136,869**	**4.1 %**

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	1,699,280	1,683,725	1,658,000	1,726,867	2.6 %
Cable Television Fund Expenditures	**1,699,280**	**1,683,725**	**1,658,000**	**1,726,867**	**2.6 %**
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	1,770	0	3,720	0	—
Cable Television Fund Revenues	**1,770**	**0**	**3,720**	**0**	**—**

ENDOWMENT FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
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	4,428	2,500	7,250	7,250	190.0 %
Endowment Fund Revenues	**4,428**	**2,500**	**7,250**	**7,250**	**190.0 %**

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	1,712,206	3,500,000	1,700,000	3,000,000	-14.3 %
Major Facilities Reserve Fund Expenditures	**1,712,206**	**3,500,000**	**1,700,000**	**3,000,000**	**-14.3 %**
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	64,036	14,000	122,342	110,000	685.7 %
Student Fees	2,751,109	2,900,000	2,117,658	2,700,000	-6.9 %
Major Facilities Reserve Fund Revenues	**2,815,145**	**2,914,000**	**2,240,000**	**2,810,000**	**-3.6 %**

MC GRANTS TAX SUPPORTED FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
MC Grants Tax Supported Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	400,000	400,000	400,000	400,000	—
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

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Transportation Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	3,594,351	4,100,000	4,100,000	4,200,000	2.4 %
Transportation Fund Expenditures	**3,594,351**	**4,100,000**	**4,100,000**	**4,200,000**	**2.4 %**
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	239,372	195,000	240,000	239,213	22.7 %
Student Fees	3,622,489	3,496,300	3,512,000	3,380,217	-3.3 %
Transportation Fund Revenues	**3,861,861**	**3,691,300**	**3,752,000**	**3,619,430**	**-1.9 %**

DEPARTMENT TOTALS

Total Expenditures	**293,705,876**	**313,974,326**	**294,227,520**	**312,997,974**	**-0.3 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,920.60**	**1,917.60**	**1,917.60**	**1,925.60**	**0.4 %**
Total Revenues	**155,888,662**	**167,575,346**	**152,352,891**	**163,289,280**	**-2.6 %**

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Montgomery College collects and reports a range of data to comply with State and Federal requirements, to assess and improve the effectiveness of the College's programs, and to inform the community and local policymakers of progress in meeting performance goals. The following selection of data and performance indicators are provided to assist the County Executive and County Council with their annual review of the College's operating budget.

Prepared February 2018

INPUT INDICATORS

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Change	
FISCAL YEAR STUDENTS	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**Yr 5 vs Yr 1**	**Yr 5 vs Yr 4**
Fiscal Year Unduplicated Credit Students	38,014	36,238	35,527	34,410	32,752	*-13.8%*	*-4.8%*
Fiscal Year Unduplicated Students in WD&CE	24,403	24,713	22,244	23,164	24,064	*-1.4%*	*3.9%*
FY Unduplicated Credit + WD&CE Students at MC	60,617	59,389	56,228	56,001	55,243	*-8.9%*	*-1.4%*
Fiscal Year FTEs for Credit Students	17,999	17,269	16,803	16,323	15,515	*-13.8%*	*-5.0%*
Fiscal Year FTEs for WD&CE Students	4,319	4,139	3,647	4,125	4,228	*-2.1%*	*2.5%*
FALL SEMESTER CREDIT STUDENTS	**Fall 2013**	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Yr 5 vs Yr 1**	**Yr 5 vs Yr 4**
Total fall semester enrollment	26,155	25,517	25,320	23,916	22,875	*-12.5%*	*-4.4%*
New to College	5,199	4795	4,796	4,383	4,228	*-18.7%*	*-3.5%*
Recent MCPS Graduates	1,558	2,421	2,340	2,239	2,170	*39.3%*	*-3.1%*
Reason for Attending							
Degree Seeking	*1,254*	*1,970*	*1,621*	*1,554*	*1,710*	*36.4%*	*10.0%*
Transfer	*273*	*282*	*534*	*495*	*271*	*-0.7%*	*-45.3%*
Certificate Seeking	*22*	*59*	*82*	*83*	*92*	*318.2%*	*10.8%*
Personal Interest	*5*	*7*	*5*	*8*	*5*	*0.0%*	*-37.5%*
MD Dream Act	*4*	*103*	*98*	*99*	*92*	*2200.0%*	*-7.1%*
Continuing/Returning	18,701	18646	18,496	17,721	16,790	*-10.2%*	*-5.3%*
Transfer-In or "Visiting"	1,787	1541	944	1,294	1,214	*-32.1%*	*-6.2%*
Dual Enrollment - MC and High School	468	535	485	518	643	*37.4%*	*24.1%*
Attending Full-Time	9,240	8931	8,890	8,493	8,060	*-12.8%*	*-5.1%*
Average Hours Enrolled	9.10	9.03	9.04	9.08	9.00	*-1.1%*	*-0.9%*
Receiving Pell Grants	8,512	8,397	7,952	7,459	6,841	*-19.6%*	*-8.3%*
Receiving any Financial Aid	12,776	12,651	11,915	11,468	10,034	*-21.5%*	*-12.5%*
New-Needing "Preparatory" Coursework	3,982	3684	3,743	3,150	2,680	*-32.7%*	*-14.9%*
"Foreign" by NCES definitions	2,175	2251	2,295	2,253	2,269	*4.3%*	*0.7%*
Asian	3,664	3,617	3,547	3,395	3,344	*-8.7%*	*-1.5%*
Black	8,460	8,139	8,014	7,541	7,084	*-16.3%*	*-6.1%*
Hispanic	6,081	6,237	6,610	6,550	6,552	*7.7%*	*0.0%*
White	7,502	7,065	6,616	5,975	5,429	*-27.6%*	*-9.1%*
Multi-Race, Other, Unknown	447	459	533	455	466	*4.3%*	*2.4%*

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Change	
CREDIT COURSES AND ENROLLMENTS	**Fall 2013**	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Yr 5 vs Yr 1**	**Yr 5 vs Yr 4**
Fall Semester Course Enrollments	73,409	70,856	70,356	66,605	62,817	*-14.4%*	*-5.7%*
Fall - Number of Separate Courses	713	712	717	699	672	*-5.8%*	*-3.9%*
Fall - Number of Course Sections	3,722	3,697	3,751	3,549	3,232	*-13.2%*	*-8.9%*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

EMPLOYEES	Yr 1 Fall 2013	Yr 2 Fall 2014	Yr 3 Fall 2015	Yr 4 Fall 2016	Yr 5 Fall 2017	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
Administrators	84	86	85	83	86	*2.4%*	*3.6%*
Instructional Faculty	1,400	1,450	1,452	1,404	1,331	*-4.9%*	*-5.2%*
Non-Instructional Faculty	91	100	86	92	90	*-1.1%*	*-2.2%*
Professional, Technical, and Support Staff	1,196	1,315	1,326	1,278	1,309	*9.4%*	*2.4%*

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	Yr 1 FY13	Yr 2 FY14	Yr 3 FY15	Yr 4 FY16	Yr 5 FY17	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
FY Unduplicated Students							
Workforce Development courses	11,468	10,790	9,079	10,060	10,206	*-11.0%*	*1.5%*
Contract Training courses	2,889	4,378	3,114	4,004	3,902	*35.1%*	*-2.5%*
Industry-Based Certification courses	6,761	5,665	4,972	5,432	5,517	*-18.4%*	*1.6%*
Adult Basic Educ., ESOL, Literacy courses	7,655	6,852	6,545	6,619	7,009	*-8.4%*	*5.9%*
All Specifically Grant-Funded programs/courses	*Determining appropriate programs*						
Apprenticeship Programs	963	930	919	906	908	*-5.7%*	*0.2%*
Allied Health/Health Careers courses	1565	1410	982	961	1170	*-25.2%*	*21.7%*

OUTPUT INDICATORS - Credit Programs

FALL-TO-FALL NEW STUDENT RETENTION RATES	Yr 1 Fall 2012	Yr 2 Fall 2013	Yr 3 Fall 2014	Yr 4 Fall 2015	Yr 5 Fall 2016	% Point Change Yr 5 vs Yr 1	% Point Change Yr 5 vs Yr 4
All New Students	61.5%	61.9%	67.5%	64.9%	65.5%	*4.0*	*0.6*
Developmental Students	65.8%	65.9%	68.8%	66.2%	64.6%	*-1.2*	*-1.6*
College-Ready Students	53.7%	63.0%	65.4%	62.4%	67.1%	*13.4*	*4.7*
Pell Grant Recipients	67.6%	69.0%	71.5%	67.7%	68.5%	*0.9*	*0.8*
Began as Full-Time	71.4%	74.0%	77.3%	75.6%	74.7%	*3.3*	*-0.9*
Began as Part-Time	51.3%	51.3%	55.6%	52.8%	54.1%	*2.8*	*1.3*
Asian	71.3%	71.3%	77.1%	77.6%	76.4%	*5.1*	*-1.2*
Black	61.2%	61.1%	60.6%	60.8%	62.5%	*1.3*	*1.7*
Hispanic	62.4%	67.5%	71.3%	66.8%	67.1%	*4.7*	*0.3*
White	56.4%	52.9%	64.6%	59.5%	60.3%	*3.9*	*0.8*
Multi-Race, Other, Unknown	62.5%	61.6%	68.0%	56.3%	64.2%	*1.7*	*7.9*

FOUR-YEAR GRADUATION-TRANSFER RATES	Yr 1 Enter Fall 2008	Yr 2 Enter Fall 2009	Yr 3 Enter Fall 2010	Yr 4 Enter Fall 2011	Yr 5 Enter Fall 2012	% Point Change Yr 5 vs Yr 1	% Point Change Yr 5 vs Yr 4
All New Students	51.3%	52.1%	49.8%	47.5%	45.6%	*-5.7*	*-1.9*
College-Ready	70.1%	70.9%	68.5%	68.5%	68.5%	*-1.6*	*0.0*
Developmental Completers	60.8%	65.7%	47.9%	46.7%	44.0%	*-16.8*	*-2.7*
Developmental Non-Completers	27.1%	25.6%	28.0%	29.0%	18.5%	*-8.6*	*-10.5*
Pell Grant Recipients	*Unable to derive this from prior data sets - can do going forward*						
Asian	59.6%	62.7%	62.0%	59.9%	55.7%	*-3.9*	*-4.2*
Black	48.0%	49.8%	42.4%	49.1%	39.7%	*-8.3*	*-9.4*
Hispanic	41.1%	43.3%	44.7%	34.6%	34.2%	*-6.9*	*-0.4*
White	57.9%	57.4%	55.3%	52.8%	56.9%	*-1.0*	*4.1*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

GRADUATION / AWARDS / TRANSFERS	Yr 1 FY13	Yr 2 FY14	Yr 3 FY15	Yr 4 FY16	Yr 5 FY17	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
Fiscal Year Graduates	2,597	2646	2,933	2,770	2,733	*5.2%*	*-1.3%*
Fiscal Year Awards	2,674	2676	2,973	2,843	2,833	*5.9%*	*-0.4%*
[Associate Degrees]	2,318	2358	2,658	2,556	2,612	*12.7%*	*2.2%*
[Certificates]	307	297	284	287	213	*-30.6%*	*-25.8%*
Transfers to 4-Year Institutions							
[MC Graduate]	1,676	1691	1,245	1,954	1,866	*11.3%*	*-4.5%*
[12+ Credits, but not Graduate]	3,615	3106	3,981	2,973	2,293	*-36.6%*	*-22.9%*

DEVELOPMENTAL METRICS	Yr 1 Fall 2009	Yr 2 Fall 2010	Yr 3 Fall 2011	Yr 4 Fall 2012	Yr 5 Fall 2013	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
New Students Needing Developmental	3,298	3,096	3,032	2,922	2,845	*-13.7%*	*-2.6%*
Asian	311	287	260	235	271	*-12.9%*	*15.3%*
Black	1,141	1,022	1,073	1,007	1,023	*-10.3%*	*1.6%*
Hispanic	863	862	873	896	925	*7.2%*	*3.2%*
White	928	866	768	728	545	*-41.3%*	*-25.1%*
Completed Developmental in Four Years	1,432	2,046	1,992	1,867	n/a	*Data not yet available*	
New Students Needing Developmental Math	*These data were not generated and will take additional time to obtain*				1,517		
New Students Completing Developmental Math in Year 1					712		

OUTPUT INDICATORS - Workforce Development & Continuing Education

COURSE / STUDENT SUCCESS RATES	Yr 1 FY13	Yr 2 FY14	Yr 3 FY15	Yr 4 FY16	Yr 5 FY17	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
Workforce Development Certificate Completers - Students / Courses	n/a	n/a	n/a	3,910 6,263	n/a		
Selected Health Career Program Students Obtaining Certification-Percent Successful	n/a	n/a	79.2%	87.3%	85.7%		*-1.8%*
Percent Selected [Other Programs] Students Obtaining Certification	*Determining appropriate programs*						
Number of WD&CE Students Subsequently Enrolled in Credit Courses		4,029 [9.3%]		3919 [9.6%]			
Percent Grant-funded Programs/Courses Students that Complete	*Constructing summaries for next reporting cycle*						
Percent Apprenticeship Program Completers within 4 Years	*Cohorts not established for tracking*						
Number of Apprenticeship Program Graduates	157	135	135	119	136	*-13.4%*	*14.3%*

Montgomery College Organizational Chart

Maryland-National Capital Park and Planning Commission

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$151,934,854	1,089.66

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 2018, the Council approved FY19 Spending Affordability Guidelines (SAG) of $124,700,000 for the tax supported Administration and Park funds of the M-NCPPC, which is a 3.2 percent increase from the $120,800,000 approved FY18 SAG. For FY19, the Commission has requested $130,487,762, excluding debt service and retiree health insurance prefunding, $5,787,762 above the total SAG amount of $124,700,000.

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 (which 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 36,000 acres in 419 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 security and maintenance of 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 that house County programs.

County Executive Recommendations

The County Executive recommends a FY19 tax supported appropriation of $126,880,311 for M-NCPPC. This represents an increase of 0.8 percent above the FY18 Approved Budget for tax supported funds, excluding debt service.

Park Fund

The County Executive recommends funding of $95,912,384, excluding debt service. This recommendation represents an $810,814 or 0.9 percent increase from the FY18 Approved Budget. The Executive recommends $6,521,285 for the Park Fund Debt Service budget, an increase of $1,010,075 or 18.3 percent from the FY18 Approved Budget of $5,511,210.

The Executive recommends a transfer of $100,000 from the Cable Fund to the Park Fund for Wifi in the Parks. This sustains the FY18 funding level for this initiative.

The Executive recommends $3,344,909 in intergovernmental revenues from the Water Quality Protection Fund to support the National Pollutant Discharge Elimination Systems (NPDES) Municipal Separate Storm Sewer Systems (MS4) Phase II Permit mandates and water quality activities. This recommendation fully funds the Park Department's revised funding request and represents an increase of 8.44 percent over the FY18 Approved Budget of $3,087,641.

Administration Fund

The County Executive recommends funding of $30,967,927. This represents a $189,186 or 0.6 percent increase from the FY18 Approved Budget.

The Executive recommends a transfer of $300,000 to the Special Revenue Fund to cover Development Review costs. The recommended transfer is $200,000 below the Commission's request. This reduction reflects an agreement reached with M-NCPPC during FY19 budget discussions.

The Executive concurs with the M-NCPPC request for $391,700 in intergovernmental revenues from the Water Quality Protection Fund to support NPDES MS4 permit and water quality activities.

ALA Debt Service Fund

The County Executive concurs with the M-NCPPC request for funding of $152,850. This represents a $2,700 or 1.7 percent decrease from the FY18 Approved Budget of $155,550.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of $9,777,775. This represents an $479,978 or 5.2 percent increase from the FY18 Approved Budget of $9,297,797.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of $1,532,800. This represents a $221,700 or 16.9 percent increase from the FY18 Approved Budget of $1,311,100.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of $6,519,833. This represents an $885,208 or 15.7 percent increase from the FY18 Approved Budget of $5,634,625.

The Executive concurs with the M-NCPPC request to transfer $916,700 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $26,000 or 2.92 percent from the FY18 Approved Budget of $890,700. This increase is in addition to the Executive's recommended $250,000 increase to the FY19 Capital Improvements Program Ballfields Initiative (P008720) using Community Use of Public Facilities funds.

Grant Fund

The County Executive concurs with the M-NCPPC request for funding of $550,000. This maintains the level of support in the FY18 Approved Budget.

In addition, this agency'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**
- **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 Jennifer Nordin of the Office of Management and Budget at 240.777.2779 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%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	27,325,322	30,778,741	30,465,150	30,967,927	0.6 %
Administration Fund Expenditures	**27,325,322**	**30,778,741**	**30,465,150**	**30,967,927**	**0.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	182.74	183.59	183.59	186.11	1.4 %
REVENUES					
Intergovernmental	395,208	420,300	420,300	391,700	-6.8 %
Investment Income	106,457	70,000	70,000	100,000	42.9 %
Miscellaneous	6,854	0	0	0	—
Property Tax	27,326,044	28,944,760	28,870,773	27,343,775	-5.5 %

BUDGET SUMMARY

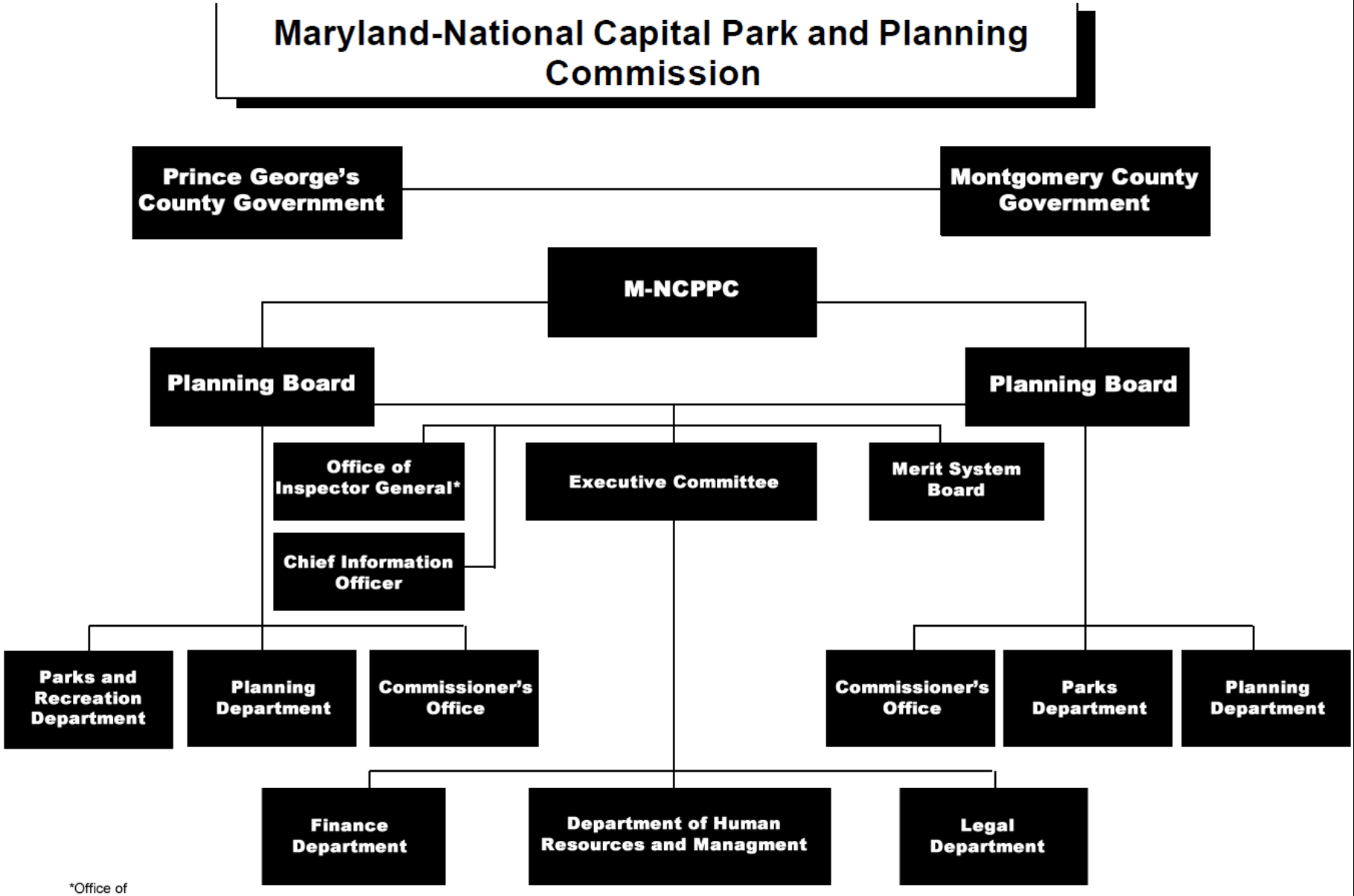
	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
User Fees	395,509	163,400	163,400	204,200	25.0 %
Administration Fund Revenues	**28,230,072**	**29,598,460**	**29,524,473**	**28,039,675**	**-5.3 %**
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	88,979,386	95,101,570	93,298,285	95,912,384	0.9 %
Debt Service Other	4,838,893	5,511,210	5,511,210	6,521,285	18.3 %
Park Fund Expenditures	**93,818,279**	**100,612,780**	**98,809,495**	**102,433,669**	**1.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	706.60	731.30	731.30	737.00	0.8 %
REVENUES					
Facility User Fees	2,710,876	2,800,643	2,800,643	2,947,100	5.2 %
Intergovernmental	2,827,413	3,084,641	3,084,641	3,344,909	8.4 %
Investment Income	46,240	5,000	5,000	40,000	700.0 %
Investment Income: CIP	22,169	15,000	15,000	25,000	66.7 %
Miscellaneous	169,097	120,900	120,900	117,100	-3.1 %
Property Tax	88,051,405	93,229,054	92,990,744	92,548,161	-0.7 %
Park Fund Revenues	**93,827,200**	**99,255,238**	**99,016,928**	**99,022,270**	**-0.2 %**
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	76,129	155,550	155,550	152,850	-1.7 %
ALA Debt Service Fund Expenditures	**76,129**	**155,550**	**155,550**	**152,850**	**-1.7 %**
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	1,859,162	1,941,740	1,939,077	2,024,928	4.3 %
ALA Debt Service Fund Revenues	**1,859,162**	**1,941,740**	**1,939,077**	**2,024,928**	**4.3 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%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	101,408	550,000	550,000	550,000	—
Grant Fund MNCPPC Expenditures	**101,408**	**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	101,408	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	**101,408**	**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	8,795,713	9,297,797	9,518,687	9,777,775	5.2 %
Enterprise Fund Expenditures	**8,795,713**	**9,297,797**	**9,518,687**	**9,777,775**	**5.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	119.30	126.70	126.70	125.40	-1.0 %
REVENUES					
Fees and Charges	6,171,837	6,643,275	6,228,985	6,337,960	-4.6 %
Merchandise Sales	602,961	698,686	747,100	755,600	8.1 %
Miscellaneous	718,340	0	697,686	711,225	—
Non-Operating Revenues/Interest	108,741	60,000	69,600	110,000	83.3 %
Rentals	3,177,740	3,314,020	3,273,527	3,311,177	-0.1 %
Enterprise Fund Revenues	**10,779,619**	**10,715,981**	**11,016,898**	**11,225,962**	**4.8 %**
PROP MGMT MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Prop Mgmt MNCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,267,784	1,311,100	1,287,331	1,532,800	16.9 %
Prop Mgmt MNCPPC Expenditures	**1,267,784**	**1,311,100**	**1,287,331**	**1,532,800**	**16.9 %**
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	7,632	4,500	4,500	8,000	77.8 %
Miscellaneous	33,053	0	0	0	—
Rental Income	1,250,934	1,306,600	1,282,831	1,424,800	9.0 %
Prop Mgmt MNCPPC Revenues	**1,291,619**	**1,311,100**	**1,287,331**	**1,432,800**	**9.3 %**
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Special Revenue Funds Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	5,352,881	5,634,625	5,535,093	6,519,833	15.7 %
Special Revenue Funds Expenditures	**5,352,881**	**5,634,625**	**5,535,093**	**6,519,833**	**15.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	29.55	32.05	32.05	34.15	6.6 %
REVENUES					
Intergovernmental	233,612	145,000	145,000	360,000	148.3 %
Investment Income	29,483	16,500	17,060	28,000	69.7 %
Miscellaneous	274,332	200,800	166,000	149,900	-25.3 %
Service Charges	3,171,408	2,543,770	2,530,851	3,167,430	24.5 %
Special Revenue Funds Revenues	**3,708,835**	**2,906,070**	**2,858,911**	**3,705,330**	**27.5 %**
DEPARTMENT TOTALS					
Total Expenditures	**136,737,516**	**148,340,593**	**146,321,306**	**151,934,854**	**2.4 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,045.19**	**1,080.64**	**1,080.64**	**1,089.66**	**0.8 %**
Total Revenues	**139,797,915**	**146,278,589**	**146,193,618**	**146,000,965**	**-0.2 %**


Maryland-National Capital Park and Planning Commission
Prince George's County Government
Montgomery County Government
M-NCPPC
Planning Board
Planning Board
Office of Inspector General*
Executive Committee
Merit System Board
Chief Information Officer
Parks and Recreation Department
Planning Department
Commissioner's Office
Commissioner's Office
Parks Department
Planning Department
Finance Department
Department of Human Resources and Managment
Legal Department
*Office of Inspector General reports to the Audit Committee

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Housing Opportunities Commission

MISSION STATEMENT

The mission of the Housing Opportunities Commission (HOC) 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 the County lives in substandard housing;

• Families and communities are strengthened;

• An efficient and productive environment that fosters trust, open communication, and mutual respect is established; and

• Advocates, providers, and community members are collaborated with 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 Legislative and Public Affairs Division of the Commission at 240.627.9400. Copies of the budget are available online at www.hocmc.org.

The FY19 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $6,680,270. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $143,381 from the FY18 approved budget of $6,536,889.

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 Pofen Salem of the Office of Management and Budget at 240.777.2773 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 of Directors 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 Authority's operating costs. 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 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 Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this agency's operating budget.

Washington Suburban Sanitary Commission

MISSION STATEMENT

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

WSSC'S PROPOSED BUDGET

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

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

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

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

Accomplishments and Initiatives

- Operating and maintaining a system of three reservoirs impounding 14 billion gallons of water, two water filtration plants, six wastewater treatment plants, 5,700 miles of water main, and 5,550 miles of sewer main 24 hours a day, 7 days a week.
- Treating or delivering 164 Million Gallons per Day (MGD) of water to over 451,000 customer accounts in a manner that meets or exceeds the Safe Drinking Water Act standards.
- Replacing 45 miles of water main and 41 miles of sewer main and lateral lines.
- Providing maintenance services at a level consistent with the objective of responding to the customer within two hours and

restoring service within 24 hours.

- Answering 100 percent of all customer billing calls received.

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 FY19 spending control limits adopted by the Montgomery and Prince George's County Councils, compared to the spending control results projected under WSSC's Proposed FY19 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.

FY19 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	5.0%	4.0%	4.5%	4.5%
New Debt ($millions)	$546.9	$435.9	$486.8	$486.8
Water and Sewer Debt Service ($millions)	$281.2	$277.6	$277.1	$277.1
Total Water and Sewer Operating Expenses ($millions)	$763.7	$757.6	$762.7	$762.7

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC's proposed FY19 budget be approved with a water and sewer rate increase of 4.5 percent in FY19 consistent with the Commission's resource needs outlined in their proposed budget.

Capital Budget

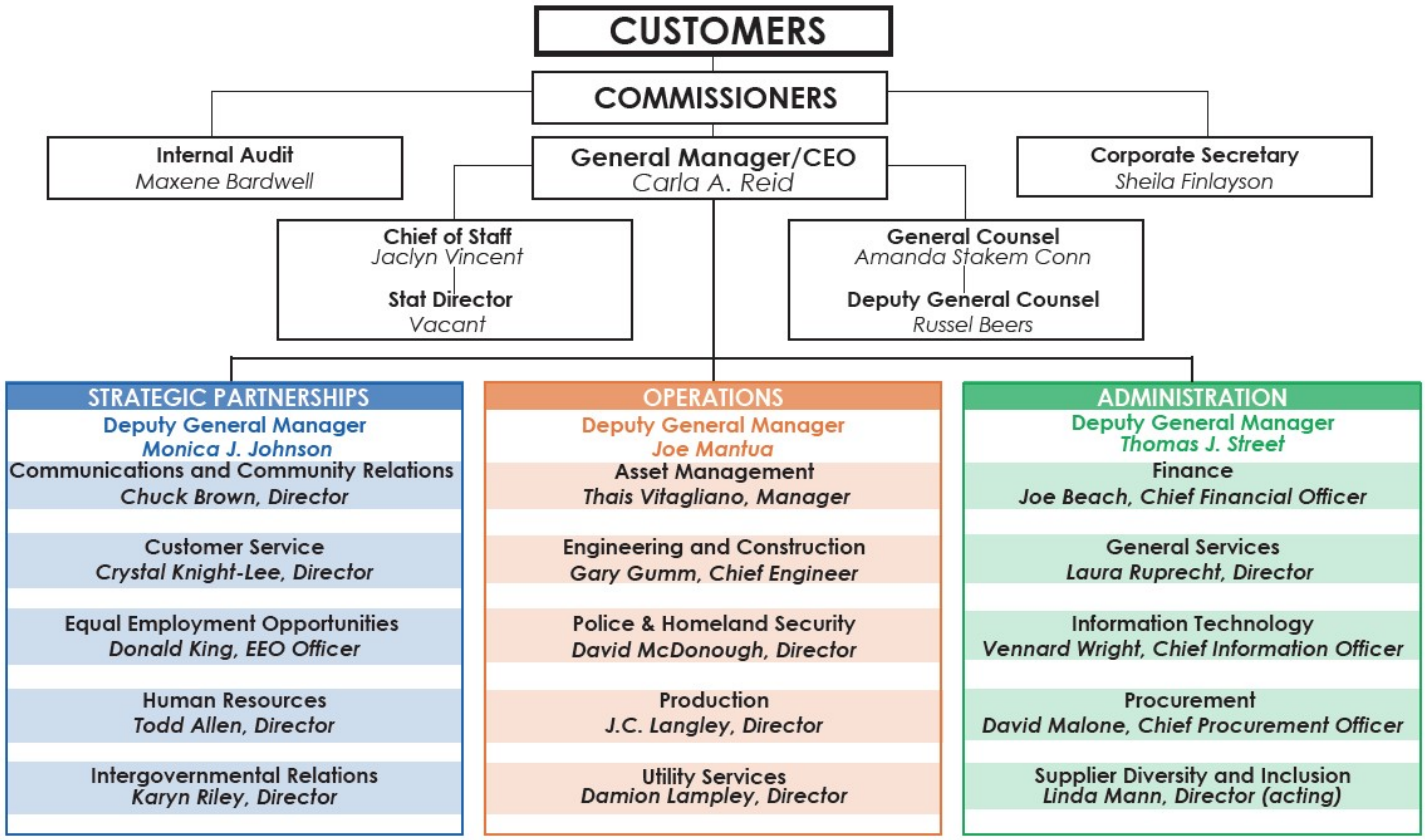
The County Executive recommended the WSSC FY19-24 Capital Improvements Program (CIP) budget be approved as submitted by the Commission.

The County Executive further recommends the changes to the FY19-24 CIP transmitted in the mid-cycle update by WSSC on February 21, 2018, including updates to the Blue Plains project costs and additional project cost reductions of $50 million to meet a revised water and sewer rate increase of 4.5 percent. FY19 fiscal projections for all funds and budgets are shown below.

Expenditures by Category - FY19 WSSC Proposed and Executive Recommended ($000s)						
Expenditure Categories	WSSC Total Approved FY18	WSSC Total Proposed FY19	CE Capital Recommended FY19	CE Operating Recommended FY19	CE Total Recommended FY19	% Change (CE Rec. vs. WSSC Proposed)
Salaries and Wages	150,928	159,113	30,678	128,435	159,113	0.0%
Heat, Light, & Power	22,028	20,577	--	20,577	20,577	0.0%
Regional Sewage Disposal	53,617	53,617	--	53,617	53,617	0.0%
Contract Work	453,397	376,223	376,223	--	376,223	0.0%
Consulting Engineers	57,814	68,912	68,912	--	68,912	0.0%
All Other	387,552	434,100	180,513	253,587	434,100	0.0%
PAYGO	30,193	31,016	--	31,016	31,016	0.0%
Reserve Contribution	0	0	--	--	--	--
Debt Service	271,216	294,349	0	294,349	294,349	0.0%
Total Budget	1,426,745	1,437,907	656,326	781,581	1,437,907	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.


CUSTOMERS
COMMISSIONERS
Internal Audit
Maxene Bardwell
General Manager/CEO
Carla A. Reid
Corporate Secretary
Sheila Finlayson
Chief of Staff
Jaclyn Vincent
Stat Director
Vacant
General Counsel
Amanda Stakem Conn
Deputy General Counsel
Russel Beers
STRATEGIC PARTNERSHIPS
Deputy General Manager
Monica J. Johnson
Communications and Community Relations
Chuck Brown, Director
Customer Service
Crystal Knight-Lee, Director
Equal Employment Opportunities
Donald King, EEO Officer
Human Resources
Todd Allen, Director
Intergovernmental Relations
Karyn Riley, Director
OPERATIONS
Deputy General Manager
Joe Mantua
Asset Management
Thais Vitagliano, Manager
Engineering and Construction
Gary Gumm, Chief Engineer
Police & Homeland Security
David McDonough, Director
Production
J.C. Langley, Director
Utility Services
Damion Lampley, Director
ADMINISTRATION
Deputy General Manager
Thomas J. Street
Finance
Joe Beach, Chief Financial Officer
General Services
Laura Ruprecht, Director
Information Technology
Vennard Wright, Chief Information Officer
Procurement
David Malone, Chief Procurement Officer
Supplier Diversity and Inclusion
Linda Mann, Director (acting)

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

FISCAL PROJECTIONS	FY18 ESTIMATED	FY19 PROPOSED	FY19 CE REC	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION
SPENDING AFFORDABILITY RESULTS								
New Water and Sewer Debt ($millions)	$570.0	$486.8	$486.8	$517.1	$518.6	$420.5	$355.1	$308.0
Total Water and Sewer Operating Expenses ($millions)	$730.5	$762.7	$762.7	$784.3	$821.0	$860.1	$901.4	$941.8
Debt Service ($millions)	$260.5	$277.1	$277.1	$312.9	$343.7	$364.8	$383.4	$400.9
Average Water and Sewer Rate Increase	3.50%	4.50%	4.50%	6.00%	6.00%	6.00%	6.00%	6.00%
BEGINNING FUND BALANCE ($000)	**188,513**	**176,933**	**176,933**	**165,353**	**170,915**	**182,100**	**195,185**	**211,183**
REVENUES ($000)								
Water and Sewer Rate Revenue	600,902	627,943	627,943	665,621	705,559	747,894	792,769	840,337
Interest Income	700	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Account Maintenance Fee	32,118	32,182	32,182	32,247	33,859	33,927	33,995	34,062
Infrastructure Investment Fee	38,816	38,894	38,894	38,971	40,920	41,002	41,084	41,166
Miscellaneous	33,532	34,730	34,730	35,295	35,873	36,464	37,068	37,689
Total Revenues	**706,068**	**735,249**	**735,249**	**773,634**	**817,711**	**860,787**	**906,416**	**954,754**
SDC Debt Service Offset	0	3,364	3,364	4,658	4,984	4,983	4,982	4,984
Reconstruction Debt Service Offset (REDO)	7,700	12,500	12,500	11,600	9,500	7,400	6,000	0
Use of Prior Year Net Revenue	11,580	11,580	11,580	0	0	0	0	0
TOTAL FUNDS AVAILABLE	**725,348**	**762,693**	**762,693**	**789,892**	**832,195**	**873,170**	**917,398**	**959,738**
EXPENDITURES ($000)								
Salaries and Wages	120,275	127,902	127,902	133,657	139,672	145,957	152,525	159,388
Heat, Light, and Power	22,016	20,577	20,577	21,194	21,830	22,485	23,160	23,854
Regional Sewage Disposal	53,617	53,617	53,617	55,601	56,713	57,847	59,004	60,184
Debt Service	257,071	277,061	277,061	312,911	343,724	364,806	383,403	400,852
PAYGO	30,193	31,016	31,016	39,292	47,944	55,694	62,180	67,798
All Other	242,176	252,520	252,520	257,571	262,722	267,977	273,336	278,803
Reserve Contribution	0	0	0	5,562	11,185	13,085	15,998	17,926
Unspecified Expenditure Reductions				(35,896)	(51,595)	(54,681)	(52,208)	(49,067)
TOTAL USE OF RESOURCES	**725,348**	**762,693**	**762,693**	**789,892**	**832,195**	**873,170**	**917,398**	**959,738**
REVENUE/EXPENDITURE SURPLUS/(GAP)	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
YEAR END FUND BALANCE w/o additional reserve contribution	**176,933**	**165,353**	**165,353**	**165,353**	**170,915**	**182,100**	**195,185**	**211,183**
Additional Reserve Contribution	0	0	0	5,562	11,185	13,085	15,998	17,926
TOTAL YEAR END FUND BALANCE	**176,933**	**165,353**	**165,353**	**170,915**	**182,100**	**195,185**	**211,183**	**229,109**
Debt Service as a Percentage of Water and Sewer Operating Budget	35.4%	36.3%	36.3%	39.6%	41.3%	41.8%	41.8%	41.8%
Total End of Fiscal Year Operating Reserve	70,607	70,607	70,607	76,169	87,354	100,439	116,437	134,363
Total Operating Reserve as a Percentage of Water and Sewer Rate Revenue	11.8%	11.2%	11.2%	11.4%	12.4%	13.4%	14.7%	16.0%
Total Workyears (all funds)	1,624	1,776	1,776	--	--	--	--	--

Assumptions:

1. The County Executive's operating budget recommendation is for FY19 only and incorporates the Executive's revenue and expenditure assumptions for that budget.
2. The FY20-24 projections reflect WSSC's multi-year forecast and assumptions, which are not adjusted to conform to the County Executive's Recommended budget for WSSC. The projected expenditures, revenues, and fund balances for these years may be based on changes to rates, fees, usage, inflation, future labor agreements, and other factors not assumed in the County Executive's Recommended FY19 water and sewer operating budget for WSSC.
3. The FY18 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY18 budget jointly approved by Montgomery and Prince George's counties. The FY19 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC's proposed FY18 budget. The FY19 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC budget for FY19. The FY20-24 spending affordability figures correspond to the values of the various spending affordability parameters based on the revenue and expenditure forecasts shown for the given year and are provided by WSSC.
4. The total FY18 estimated workyears shown correspond to the actual workyears as of December, 2017.
5. Estimates of revenue in FY20-24 assume the rate increases projected by WSSC in the Average Water and Sewer Rate Increase line.
6. In the projection for FY20-24 additional unspecified expenditure reductions are included to close WSSC's projected revenue shortfall in these years.

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County Council

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$11,646,525	83.28

MARLENE MICHAELSON, EXECUTIVE DIRECTOR

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 FY19 Operating Budget for the County Council is $11,646,525, a decrease of $5,197 or 0.04 percent from the FY18 Approved Budget of $11,651,722. Personnel Costs comprise 94.01 percent of the budget for 88 full-time position(s) and five part-time position(s), and a total of 83.28 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 5.99 percent of the FY19 budget.

PROGRAM CONTACTS

Contact Mary Jane Berry of the County Council at 240.777.7930 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

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,662,754**	**47.50**
Increase Cost: Operating Expenses	14,935	0.00
Decrease Cost: Increase Lapse	(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.	251,165	0.00
FY19 Recommended	**5,838,854**	**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 the 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,988,968**	**35.60**
Increase Cost: Operating Expenses	34,042	0.00
Decrease Cost: Professional Services	(40,000)	0.00

FY19 Recommended Changes	Expenditures	FTEs
Decrease Cost: Increase Lapse	(60,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(115,339)	0.18
FY19 Recommended	**5,807,671**	**35.78**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,126,218	8,344,282	8,277,790	8,381,772	0.5 %
Employee Benefits	2,542,085	2,619,987	2,595,637	2,567,701	-2.0 %
County General Fund Personnel Costs	**10,668,303**	**10,964,269**	**10,873,427**	**10,949,473**	**-0.1 %**
Operating Expenses	585,427	687,453	560,956	697,052	1.4 %
Capital Outlay	3,998	0	0	0	—
County General Fund Expenditures	**11,257,728**	**11,651,722**	**11,434,383**	**11,646,525**	**—**
PERSONNEL					
Full-Time	87	88	88	88	—
Part-Time	5	5	5	5	—
FTEs	82.10	83.10	83.10	83.28	0.2 %
County General Fund Revenues	**0**	**0**	**0**	**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**	**—**
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	—
REVENUES					
Federal Grants	27,550	0	0	0	—
Grant Fund - MCG Revenues	**27,550**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**11,257,728**	**11,651,722**	**11,434,383**	**11,646,525**	**—**
Total Full-Time Positions	**87**	**88**	**88**	**88**	**—**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**82.10**	**83.10**	**83.10**	**83.28**	**0.2 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Total Revenues	**27,550**	**0**	**0**	**0**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**11,651,722**	**83.10**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	204,972	0.00
Increase Cost: Operating Expenses [Council Staff Operations]	34,042	0.00
Increase Cost: Annualization of FY18 Personnel Costs	16,317	0.18
Increase Cost: Operating Expenses [Councilmember Offices]	14,935	0.00
Increase Cost: Printing and Mail	622	0.00
Decrease Cost: Professional Services [Council Staff Operations]	(40,000)	0.00
Decrease Cost: Increase Lapse [Council Staff Operations]	(60,000)	0.00
Decrease Cost: Retirement Adjustment	(86,085)	0.00
Decrease Cost: Increase Lapse [Councilmember Offices]	(90,000)	0.00
FY19 RECOMMENDED	**11,646,525**	**83.28**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Councilmember Offices	5,662,754	47.50	5,838,854	47.50
Council Staff Operations	5,988,968	35.60	5,807,671	35.78
Total	**11,651,722**	**83.10**	**11,646,525**	**83.28**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	217,993	2.00	228,912	2.00
Cable Television Communications Plan	Cable TV	629,221	5.30	620,398	5.00
	Total	**847,214**	**7.30**	**849,310**	**7.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**11,647**	**11,647**	**11,647**	**11,647**	**11,647**	**11,647**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**150**	**150**	**150**	**150**	**150**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**100**	**100**	**100**	**100**	**100**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,647**	**11,897**	**11,897**	**11,897**	**11,897**	**11,897**

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Board of Appeals

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$559,230	3.50

BARBARA JAY, DIRECTOR

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 processes.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Board of Appeals is $559,230, an increase of $17,478 or 3.23 percent from the FY18 Approved Budget of $541,752. 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 FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					
Number of Administrative Appeals filed	11	5	5	5	5
Number of pre-hearing conferences held	9	6	6	6	6
Number of Administrative Appeals heard	9	3	3	3	3
Number of Administrative Appeals decided	8	5	5	5	5
Average days to Administrative Appeals hearing notice [1]	11	16	16	16	16
Average days to Administrative Appeals hearing (minimum of 30 days notice required) [2]	71	54	54	54	54

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average days to issue written Administrative Appeals decisions (within 45 days of close of record unless extended) [3]	37	28	28	28	28
Number of Variances filed	17	27	27	27	27
Number of Variances heard	16	22	22	22	22
Number of Variances decided	19	21	21	21	21
Average days to Variance hearing notice	8	10	10	10	10
Average days to Variance hearing (within 60 days of accepting application) [4]	48	42	42	42	42
Average days to issue Variance decision (within 30 days of close of record unless extended) [5]	20	14	14	14	14
Number of requests for Oral Argument in Conditional Use cases [6]	5	2	2	2	2
Number of requests for Oral Argument granted	3	1	1	1	1
Number of Conditional Use cases decided	4	2	2	2	2
Average days to issue Conditional Use decision (must issue within 30 days of voting on the matter unless extended)	16	16	16	16	16
Number of Circuit Court appeals processed	5	7	7	7	7
Number of Worksessions held	23	22	22	22	22
Number of Administrative Actions taken [7]	190	167	167	167	167
Average days to Worksession Resolutions	21	16	16	16	16

[1] *County Code requires mailing of written notice a minimum of 30 days before the scheduled hearing date.*

[2] *County Code requires that the hearing on an administrative appeal be held no fewer than 30 days after issuance of written notice of the hearing.*

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

[4] *Section 59-7.3.2.C of the Zoning Ordinance requires the Board to schedule a hearing within 60 days after receiving an application.*

[5] *Board of Appeals Rule 9.1 requires issuance of variance opinions within 30 days of close of record.*

[6] *The Board has appellate jurisdiction over all conditional use cases in which oral argument is requested.*

[7] *Matters considered and/or decided at worksessions include, but are not limited to, preliminary motions in Administrative Appeals, requests for major modifications (following the issuance of a report and recommendation by the Office of Zoning and Administrative Hearings) and administrative modifications of existing special exceptions, requests for by-right hearings, requests for oral argument regarding appeals of conditional use decisions, requests for the revocation of special exceptions, requests for the reconsideration of earlier Board decisions, requests for show cause hearings, complaints regarding the operation of special exceptions, inspection reports from the Department of Permitting Services and the Department of Housing and Community Affairs regarding such complaints, and the submission of documents fulfilling various Board-imposed reporting requirements.*

PROGRAM CONTACTS

Contact Barbara Jay of the Board of Appeals at 240.777.6604 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

Zoning Related Hearings and Administrative Appeals

The Board of Appeals hears requests for variances and appeals of 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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	395,458	402,398	406,954	418,455	4.0 %
Employee Benefits	132,007	91,422	93,181	95,548	4.5 %
County General Fund Personnel Costs	**527,465**	**493,820**	**500,135**	**514,003**	**4.1 %**
Operating Expenses	26,643	47,932	30,325	45,227	-5.6 %
County General Fund Expenditures	**554,108**	**541,752**	**530,460**	**559,230**	**3.2 %**
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	179,508	164,413	164,413	164,413	—
Other Charges/Fees	4,400	0	0	0	—
County General Fund Revenues	**183,908**	**164,413**	**164,413**	**164,413**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**541,752**	**3.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	10,141	0.00
Increase Cost: Annualization of FY18 Personnel Costs	8,722	0.00
Increase Cost: Stipend Increase for Board Members	1,191	0.00
Increase Cost: Retirement Adjustment	129	0.00
Increase Cost: Printing and Mail	21	0.00
Decrease Cost: Decrease Operating Expenses	(2,726)	0.00
FY19 RECOMMENDED	**559,230**	**3.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
EXPENDITURES						
FY19 Recommended	**559**	**559**	**559**	**559**	**559**	**559**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**6**	**6**	**6**	**6**	**6**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**559**	**565**	**565**	**565**	**565**	**565**

Inspector General

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$1,140,590	7.00

EDWARD L. BLANSITT III, DIRECTOR

MISSION STATEMENT

The mission of the Office of the 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 FY19 Operating Budget for the Office of Inspector General is $1,140,590, an increase of $68,718 or 6.41 percent from the FY18 Approved Budget of $1,071,872. Personnel Costs comprise 96.11 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 3.89 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of complaints reviewed and action initiated within 5 business days	99%	97%	90%	90%	90%
Percent of initial inquiries (with no reports or memo) completed within 60 days [1]	83%	79%	79%	N/A	N/A
Percent of initial inquiries (with no reports or memo) completed within 20 days [2]	N/A	N/A	N/A	80%	80%
Percent of audit/inspection/investigation reports completed within 180 days [3]	11%	50%	50%	N/A	N/A
Percent of audit/inspection/investigation reports completed within 8 months [4]	N/A	N/A	N/A	60%	60%

[1] *The performance measure for percent of initial inquiries completed will change beginning in FY19. This line reports the actual performance under the current target measurement of 79%.*

[2] *With the introduction of the Office of Inspector General's (OIG) 2017 revised Procedures Manual, the OIG has redefined the point at which an initial inquiry is either closed or reclassified as an audit, inspection, investigation, evaluation, or review. This change has the effect of moving detailed analysis work, previously completed during the preliminary inquiry stage, to the audit/inspection/investigation stage of our work.*

[3] *The performance measure for percent of audit/inspection/investigation reports completed will change beginning in FY19. This line reports the actual performance under the current target measurement of 50%.*

[4] *With the introduction of the Office of Inspector General's (OIG) 2017 revised Procedures Manual, and in coordination with the above change, the OIG is extending the time to conclude audit, inspection, investigation, evaluation, or review work by 2 months. This change is consistent with both the transfer of detailed analysis work from the preliminary inquiry to the audit/inspection/investigation stage of our work, and the historic timeframes for completing audit work given available staffing resources.*

ACCOMPLISHMENTS

- ☑ The OIG publicly issued three reports, three advisory memorandums, and three preliminary inquiry memorandums to the County government and two independent County agencies during FY17. A fourth report contained information that the provisions of the Maryland Public Information Act prevented us from making publicly available. OIG provided copies of this report confidentially to those affected.
- ☑ The OIG completed 35 preliminary inquiries and referrals during the year that addressed complainant allegations of fraud, waste, abuse, or the effectiveness and efficiency of programs and operations of County government or independent County agencies.

PROGRAM CONTACTS

Contact Ed Blansitt of the Office of Inspector General at 240.777.8241 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

✳ 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 County 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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	811,895	847,414	853,335	910,643	7.5 %
Employee Benefits	173,214	180,163	180,163	185,610	3.0 %
County General Fund Personnel Costs	**985,109**	**1,027,577**	**1,033,498**	**1,096,253**	**6.7 %**
Operating Expenses	8,762	44,295	22,858	44,337	0.1 %
County General Fund Expenditures	**993,871**	**1,071,872**	**1,056,356**	**1,140,590**	**6.4 %**
PERSONNEL					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	7.00	—

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**1,071,872**	**7.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	40,967	0.00
Restore: Adjust FY19 Pooled Position Salaries	25,722	0.00
Increase Cost: Annualization of FY18 Personnel Costs	1,760	0.00
Increase Cost: Retirement Adjustment	227	0.00
Increase Cost: Printing and Mail	42	0.00
FY19 RECOMMENDED	**1,140,590**	**7.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**1,141**	**1,141**	**1,141**	**1,141**	**1,141**	**1,141**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**17**	**17**	**17**	**17**	**17**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,141**	**1,158**	**1,158**	**1,158**	**1,158**	**1,158**

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Legislative Oversight

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$1,644,087	11.67

CHRIS CIHLAR, DIRECTOR

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 FY19 Operating Budget for the Office of Legislative Oversight is $1,644,087, a decrease of $17,608 or 1.06 percent from the FY18 Approved Budget of $1,661,695. Personnel Costs comprise 97.29 percent of the budget for 12 full-time position(s) and no part-time position(s), and a total of 11.67 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 2.71 percent of the FY19 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**

ACCOMPLISHMENTS

- ☑ OLO's report on prescription opioids provided the Council with an overview of the State's and County's efforts to combat the opioid epidemic through prescriber education and drug monitoring programs. The report identified a key barrier to increased prescriber education in Maryland: a 2016 law passed by the General Assembly that prohibits the Board of Physicians from requiring physicians to complete a specific course, such as a course on opioid prescribing, as a condition of license renewal.
- ☑ OLO completed a report on housing for adults with developmental disabilities so that the Council could better understand the housing challenges that face adults and their families. The report provided a framework of living arrangements, an inventory of State and local programs, and an overview of housing options available through the State's developmental disabilities service system.
- ☑ OLO completed a review of school construction cost trends and policies and regulations that influence construction costs. OLO found that Montgomery County Public Schools' construction costs per square foot increased by 19.0% from FY08 through FY15, a rate nearly identical to the national average of 18.0%. However, key variances in policies and practices drive

school construction costs across jurisdictions.

- ☑ OLO completed a review of Federal grant management in Montgomery County. The report identified barriers in the process for County departments and offices that infrequently or do not pursue Federal grants, as well as, opportunities to address these barriers through increased collaboration and networking. The report contributed to a larger Government Operations and Fiscal Policy Committee discussion on establishing a centralized grants office in the County.
- ☑ OLO is working on an ongoing effort to review and evaluate proposals from the Maryland General Assembly's Commission on Innovation and Excellence in Education on the school adequacy funding formula. OLO conducted an initial review of funding formula changes and impact on State aid to MCPS and will continue its work into the coming calendar year.
- ☑ OLO completed a report that described non-conventional strategies implemented in other communities to address school capacity constraints including case studies of specific strategies employed by school districts to expand school capacity and alleviate overcrowding.
- ☑ OLO completed a report describing the availability of pre-kindergarten programs in Montgomery County and in other jurisdictions for four-year-old children. Findings and follow-up discussions from the report helped inform the County Council's decision to provide additional funding to MCPS to convert half-day Head Start classrooms into school-day length programs in FY18.
- ☑ OLO completed a report on a potential student loan refinancing authority in Montgomery County. OLO's research showed that it would be feasible to establish such an authority, but fully analyzing the demand in the County would require the determination of major program characteristics and a professional market study.

PROGRAM CONTACTS

Contact Chris Cihlar of the Office of Legislative Oversight at 240.777.7987 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

✺ 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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,200,752	1,237,774	1,242,212	1,234,226	-0.3 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Employee Benefits	365,125	371,165	363,029	365,227	-1.6 %
County General Fund Personnel Costs	**1,565,877**	**1,608,939**	**1,605,241**	**1,599,453**	**-0.6 %**
Operating Expenses	15,289	52,756	13,864	44,634	-15.4 %
County General Fund Expenditures	**1,581,166**	**1,661,695**	**1,619,105**	**1,644,087**	**-1.1 %**
PERSONNEL					
Full-Time	11	11	11	12	9.1 %
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.67	6.1 %

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	27,550	0	0	0	—
Grant Fund - MCG Expenditures	**27,550**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

DEPARTMENT TOTALS

Total Expenditures	**1,608,716**	**1,661,695**	**1,619,105**	**1,644,087**	**-1.1 %**
Total Full-Time Positions	**11**	**11**	**11**	**12**	**9.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**11.00**	**11.00**	**11.00**	**11.67**	**6.1 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**1,661,695**	**11.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Midyear Change to Fund Legislative Analyst	122,297	1.00
Increase Cost: FY19 Compensation Adjustment	35,974	0.00
Increase Cost: Printing and Mail	78	0.00
Decrease Cost: Reduce Operating Expenses for Training	(1,200)	0.00
Decrease Cost: Reduce Contractual Services	(7,000)	0.00
Decrease Cost: Retirement Adjustment	(14,933)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Increase Planned Lapse	(19,707)	0.00
Shift: Funding and 0.33 FTE of Audit Contract Manager to Independent Audit NDA	(52,492)	(0.33)
Decrease Cost: Annualization of FY18 Personnel Costs	(80,625)	0.00
FY19 RECOMMENDED	**1,644,087**	**11.67**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	0	0.00	53,424	0.33

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**1,644**	**1,644**	**1,644**	**1,644**	**1,644**	**1,644**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**20**	**20**	**20**	**20**	**20**
Restoration of one-time lapse adjustment in the budget development year						
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	**1,644**	**1,685**	**1,685**	**1,685**	**1,685**	**1,685**

Merit System Protection Board

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$249,689	1.50

BRUCE MARTIN, EXECUTIVE DIRECTOR

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 FY19 Operating Budget for the Merit System Protection Board is $249,689, a decrease of $117,999 or 32.09 percent from the FY18 Approved Budget of $367,688. Personnel Costs comprise 95.79 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 4.21 percent of the FY19 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**

PROGRAM CONTACTS

Contact Bruce Martin of the Merit System Protection Board at 240.777.6622 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

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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	173,672	178,551	185,659	190,487	6.7 %
Employee Benefits	44,917	46,129	47,034	48,698	5.6 %
County General Fund Personnel Costs	**218,589**	**224,680**	**232,693**	**239,185**	**6.5 %**
Operating Expenses	257,385	143,008	1,640	10,504	-92.7 %
County General Fund Expenditures	**475,974**	**367,688**	**234,333**	**249,689**	**-32.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**367,688**	**1.50**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY18 Personnel Costs	9,593	0.00
Increase Cost: FY19 Compensation Adjustment	4,912	0.00
Decrease Cost: Operating Expense	(7,504)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(125,000)	0.00
FY19 RECOMMENDED	**249,689**	**1.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**250**	**250**	**250**	**250**	**250**	**250**
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.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
Subtotal Expenditures	**250**	**253**	**253**	**253**	**253**	**253**

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Zoning and Administrative Hearings

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$694,059	4.00

MARTIN GROSSMAN, DIRECTOR

MISSION STATEMENT

The mission of the Office of Zoning and Administrative Hearings (OZAH) 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 FY19 Operating Budget for the Office of Zoning and Administrative Hearings is $694,059, an increase of $4,468 or 0.65 percent from the FY18 Approved Budget of $689,591. Personnel Costs comprise 87.34 percent of the budget for four full-time position(s) and no part-time position(s), and a total of 4.00 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 12.66 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					
Average time from filing a case until the first hearing date is scheduled (months) [1]	4	4	4	4	4
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

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of Hearing Examiner recommendations accepted by County Council, the Human Rights Commission, the CCOC and the CAO, and the percentage of Hearing Examiner decisions upheld by the Board of Appeals [3]	100	100	100	100	100
Total cases completed [4]	28	32	20	24	24

[1] *Hearings in land-use cases are initially scheduled within 4 months of filing. When the hearings are delayed, it is almost always at the request of the applicant to accomplish changes in the applicant's plans required by the Planning Department.*

[2] *At this time, two OZAH cases are pending in the courts.*

[3] *The District Council, the Human Rights Commission and the Chief Administrative Officer accepted the Hearing Examiner's recommendations in all of cases submitted in FY 2017. The Board of Appeals also upheld OZAH recommendations and decisions, except that it slightly modified a condition in one case.*

[4] *The number of new cases filed in FY 2017 (33) was 37% greater than in FY 2016 (24); however, new case filings in the first two quarters of FY 2018 have declined significantly, so our projections for FY 2018 and future filings have been reduced.*

PROGRAM CONTACTS

Contact Martin Grossman of the Office of Zoning and Administrative Hearings at 240.777.6667 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

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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	475,535	485,425	487,652	496,191	2.2 %
Employee Benefits	104,487	105,167	90,691	110,000	4.6 %
County General Fund Personnel Costs	**580,022**	**590,592**	**578,343**	**606,191**	**2.6 %**
Operating Expenses	62,516	98,999	27,381	87,868	-11.2 %
County General Fund Expenditures	**642,538**	**689,591**	**605,724**	**694,059**	**0.6 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	4.00	4.00	4.00	4.00	—
REVENUES					
Other Charges/Fees	7,100	0	0	0	—
Zoning Fees	114,730	65,000	65,000	65,000	—
County General Fund Revenues	**121,830**	**65,000**	**65,000**	**65,000**	**—**

FY19 RECOMMENDED CHANGES

		Expenditures	FTEs
COUNTY GENERAL FUND			
	FY18 ORIGINAL APPROPRIATION	**689,591**	**4.00**
Other Adjustments (with no service impacts)			
Increase Cost: FY19 Compensation Adjustment		10,018	0.00
Increase Cost: Annualization of FY18 Personnel Costs		5,237	0.00
Increase Cost: Retirement Adjustment		344	0.00
Increase Cost: Printing and Mail		28	0.00
Decrease Cost: Reduce Consultant Fees		(4,159)	0.00
Decrease Cost: Reduce Transcript Cost		(7,000)	0.00
	FY19 RECOMMENDED	**694,059**	**4.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**694**	**694**	**694**	**694**	**694**	**694**
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	**694**	**699**	**699**	**699**	**699**	**699**

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Circuit Court

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$14,600,627	117.00

ROBERT A. GREENBERG, ADMINISTRATIVE JUDGE

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 FY19 Operating Budget for the Circuit Court is $14,600,627, a decrease of $195,055 or 1.32 percent from the FY18 Approved Budget of $14,795,682. Personnel Costs comprise 81.68 percent of the budget for 115 full-time position(s) and four part-time position(s), and a total of 117.00 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 18.32 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Provide phone-based assistance to self-represented litigants in the Family Law Self-Help Center.

- Team with Montgomery College to support the College's Paralegal Studies program by providing students in the program with access to the Court's Law Library legal research materials.
- Form volunteer panels of state, county and private organizations to address the varied needs of Drug Court and Mental Health Court participants.
- Support the implementation of emailed bench warrants and body attachments from the Sheriff's Office.
- Review the court's collection of all fines and costs to ensure that best practices/model processes are in place.

ACCOMPLISHMENTS

- ☑ During FY17, the Montgomery County Circuit Court processed over 35,000 case filings and over 35,000 terminations, as well as, held over 41,000 hearings and 1,500 trials.
- ☑ Reviewed and audited 953 Fiduciary reports filed by court-appointed guardians and trustees, and monitored the filings of 241 Inventory reports, 986 Fiduciary reports, and 835 Annual reports.
- ☑ Served 9,959 patrons at the Court's Family Law Self-Help Center. The Kids Spot child waiting area served 1,046 children.
- ☑ Established and implemented specialized case management processes such as the development of a database to monitor, report, and generate forms to effectively and efficiently monitor family cases with Special Immigration Juvenile Status requests.
- ☑ Continued to provide interpreter services for individuals who qualify. A total of 2,985 spoken language interpreter service requests were made in 2,378 cases. The court also recorded 3,097 entries of an interpreter's swearing-in at the beginning of case proceedings.

PROGRAM CONTACTS

Contact Judy Rupp of the Circuit Court at 240.777.9103 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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 hearings. 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**566,042**	**6.00**
Decrease Cost: Lapse Magistrate Position	(183,873)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,226	0.00
FY19 Recommended	**390,395**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Case Filings (includes re-opened cases)					
Criminal (including District Court appeals)	6,670	6,565	6,822	6,876	6,931
Civil (including Registrar of Wills, District Court appeals)	11,421	10,950	12,711	12,723	12,738
Domestic Relations	14,705	14,868	15,449	15,595	15,742
Juvenile (including Delinquency, CINA, and TPR)	2,551	3,101	2,301	2,092	1,884
TOTAL Case Filings	35,347	35,484	37,283	37,286	37,295
Case Terminations (includes re-opened cases)					
Criminal	6,531	3,518	6,786	6,835	6,885
Civil	12,705	11,112	13,103	13,148	13,192
Domestic Relations	14,941	14,428	15,467	15,624	15,781
Juvenile	2,492	3,016	2,363	2,167	1,973
TOTAL Case Terminations	36,669	35,074	37,719	37,774	37,831
Case Clearance Rate (includes re-opened cases)					
Criminal	98%	99%	99%	99%	99%
Civil	111%	101%	103%	103%	104%
Domestic Relations	102%	97%	100%	100%	100%
Juvenile	98%	97%	103%	104%	105%
OVERALL Case Clearance Rate	104%	99%	101%	101%	101%
Total Trials	1,507	1,503	1,595	1,630	1,664

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,530,504**	**10.20**
Decrease Cost: Interpreter Services	(120,830)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(84,723)	0.00
FY19 Recommended	**3,324,951**	**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 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,336,977**	**33.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	49,863	0.00
FY19 Recommended	**3,386,840**	**33.00**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,249,179**	**14.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	53,375	0.00
FY19 Recommended	**1,302,554**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**700,713**	**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.	13,725	0.00
FY19 Recommended	**714,438**	**4.50**

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 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 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, Child in Need of Assistance (CINA) petitions, Termination of Parental Rights (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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**841,742**	**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.	48,199	0.00
FY19 Recommended	**889,941**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,198,338**	**11.00**
Technical Adj: FY17 Mid-Year Changes	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.	109,248	0.00
FY19 Recommended	**1,307,586**	**12.00**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**457,280**	**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.	13,804	0.00
FY19 Recommended	**471,084**	**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 of the guardianship of the person. The Trust Clerk examines the Annual Fiduciary Reports filed and prepares the Report of Trust Clerk for the Court.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**185,779**	**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.	8,920	0.00
FY19 Recommended	**194,699**	**2.00**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,729,128**	**23.30**
Decrease Cost: Grant Adjustment	(110,989)	0.00
FY19 Recommended	**2,618,139**	**23.30**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,685,211	7,109,969	6,960,590	7,201,338	1.3 %
Employee Benefits	2,439,823	2,297,466	2,501,624	2,341,256	1.9 %
County General Fund Personnel Costs	**9,125,034**	**9,407,435**	**9,462,214**	**9,542,594**	**1.4 %**
Operating Expenses	2,385,693	2,659,119	2,362,092	2,439,894	-8.2 %
County General Fund Expenditures	**11,510,727**	**12,066,554**	**11,824,306**	**11,982,488**	**-0.7 %**
PERSONNEL					
Full-Time	89	91	91	92	1.1 %
Part-Time	3	3	3	3	—
FTEs	90.70	92.70	92.70	93.70	1.1 %
REVENUES					
Miscellaneous Revenues	55,235	55,230	55,230	55,230	—
State Interpreter Fee Reimbursement	277,593	434,799	0	0	-100.0 %
State Jury Fee Reimbursement	441,970	404,245	404,245	404,245	—
County General Fund Revenues	**774,798**	**894,274**	**459,475**	**459,475**	**-48.6 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,614,945	1,911,022	1,911,022	1,812,155	-5.2 %
Employee Benefits	559,183	582,930	582,930	570,498	-2.1 %
Grant Fund - MCG Personnel Costs	**2,174,128**	**2,493,952**	**2,493,952**	**2,382,653**	**-4.5 %**
Operating Expenses	240,635	235,176	235,176	235,486	0.1 %
Grant Fund - MCG Expenditures	**2,414,763**	**2,729,128**	**2,729,128**	**2,618,139**	**-4.1 %**
PERSONNEL					
Full-Time	23	23	23	23	—
Part-Time	1	1	1	1	—
FTEs	23.30	23.30	23.30	23.30	—
REVENUES					
State Grants	2,374,929	2,729,128	2,729,128	2,618,139	-4.1 %
Grant Fund - MCG Revenues	**2,374,929**	**2,729,128**	**2,729,128**	**2,618,139**	**-4.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**13,925,490**	**14,795,682**	**14,553,434**	**14,600,627**	**-1.3 %**
Total Full-Time Positions	**112**	**114**	**114**	**115**	**0.9 %**
Total Part-Time Positions	**4**	**4**	**4**	**4**	**—**
Total FTEs	**114.00**	**116.00**	**116.00**	**117.00**	**0.9 %**
Total Revenues	**3,149,727**	**3,623,402**	**3,188,603**	**3,077,614**	**-15.1 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**12,066,554**	**92.70**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	276,444	0.00
Increase Cost: Annualization of FY18 Personnel Costs	82,469	0.00
Increase Cost: Printing and Mail	806	0.00
Increase Cost: Motor Pool Adjustment	799	0.00
Technical Adj: FY17 Mid-Year Changes [Technical Services]	0	1.00
Decrease Cost: Retirement Adjustment	(39,881)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(100,000)	0.00
Decrease Cost: Interpreter Services [Administration]	(120,830)	0.00
Decrease Cost: Lapse Magistrate Position [Family Magistrates]	(183,873)	0.00
FY19 RECOMMENDED	**11,982,488**	**93.70**
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**2,729,128**	**23.30**
Other Adjustments (with no service impacts)		
Decrease Cost: Grant Adjustment [Grants]	(110,989)	0.00
FY19 RECOMMENDED	**2,618,139**	**23.30**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Family Magistrates	566,042	6.00	390,395	6.00
Administration	3,530,504	10.20	3,324,951	10.20
Adjudication	3,336,977	33.00	3,386,840	33.00
Case Assignment	1,249,179	14.00	1,302,554	14.00
Jury	700,713	4.50	714,438	4.50
Family Division Services	841,742	9.00	889,941	9.00
Technical Services	1,198,338	11.00	1,307,586	12.00
Law Library	457,280	3.00	471,084	3.00
Trust and Guardianships	185,779	2.00	194,699	2.00
Grants	2,729,128	23.30	2,618,139	23.30
Total	**14,795,682**	**116.00**	**14,600,627**	**117.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**11,982**	**11,982**	**11,982**	**11,982**	**11,982**	**11,982**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**184**	**184**	**184**	**184**	**184**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**175**	**175**	**175**	**175**	**175**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,982**	**12,341**	**12,341**	**12,341**	**12,341**	**12,341**

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State's Attorney

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$18,120,054	153.35

JOHN MCCARTHY, 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 FY19 Operating Budget for the Office of the State's Attorney is $18,120,054, an increase of $796,732 or 4.60 percent from the FY18 Approved Budget of $17,323,322. Personnel Costs comprise 95.47 percent of the budget for 146 full-time position(s) and 11 part-time position(s), and a total of 153.35 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 4.53 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

ACCOMPLISHMENTS

- ☑ The Mental Health Courts in Montgomery County's Circuit and District Courts, which opened in December 2016 and January 2017 respectively, were championed by State's Attorney John McCarthy in cooperation with the Sheriff's Office, the Department of Health and Human Services, and the Circuit and District Court. These problem-solving courts divert eligible defendants who have committed low-level crimes because of a mental illness into treatment and away from jail - improving public safety by reducing recidivism and helping participants regain productive lives. Mental Health Courts help break the cycle of repeated arrests by addressing the cause of the criminal behavior.
- ☑ During the 2017 school year, the State's Attorney's Office hosted 60 volunteer students who donated over 17,200 hours of their time. These students help screen cases, conduct legal research, contact victims and witnesses, and prepare cases for trial. Their service to the office equates to over eight full-time positions.

PROGRAM CONTACTS

Contact Lisa Russo of the Office of the State's Attorney at 240.777.7407 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,867,424**	**14.60**
Increase Cost: JustWare- Grand Jury Program/Application	65,682	0.00
Increase Cost: Increase in Grant Award	4,403	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(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.	22,097	(0.60)
FY19 Recommended	**1,849,606**	**14.00**

✺ 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. Appeals and demands for jury trials in District Court cases are litigated in the Circuit Court.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of community outreach presentations on teen dating	68	36	35	35	35
Number of community outreach presentations on Internet safety / cyberbullying	91	124	130	133	135
Number of students reached through community outreach presentations in schools	14,228	12,685	12,700	12,800	12,800

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of community outreach presentations for Seniors	31	39	45	50	55

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**7,473,953**	**57.93**
Enhance: Gang Unit Supplemental	310,499	4.00
Decrease Cost: Turnover Savings	(365,627)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	556,502	0.79
FY19 Recommended	**7,975,327**	**62.72**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of students participating in the Truancy Prevention Program	239	312	325	335	350
Percent of Truancy Prevention Program participants showing at least 60% improvement in unexcused absences	57	56	55	55	55
Percent of Truancy Prevention Program participants showing improvement in unexcused absences	78	79	80	80	81
Percent of Truancy Prevention Program participants who participate in tutoring showing improved grades at the end of the semester	40	72	65	68	70
Number of teens referred to the Teen Court program	383	323	325	325	325
Percent of teens who declined to participate in the Teen Court program	18	18	18	18	18
Percent of Teen Court participants who successfully complete the program requirements	84.4	79.8	80.0	80.0	80.0
Number of juvenile cases screened for mediation	39	27	30	35	35
Percent of juvenile cases screened resulting in mediations	15	12	12	14	15
Percent of juvenile mediations in which an agreement is reached	15	12	14	15	15

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,801,866**	**16.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	97,886	0.00
FY19 Recommended	**1,899,752**	**16.50**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of adult cases screened for mediation	225	178	180	185	190
Percent of adult cases screened resulting in mediations	46	53	50	50	50
Percent of adult mediations in which an agreement is reached	89.0	83	85	85	85
Adult mediations: Total actual restitution vs. Total restitution requested	$84,570 of $100,804	$97,595 of $104,015			

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,738,637**	**25.57**
Decrease Cost: Reduction of Drug Court Grant Award	(7,302)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,267)	(0.19)
FY19 Recommended	**2,729,068**	**25.38**

District Court Screening and Mediation

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,390,122**	**14.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	44,954	0.00
FY19 Recommended	**1,435,076**	**14.50**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**423,224**	**4.00**
Add: Victim Services Grant	144,776	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(12,557)	0.00
FY19 Recommended	**555,443**	**6.00**

Major Fraud and Special Investigations

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**465,337**	**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.	18,640	0.00
FY19 Recommended	**483,977**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,162,759**	**9.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,046	0.00
FY19 Recommended	**1,191,805**	**9.25**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,931,994	12,375,773	12,501,680	12,861,431	3.9 %
Employee Benefits	3,628,584	3,952,026	3,793,942	4,161,705	5.3 %
County General Fund Personnel Costs	**15,560,578**	**16,327,799**	**16,295,622**	**17,023,136**	**4.3 %**
Operating Expenses	949,013	860,656	995,211	820,174	-4.7 %
Capital Outlay	6,327	0	0	0	—
County General Fund Expenditures	**16,515,918**	**17,188,455**	**17,290,833**	**17,843,310**	**3.8 %**
PERSONNEL					
Full-Time	134	138	138	142	2.9 %
Part-Time	10	10	10	10	—
FTEs	142.31	146.37	146.37	150.25	2.7 %
REVENUES					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Discovery Materials	900	7,000	1,400	7,000	—
Miscellaneous Revenues	857	0	0	0	—
Other Charges/Fees	3,755	4,200	3,800	4,200	—
County General Fund Revenues	**5,512**	**11,200**	**5,200**	**11,200**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	143,306	105,572	105,572	202,955	92.2 %
Employee Benefits	33,618	29,295	29,295	73,789	151.9 %
Grant Fund - MCG Personnel Costs	**176,924**	**134,867**	**134,867**	**276,744**	**105.2 %**
Operating Expenses	8,702	0	0	0	—
Grant Fund - MCG Expenditures	**185,626**	**134,867**	**134,867**	**276,744**	**105.2 %**
PERSONNEL					
Full-Time	2	2	2	4	100.0 %
Part-Time	1	1	1	1	—
FTEs	1.05	0.98	0.98	3.10	216.3 %
REVENUES					
Federal Grants	110,758	0	0	0	—
State Grants	74,868	134,867	134,867	276,744	105.2 %
Grant Fund - MCG Revenues	**185,626**	**134,867**	**134,867**	**276,744**	**105.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**16,701,544**	**17,323,322**	**17,425,700**	**18,120,054**	**4.6 %**
Total Full-Time Positions	**136**	**140**	**140**	**146**	**4.3 %**
Total Part-Time Positions	**11**	**11**	**11**	**11**	**—**
Total FTEs	**143.36**	**147.35**	**147.35**	**153.35**	**4.1 %**
Total Revenues	**191,138**	**146,067**	**140,067**	**287,944**	**97.1 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**17,188,455**	**146.37**
Changes (with service impacts)		
Enhance: Gang Unit Supplemental [Circuit Court Prosecution]	310,499	4.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	484,144	0.00
Increase Cost: Annualization of FY18 Lapsed Positions	138,437	0.00
Increase Cost: Annualization of FY18 Personnel Costs	131,946	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Salary Plan	78,358	0.00
Increase Cost: JustWare- Grand Jury Program/Application [Administration]	65,682	0.00
Increase Cost: Mandated Salary Adjustment , Section 2-123A (b)	2,209	0.00
Increase Cost: Printing and Mail	989	0.00
Increase Cost: Justware Renewal and Support	426	0.00
Increase Cost: Motor Pool Adjustment	173	0.00
Technical Adj: Adjust FTE to Align with Grant Budget Load	0	(0.12)
Decrease Cost: Retirement Adjustment	(82,381)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18 [Administration]	(110,000)	0.00
Decrease Cost: Turnover Savings [Circuit Court Prosecution]	(365,627)	0.00
FY19 RECOMMENDED	**17,843,310**	**150.25**

GRANT FUND - MCG

FY18 ORIGINAL APPROPRIATION	**134,867**	**0.98**
Federal/State Programs		
Add: Victim Services Grant	144,776	2.00
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Grant Award [Administration]	4,403	0.00
Technical Adj: Reallocation of FTEs	0	0.12
Decrease Cost: Reduction of Drug Court Grant Award [District Court Prosecution]	(7,302)	0.00
FY19 RECOMMENDED	**276,744**	**3.10**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Administration	1,867,424	14.60	1,849,606	14.00
Circuit Court Prosecution	7,473,953	57.93	7,975,327	62.72
Juvenile Court Prosecution	1,801,866	16.50	1,899,752	16.50
District Court Prosecution	2,738,637	25.57	2,729,068	25.38
District Court Screening and Mediation	1,390,122	14.50	1,435,076	14.50
Victim/Witness Court Assistance	423,224	4.00	555,443	6.00
Major Fraud and Special Investigations	465,337	5.00	483,977	5.00
Prosecution Management	1,162,759	9.25	1,191,805	9.25
Total	**17,323,322**	**147.35**	**18,120,054**	**153.35**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Police	General Fund	116,210	0.50	114,663	0.50

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**17,843**	**17,843**	**17,843**	**17,843**	**17,843**	**17,843**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**(66)**	**(66)**	**(66)**	**(66)**	**(66)**
Items recommended for one-time funding in FY19, including Justware- Grand Jury Program/Application, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**315**	**315**	**315**	**315**	**315**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**17,843**	**18,092**	**18,092**	**18,092**	**18,092**	**18,092**

County Executive

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$5,872,922	35.50

ISIAH LEGGETT, 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 FY19 Operating Budget for the Office of the County Executive is $5,872,922, a decrease of $212,045 or 3.48 percent from the FY18 Approved Budget of $6,084,967. Personnel Costs comprise 85.36 percent of the budget for 36 full-time position(s) and five part-time position(s), and a total of 35.50 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 14.64 percent of the FY19 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

- Continue to refine methods to conduct "Community Analytics," leveraging Census and other publicly available data to explore multiple demographic, economic, and quality of life-related characteristics of the County at a more granular level.
- Develop set of interactive tools that bring together multiple administrative data sources into a single view, allowing for in-depth, near-real time analysis and exploration of data related to a wide range of quality of life issues.
- Serve as lead for the first County-wide resident satisfaction survey since 2009.
- Developed the County's first "Vision Zero" strategic plan to reduce the number of pedestrian and bike related fatalities and severe injuries to zero by 2030.
- In coordination with Department of Technology Services, completed site visits to every Executive Branch department and office. Conducted sessions to identify and support ways in which County employees can make use of the Open Data program to address issues, connect with customers, collaborate more effectively, and realize other benefits of this resource commonly thought of as primarily public-facing.
- Partnering with Department of Environmental Protection (DEP) and other departments to adopt and seek certification from the STAR Communities (Sustainability Tools for Assessing and Rating Communities) framework, which will allow for upgrade of the County's Community Indicator Project. This will facilitate use of peer benchmarking to identify community strengths and opportunities for improvement, and obtain external recognition and validation of the County's work in a variety of quality of life areas.
- Leading the implementation of the Pew Results First framework with Department of Corrections and Rehabilitation and the Department of Health and Human Services, which provides a means to identify and apply evidence-driven and evidence-informed practices to policy and budget decisions.
- Working with multiple departments on piloting automated County forms for use by residents and businesses.

ACCOMPLISHMENTS

- ☑ Earned a fifth consecutive "Certificate of Excellence" from ICMA's Center for Performance Analytics.
- ☑ Improved the County's use of MC311 data to identify areas for focused attention to drive performance.
- ☑ Internal Audit completed and published nine audit reports (FY17 and FY18, to date). Working with departments, the Internal Audit office has seen continued progress in closure of open recommendations from office the Inspector General, Office of Legislative Oversight, and Internal Audit reviews.
- ☑ Further progress was made on taking actions to bring closure to audit/review recommendations open greater than one-year during FY17.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Supported DEP, Department of Housing and Community Affairs, Department of Liquor Control (DLC), Age-Friendly Montgomery and other departments and offices with analysis and "internal consulting" that normally would have been contracted out at an additional expense.
- Continue to place graduate students from the University of Maryland's School of Public Policy within departments to perform their Master's Degree "capstone" projects which provided a benefit to the County. Formed a partnership with the University of Maryland's School of Information Sciences to bring graduate students to County government for project based opportunities.

Internal Audit is conducting several high priority reviews during FY18, including those highlighted below. These reviews are designed to advance program and operational improvements in the areas/functions identified:

- Internal Control Review of Retail Store Operations (DLC)
- Internal Control Review of Fleet Asset Management Operations (Department of General Services)

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,356,697**	**9.03**
Increase Cost: Motor Pool Adjustment	6,667	0.00
Technical Adj: Transfer BRAC Position from CEX to DOT	(137,662)	(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.	14,508	(0.03)
FY19 Recommended	**1,240,210**	**8.00**

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 to carry out his responsibilities. 1) CountyStat provides data analytics services and a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County government services 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) 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 and to engage County employees and residents to facilitate innovation and assist with the design, development, and implementation of innovative ideas. 5) Smart Growth Initiative development projects are coordinated through CAO's office; multiple development projects involving

County agencies, the Maryland-National Capital Park and Planning Commission, and Montgomery County Public Schools are also involved in this initiative. 6) The Development Ombudsman acts as a facilitator for strategic economic commercial 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, 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 (TOD) 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 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 being complimented by the Adventist Hospital development of a large hospital and research facility. The County owns 115-acres near the FDA campus and through a joint development agreement, the property will become part of a 300-acre mixed use development that will have a Life Science Village focus. 9) Vision Zero is the County Executive's strategic plan to eliminate severe and fatal collisions from our roadways by 2030. The CAO implements the strategic plan by coordinating activities and funding as well as annual accountability reviews held by CountyStat.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,907,298**	**24.50**
Add: Support for Implementation of Vision Zero	75,000	0.00
Increase Cost: Printing and Mail	261	0.00
Decrease Cost: Increase Lapse	(158,295)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(47,268)	0.00
FY19 Recommended	**3,776,996**	**24.50**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**525,552**	**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.	27,926	0.00
FY19 Recommended	**553,478**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**295,420**	**1.97**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,818	0.03
FY19 Recommended	**302,238**	**2.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,638,484	3,988,650	3,772,354	3,863,169	-3.2 %
Employee Benefits	992,435	1,180,619	1,089,053	1,149,789	-2.6 %
County General Fund Personnel Costs	**4,630,919**	**5,169,269**	**4,861,407**	**5,012,958**	**-3.0 %**
Operating Expenses	780,246	778,036	725,898	859,964	10.5 %
County General Fund Expenditures	**5,411,165**	**5,947,305**	**5,587,305**	**5,872,922**	**-1.3 %**
PERSONNEL					
Full-Time	34	36	36	36	—
Part-Time	5	5	5	5	—
FTEs	32.60	35.50	35.50	35.50	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	86,633	105,082	105,082	0	-100.0 %
Employee Benefits	19,771	28,096	28,096	0	-100.0 %
Grant Fund - MCG Personnel Costs	**106,404**	**133,178**	**133,178**	**0**	**-100.0 %**
Operating Expenses	84,381	4,484	4,484	0	-100.0 %
Grant Fund - MCG Expenditures	**190,785**	**137,662**	**137,662**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	1	1	1	0	-100.0 %
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	0.00	-100.0 %
REVENUES					
Federal Grants	190,422	137,662	137,662	0	-100.0 %
Grant Fund - MCG Revenues	**190,422**	**137,662**	**137,662**	**0**	**-100.0 %**
DEPARTMENT TOTALS					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Total Expenditures	**5,601,950**	**6,084,967**	**5,724,967**	**5,872,922**	**-3.5 %**
Total Full-Time Positions	**35**	**37**	**37**	**36**	**-2.7 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**33.60**	**36.50**	**36.50**	**35.50**	**-2.7 %**
Total Revenues	**190,422**	**137,662**	**137,662**	**0**	**-100.0 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**5,947,305**	**35.50**
Changes (with service impacts)		
Add: Support for Implementation of Vision Zero [CAO - Supervision & Management of Executive Branch Departments]	75,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	71,146	0.00
Increase Cost: Annualization of FY18 Lapsed Positions	39,650	0.00
Increase Cost: Motor Pool Adjustment [County Executive - Policy Planning and Development]	6,667	0.00
Increase Cost: Printing and Mail [CAO - Supervision & Management of Executive Branch Departments]	261	0.00
Decrease Cost: Retirement Adjustment	(45,687)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(63,125)	0.00
Decrease Cost: Increase Lapse [CAO - Supervision & Management of Executive Branch Departments]	(158,295)	0.00
FY19 RECOMMENDED	**5,872,922**	**35.50**
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**137,662**	**1.00**
Other Adjustments (with no service impacts)		
Technical Adj: Transfer BRAC Position from CEX to DOT [County Executive - Policy Planning and Development]	(137,662)	(1.00)
FY19 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
County Executive - Policy Planning and Development	1,356,697	9.03	1,240,210	8.00
CAO - Supervision & Management of Executive Branch Departments	3,907,298	24.50	3,776,996	24.50
Internal Audit	525,552	1.00	553,478	1.00
Administration	295,420	1.97	302,238	2.00

PROGRAM SUMMARY

Program Name		FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
	Total	**6,084,967**	**36.50**	**5,872,922**	**35.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	188,969	1.00	206,365	1.00
CIP	Capital Fund	314,375	2.00	326,273	2.00
	Total	**503,344**	**3.00**	**532,638**	**3.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**5,873**	**5,873**	**5,873**	**5,873**	**5,873**	**5,873**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**158**	**158**	**158**	**158**	**158**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**29**	**29**	**29**	**29**	**29**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,873**	**6,060**	**6,060**	**6,060**	**6,060**	**6,060**

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Board of Elections

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$8,053,422	56.18

MARGARET JURGENSEN, ELECTIONS DIRECTOR

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 FY19 Operating Budget for the Montgomery County Board of Elections is $8,053,422, a decrease of $160,278 or 1.95 percent from the FY18 Approved Budget of $8,213,700. Personnel Costs comprise 51.15 percent of the budget for 28 full-time position(s) and three part-time position(s), and a total of 56.18 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 48.85 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

ACCOMPLISHMENTS

- ☑ **ADDITIONAL EARLY VOTING LOCATION:** An additional Early Voting Center was added to Montgomery County by the Maryland General Assembly. It will be located in Olney at the Sandy Spring Volunteer Fire Department. This site will be used for the first time in June 2018 and staff is looking forward to providing early voting to this segment of the County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- **BALLOT TRACKING PROCESS** - Redesigned the tracking process for absentee and provisional ballots to streamline election certification and achieve a 100% accuracy rate in verifying whether voters' absentee or provisional ballot was counted or rejected.
- **OVERTIME REDUCTION** - Shifted temporary employee resources into election worker recruitment to achieve a higher teacher to student ratio in election worker training classes and reduce overtime hours for trainers.

COLLABORATION AND PARTNERSHIPS

Website Rejuvenation

Board Members and staff were concerned that the old website looked stale and had too much information on the home page leading to confusion on the part of the residents of the County. With the assistance of the Montgomery County Department of Technology Services, staff has rejuvenated the website to provide a fresher look, and more intuitive drop down menus to assist voters.

Partners

Department of Technology Services

Polling Place Selection

Due to the date of the Primary Election, and construction and maintenance projects scheduled in school facilities at that time, the Board of Elections faced the possibility of changing the polling places of approximately 10 percent of the registered voters of Montgomery County. Board and staff members, with the assistance of County Executive staff, held numerous meetings with representatives of the Montgomery County Public School system which resulted in the reduction of the number of locations impacted for Election Day. As a result of this collaboration, there will only be approximately 3.5 percent of registered voters impacted by polling place changes due to school construction.

Partners

Office of the County Executive, Montgomery County Public Schools

Redesigned Confirmation Card

Developed a process improvement plan and redesigned the confirmation card printing process in collaboration with the print shop to eliminate manual processing to comply with Federal and State laws regarding confirmation of inactive voter eligibility, resulting in an annual labor reduction.

Partners

Department of General Services

Streamline Election Worker Application Process

Eliminated time-consuming steps for verifying election worker applicants are registered to vote by incorporating a voter registration address look-up feature into the online application.

Partners

PROGRAM CONTACTS

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

PROGRAM DESCRIPTIONS

Voter Registration Services

The Voter Registration Services program provides clerical and administrative support to register new voters, 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, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of active registered voters (000s)	641	657	660	665	670
Number of voter registration transactions (000s)	680	685	690	695	700
Number of provisional ballots issued on election day(s)	8,602	12,757	3,000	8,000	9,000
Number of absentee ballots requested (000s)	27	63	12	18	30
Number of absentee ballots voted/returned (000s)	19.5	50.5	10	14.5	20

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,538,991**	**18.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,930	0.00
FY19 Recommended	**1,563,921**	**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; develops training materials; and recruits and trains election judges to staff the polling places. In 2018, an eleventh early voting center will be added in Olney. Early voting centers will be open for 8 days, 10 hours each day, including Saturday and Sunday.

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

Year One: Federal, State and County Primary Elections (FY18)
Year Two: Federal, State and County General Elections (FY19)
Year Three: Federal Primary Elections (FY20)
Year Four: Federal General Election (FY21)

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of designated polling place equivalents per election	312	312	322	322	322
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%	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	2,674	3,556	3,200	3,400	3,200

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,037,690**	**21.53**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	76,874	(1.00)
FY19 Recommended	**3,114,564**	**20.53**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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	895	1,064	995	1,042	995
Number of voting booths prepared and used on election days	3,249	4,515	4,515	4,515	4,515
Total ballots cast (000s)	300	482	130	258	310

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,637,019**	**16.45**
Enhance: Advertising	20,000	0.00
Enhance: Electronic Poll Book Replacements	11,821	0.00
Decrease Cost: Anticipated State Board of Elections Billing for Voting System Lease Expenses	(320,572)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	26,669	1.00
FY19 Recommended	**3,374,937**	**17.45**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,301,692	3,206,342	3,242,037	3,301,886	3.0 %
Employee Benefits	748,883	785,555	735,738	817,310	4.0 %
County General Fund Personnel Costs	**4,050,575**	**3,991,897**	**3,977,775**	**4,119,196**	**3.2 %**
Operating Expenses	4,128,908	4,221,803	4,221,519	3,934,226	-6.8 %
County General Fund Expenditures	**8,179,483**	**8,213,700**	**8,199,294**	**8,053,422**	**-2.0 %**
PERSONNEL					
Full-Time	28	28	28	28	—
Part-Time	3	3	3	3	—
FTEs	54.88	56.18	56.18	56.18	—
REVENUES					
Other Charges/Fees	1,639	10,000	10,000	10,000	—
County General Fund Revenues	**1,639**	**10,000**	**10,000**	**10,000**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**8,213,700**	**56.18**
Changes (with service impacts)		
Enhance: Advertising [Administration]	20,000	0.00
Enhance: Electronic Poll Book Replacements [Administration]	11,821	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	94,071	0.00
Increase Cost: Annualization of FY18 Personnel Costs	38,041	0.00
Increase Cost: Motor Pool Adjustment	976	0.00
Increase Cost: Printing and Mail	198	0.00
Decrease Cost: Retirement Adjustment	(4,813)	0.00
Decrease Cost: Anticipated State Board of Elections Billing for Voting System Lease Expenses [Administration]	(320,572)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 RECOMMENDED	**8,053,422**	**56.18**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Voter Registration Services	1,538,991	18.20	1,563,921	18.20
Election Operations	3,037,690	21.53	3,114,564	20.53
Administration	3,637,019	16.45	3,374,937	17.45
Total	**8,213,700**	**56.18**	**8,053,422**	**56.18**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**8,053**	**8,053**	**8,053**	**8,053**	**8,053**	**8,053**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**55**	**55**	**55**	**55**	**55**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,053**	**8,108**	**8,108**	**8,108**	**8,108**	**8,108**

Community Engagement Cluster

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$3,849,082	23.50

FARIBA KASSIRI, ASSISTANT CHIEF ADMINISTRATIVE OFFICER

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 FY19 Operating Budget for the Community Engagement Cluster is $3,849,082, an increase of $9,712 or 0.25 percent from the FY18 Approved Budget of $3,839,370. Personnel Costs comprise 81.92 percent of the budget for 19 full-time position(s) and nine part-time position(s), and a total of 23.50 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 18.08 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Establish a Worksource Montgomery HIRE (Helping Individuals Reach Employment) Employment Assistance Resource Center at the East County Regional Services Center, as part of the East County Opportunity Zone Initiative. The Center serves as a community-based hub for the provision of employment education and training services to East County residents.

ACCOMPLISHMENTS

- ☑ Launched the inaugural Girl Power Writing Contest, in honor of Women's History Month, coordinated by the Commission for Women (CFW). Winners, including elementary, middle, and high school students as well as adults from around the County, had the opportunity to meet County Executive Isiah Leggett at the April 2017 Commission meeting.
- ☑ Continued to strengthen the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs through the Montgomery County Volunteer Center (MCVC). For the Community Service Week 2017 and Martin Luther King Day 2018, 7,063 volunteers engaged in 217 different projects. Migrated to a new website with mobile-friendly search options and updated volunteer management components. Continued and built on partnership with MCPS to manage Student Service Learning volunteer opportunities for all students in middle and high school. Provided monthly capacity building trainings for agencies attended by 352 nonprofit professionals. Launched the 50+ Volunteer Network to focus on the growing senior population and effectively match skilled volunteers with nonprofit and government agencies, which builds on and enhances the existing Retired and Senior Volunteer Program (RSVP). In FY17, volunteers with the Tax Aide Program of RSVP completed 4,935 tax returns for low to moderate income residents resulting in total tax refunds of over $4 million.
- ☑ Served 9,739 residents through volunteer-taught classes such as English for Speakers of Other Languages (ESOL), Spanish, computer skills, or job search skills; 8,889 residents through information and referral services; and 3,234 residents through partner organization programs such as ESOL and citizenship preparation classes via the Gilchrist Center in FY17.
- ☑ Distributed neighborhood matching funds through the Regional Services Centers (RSCs) to grassroots-based neighborhood groups to undertake hyper-local events to build communities, including block parties, special neighborhood gatherings, and community conversations.
- ☑ Organized the 38th Annual Women's Legislative Briefing in January 2018, held by CFW.
- ☑ Coordinated, through CFW, the transition of the Human Trafficking Task Force from a task force to a committee, and worked with the Maryland Coalition Against Sexual Assault on the passing of State legislation (House Bill 429/Senate Bill 217) nicknamed, "No Means No!"
- ☑ Facilitated the East County Job Fair, which connected employers with job seekers, and provided a series of workshops for job seekers and small business start-up skill development.
- ☑ Continued work with the White Flint Downtown Advisory Committee and organized the second annual Pike District Fall Fest, a street festival in the White Flint Sector Plan Area, through the Bethesda-Chevy Chase Regional Services Center.

COLLABORATION AND PARTNERSHIPS

- Neighborhood Action Team in Silver Spring

The Silver Spring Regional Services Center (SSRSC) convened and managed an interagency group (Neighborhood Action Team) consisting of representation from Health and Human Services, Silver Spring Urban District, Police, Community Use of Public Facilities, and Public Libraries, as well as various homeless providers and residents, in a series of meetings and community conversations on the subject of homelessness in downtown Silver Spring. Enhanced communication among stakeholders will be used to address the issue going forward.

Partners

Office of Community Use of Public Facilities, Department of Health and Human Services, Department of Police, Department of Public Libraries, Urban Districts

Development of Parking Lot 3 in Silver Spring

The SSRSC, in collaboration with the Department of Permitting Services, the Department of Transportation, and area businesses, continue to work to mitigate the impacts caused by the development of Parking Lot 3, the Studio Plaza development. This effort led to the establishment of regular communication between the developers and businesses, increased monitoring of the construction, and an enhanced parking alternatives plan.

Partners

Department of Permitting Services, Department of Transportation

East County Opportunity Zone Plan

The East County Regional Services Center, in coordination with the Department of Health and Human Services, led a strategic process to establish the East County Opportunity Zone, a public-private collaboration designed to enhance community services delivery in East County in several areas including workforce development, access to health and social services, food security, and transportation. Public and private funding and resources were secured in 2018 for the implementation of a workforce development service delivery model project focused on adult and youth employment education and training.

Partners

Department of Health and Human Services, Non-Profits

Thriving Germantown Community Hub

Upcounty Regional Services Center (UCRSC) led an initiative to address safety issues and service needs in the Germantown community. UCRSC worked with Permitting Services, Pepco, and the Department of Recreation to secure residents' safety. A collaboration of the Healthcare Initiative Foundation was formulated, and the group championed the effort, forming "Thriving Germantown" with a collaborative group of service providers and private and public funders offering wrap-around services for the children in that community.

Partners

Department of Permitting Services, Department of Recreation, Non-Profits

Dalewood Park Maintenance

The Mid-County Regional Services Center convened the Department of Housing and Community Affairs, Department of Transportation, and the Department of Recreation for the execution of a memorandum of understanding that, after decades of inattention, outlines the status and delineates the responsibilities for ongoing maintenance of a playground commonly known as Dalewood Park, located in the Connecticut Avenue Estates neighborhood.

Partners

Department of Housing and Community Affairs, Department of Recreation, Department of Transportation

PROGRAM CONTACTS

Contact Fariba Kassiri of the Community Engagement Cluster at 240.777.2512 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

Community Partnership

The Office of Community Partnerships (OCP) is a bridge among 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Overall satisfaction with The Office of Community Partnerships' provision of information, access and support to ethnic, multilingual and multicultural communities (scale 1-5) [1]	4.4	N/A	4.4	4.5	4.6

[1] *The survey will be conducted on a fiscal year basis (June) beginning 2018.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,179,684**	**8.00**
Reduce: Support for Community Events	(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.	56,586	0.00
FY19 Recommended	**1,216,270**	**8.00**

Gilchrist Center

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

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Overall participant satisfaction with their experience at the Gilchrist Center (scale 1-5)	4.7	4.8	4.7	4.7	4.7
Overall satisfaction of participants in Gilchrist Center classes (scale 1-5)	4.7	4.8	4.7	4.7	4.7

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**352,629**	**5.50**
Increase Cost: Gilchrist Center Personnel Conversions	101,521	0.00

FY19 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.	9,462	0.00
FY19 Recommended	**463,612**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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)	4.4	4.7	4.6	4.6	4.6

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**169,420**	**1.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,962	0.00
FY19 Recommended	**177,382**	**1.00**

Regional Services Centers

The County has five Regional Services 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 liaising 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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)	4.5	4.3	4.5	4.5	4.5
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness of the Centers' assessment of community needs, problems and issues (scale 1-5)	4.6	4.3	4.5	4.5	4.5

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,185,675**	**5.00**
Reduce: Administrative Costs for Regional Service Centers	(15,000)	0.00
Decrease Cost: White Flint Project to reflect its conclusion	(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.	33,198	0.00
FY19 Recommended	**1,183,873**	**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 Services 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**951,962**	**4.00**
Reduce: Assistance to Community-Sponsored Events	(27,900)	0.00
Decrease Cost: Miscellaneous Operating Expenses	(56,300)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(59,817)	0.00
FY19 Recommended	**807,945**	**4.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,279,286	2,293,089	2,259,945	2,387,094	4.1 %
Employee Benefits	592,422	643,850	643,851	698,630	8.5 %
County General Fund Personnel Costs	**2,871,708**	**2,936,939**	**2,903,796**	**3,085,724**	**5.1 %**
Operating Expenses	747,136	835,111	805,111	696,038	-16.7 %
County General Fund Expenditures	**3,618,844**	**3,772,050**	**3,708,907**	**3,781,762**	**0.3 %**
PERSONNEL					
Full-Time	17	17	17	18	5.9 %
Part-Time	4	6	6	9	50.0 %
FTEs	22.35	22.85	22.85	22.85	—
REVENUES					
Commission for Women Fees	651	0	0	0	—
Facility Rental Fees	0	10,500	10,500	10,500	—
Recreation Fees	6,225	0	0	0	—
State Grants	5,000	0	0	0	—
County General Fund Revenues	**11,876**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	55,294	52,921	52,921	52,084	-1.6 %
Employee Benefits	15,803	14,399	14,399	15,236	5.8 %
Grant Fund - MCG Personnel Costs	**71,097**	**67,320**	**67,320**	**67,320**	**—**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Operating Expenses	24,550	0	0	0	—
Grant Fund - MCG Expenditures	**95,647**	**67,320**	**67,320**	**67,320**	**—**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.65	0.65	0.65	0.65	—
REVENUES					
Federal Grants	96,464	67,320	67,320	67,320	—
Grant Fund - MCG Revenues	**96,464**	**67,320**	**67,320**	**67,320**	**—**

DEPARTMENT TOTALS

Total Expenditures	**3,714,491**	**3,839,370**	**3,776,227**	**3,849,082**	**0.3 %**
Total Full-Time Positions	**18**	**18**	**18**	**19**	**5.6 %**
Total Part-Time Positions	**4**	**6**	**6**	**9**	**50.0 %**
Total FTEs	**23.00**	**23.50**	**23.50**	**23.50**	**—**
Total Revenues	**108,340**	**77,820**	**77,820**	**77,820**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**3,772,050**	**22.85**
Changes (with service impacts)		
Reduce: Administrative Costs for Regional Service Centers [Regional Services Centers]	(15,000)	0.00
Reduce: Support for Community Events [Community Partnership]	(20,000)	0.00
Reduce: Assistance to Community-Sponsored Events [Administration]	(27,900)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Gilchrist Center Personnel Conversions [Gilchrist Center]	101,521	0.00
Increase Cost: FY19 Compensation Adjustment	50,879	0.00
Increase Cost: Annualization of FY18 Personnel Costs	20,573	0.00
Increase Cost: Labor Contracts Adjustment	1,000	0.00
Increase Cost: Printing and Mail	127	0.00
Decrease Cost: Increased Lapse	(12,500)	0.00
Decrease Cost: Retirement Adjustment	(12,688)	0.00
Decrease Cost: White Flint Project to reflect its conclusion [Regional Services Centers]	(20,000)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Administration]	(56,300)	0.00
FY19 RECOMMENDED	**3,781,762**	**22.85**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**67,320**	**0.65**
FY19 RECOMMENDED	**67,320**	**0.65**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Community Partnership	1,179,684	8.00	1,216,270	8.00
Gilchrist Center	352,629	5.50	463,612	5.50
Commission for Women	169,420	1.00	177,382	1.00
Regional Services Centers	1,185,675	5.00	1,183,873	5.00
Administration	951,962	4.00	807,945	4.00
Total	**3,839,370**	**23.50**	**3,849,082**	**23.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**3,782**	**3,782**	**3,782**	**3,782**	**3,782**	**3,782**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY19	**0**	**46**	**46**	**46**	**46**	**46**
New positions in the FY19 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**	**26**	**26**	**26**	**26**	**26**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,782**	**3,854**	**3,854**	**3,854**	**3,854**	**3,854**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY19 Recommended		FY20 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Temporary to Merit conversion - Gilchrist Center	54,521	0.00	100,555	0.00
Total	**54,521**	**0.00**	**100,555**	**0.00**

County Attorney

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$6,189,525	43.50

MARC HANSEN, 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 FY19 Operating Budget for the Office of the County Attorney is $6,189,525, a decrease of $129,957 or 2.06 percent from the FY18 Approved Budget of $6,319,482. Personnel Costs comprise 89.19 percent of the budget for 76 full-time position(s) and two 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 10.81 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Opioid litigation against opioid manufacturers and distributors initiated with assistance of outside counsel, Robbins Geller Rudman & Dowd LLP.
- Continuing to pursue investigation of Fair Housing Act claims against lenders for discriminatory lending practices that led to housing market crash in 2008-10.
- Work with DGS to implement White Oak general development agreement (GDA) through outside counsel.

- Managing electronically stored information (ESI) in the context of litigation and Maryland Public Information Act requests.

ACCOMPLISHMENTS

- ☑ Under the settlement of the Silver Spring Transit Center litigation, the County was paid $23 million in damages, and the defendants dismissed $11 million in claims against the County.
- ☑ US District Court for Maryland granted the County's motion to dismiss Pulte Homes' claim; the case is currently on appeal to the 4th Circuit Court of Appeals.
- ☑ In the latest customer satisfaction survey, the Office remained the highest rated internal service department.
- ☑ Prevailed before the Court of Special Appeals of Maryland in *Huber v. Montgomery County*. The Court rejected MCGEO's claim for the return of savings in health benefits that were transferred to the general fund.
- ☑ Successfully cleared encroachments on Georgetown Branch in accordance with agreements with the state regarding construction of the Purple Line.

PROGRAM CONTACTS

Contact Carolyn Kilgariff of the Office of the County Attorney at 240.777.6766 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Insurance Defense Litigation

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

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of workers' compensation hearings [1]	1,995	1,901	1,868	1,868	1,868
Worker's compensation cases: Total net gain to the County ($000)	3,015	3,299	2,980	2,980	2,980
Last settlement amount demanded by plaintiff ($000)	$266,636	$46,864	$263,058	$263,058	$263,058
Subrogation collected ($000)	$55	0	0	0	0
Total paid to plaintiff by the County ($000)	$143	$94	$91	$91	$91
Ratio amount paid by County vs. amount demanded by the plaintiff	0.05	0.20	0.09	0.09	0.09
Total number of settlements	31	27	31	31	31
Number of judgments paid	10	2	6	6	6
Number of judgments in County's favor	51	43	54	54	54
Self-insurance fund litigation: Win/loss ratio	84%	96%	91%	91%	91%

[1] *The increase in workers compensation hearings in FY16 correlates to the increase in work-related injuries, which can be attributed to more safety concerns and less resources dedicated to injury prevention.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
Decrease Cost: Lapse - Administrative Specialist II	(21,467)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	112,829	1.00
FY19 Recommended	**91,362**	**1.00**

Health and Human Services

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

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of children in need of assistance (CINA) or guardianship hearings [1]	2,238	2,908	2,427	2,427	2,427
Number of adoptions granted	22	15	20	20	20
Number of CINA cases closed	176	168	169	169	169
Number of new adoption petitions filed	22	17	19	19	19
Number of new CINA petitions filed	170	170	174	174	174
Number of new termination of parental rights (TPR) petitions filed [2]	29	46	33	33	33
Number of termination of parents rights (TPR's) granted [3]	18	38	27	27	27
Child welfare litigation - ratio of termination of parental rights (TPR) and child in need of assistance (CINA) adjudicated granted or denied	100%	100%	100%	100%	100%

[1] *The number of guardianship hearings increased in FY17 because judges request for hearings more frequently than the law requires. With the youths getting ready to age out of foster care at age 21, the judges will often require hearings to monitor progress. In addition, the Office of the Public Defender will often request for more frequent review hearings.*

[2] *The number of Termination of Parental Rights petitions filed is determined by the number of times the court challenges a child's plan for reunification to adoption. The increased number of adoption cases in FY17 could reflect more serious cases coming into Juvenile Court where reunification with a parent cannot be achieved and/or more cases with sibling groups. The increase in the number of petitions filed reflect the judges' commitment to permanency in Juvenile Court.*

[3] *The number of Termination of Parental Rights petitions filed is determined by the number of times the court challenges a child's plan for reunification to adoption. The increased number of adoption cases could reflect more serious cases coming into Juvenile Court where reunification with a parent cannot be achieved and/or more cases with sibling groups. The increase in the number of petitions filed reflect the judges' commitment to permanency in Juvenile Court.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,262,233**	**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.	(7,552)	(0.30)
FY19 Recommended	**1,254,681**	**7.10**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Code enforcement - Win/loss ratio	97.35%	98.67%	98.31%	98.31%	98.31%
Code enforcement collected ($000)	$316	$553	$484	$484	$484
Debt collection - collected/total referred ratio	111.7%	189.0%	148.4%	148.4%	148.4%
Debt collection - cost/revenue ratio [1]	3.7%	3.1%	3.5%	3.5%	3.5%
Debt collection ($000)	$13,931	$14,814	$14,082	$14,082	$14,082
Forfeitures collected ($000)	$381.65	$217.73	$240.13	$240.13	$240.13

[1] *This measure indicates the labor cost spent on collection. This is an indicator designed to show that the County is able to keep the collection cost low compared to outside private industry.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**377,906**	**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.	72,529	0.50
FY19 Recommended	**450,435**	**4.00**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**513,655**	**6.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(135,359)	(2.20)
FY19 Recommended	**378,296**	**4.70**

Human Resources and Appeals

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

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of appeals in the Appellate Court won	95.23%	94.73%	91.39%	91.39%	91.39%
Appeals lost	1	1	2	2	2
Appeals won	20	18	18	18	18

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,092,752**	**7.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(25,451)	0.00
FY19 Recommended	**1,067,301**	**7.25**

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, 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**178,350**	**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.	(12,736)	0.00
FY19 Recommended	**165,614**	**2.70**

Public Interest Litigation

Provides litigation and other legal services to County agencies and departments in support of their mission to promote general welfare and protect vulnerable citizens. The Division acts as counsel and gives legal advice to the Police Department, the Department of Emergency Management and Homeland Security, Environmental Protection, Permitting Services, Consumer Affairs, and Recreation. It also provides counsel to the Office of Landlord and Tenant Affairs, the Historic Preservation Commission, and the Inspector General's Office. The program represents these entitites in contested cases before the County Board of Appeals and in both State and Federal courts. The program also drafts and reviews agreements, legislation, regulations and other legal documents. Attorneys from the program conduct negotiations, issue legal opinions, and testify before public bodies. It is primarily responsible for the processing and prosecution of code enforcement violations from all departments, agencies, boards, and commissions which are presented in the District Court of Maryland. The Debt Litigation or Collection Unit collects all monies owed to Montgomery County that have been referred to the County Attorney, including past due real property taxes, personal property taxes, code enforcement judgements, subrogation claims, bounced checks, upaid fines, and miscellaneous amounts billed by the County.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**608,178**	**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.	27,520	0.00
FY19 Recommended	**635,698**	**6.50**

Administration

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

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Overall average rating from Internal Customer Satisfaction Survey	3.40	3.39	3.40	3.40	3.40

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,661,820**	**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.	2,455	1.50
FY19 Recommended	**1,664,275**	**7.50**

Goverment 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**624,588**	**4.50**
Technical Adj: Net Gross Charges	(100,241)	(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.	(42,484)	(1.00)
FY19 Recommended	**481,863**	**2.75**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,116,968	4,401,697	4,356,225	4,201,208	-4.6 %
Employee Benefits	1,381,333	1,352,393	1,410,570	1,319,035	-2.5 %
County General Fund Personnel Costs	**5,498,301**	**5,754,090**	**5,766,795**	**5,520,243**	**-4.1 %**
Operating Expenses	825,628	565,392	696,322	669,282	18.4 %
County General Fund Expenditures	**6,323,929**	**6,319,482**	**6,463,117**	**6,189,525**	**-2.1 %**
PERSONNEL					
Full-Time	73	76	76	76	—
Part-Time	4	2	2	2	—
FTEs	43.50	44.75	44.75	43.50	-2.8 %
REVENUES					
Federal Financial Participation Reimbursements	270,831	231,165	250,000	250,000	8.1 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Other Charges/Fees	752	75,000	75,000	75,000	—
Other Intergovernmental	45,630	45,630	45,630	45,630	—
County General Fund Revenues	**317,213**	**351,795**	**370,630**	**370,630**	**5.4 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**6,319,482**	**44.75**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	139,492	0.00
Increase Cost: Printing and Mail	537	0.00
Decrease Cost: Lapse - Administrative Specialist II [Insurance Defense Litigation]	(21,467)	0.00
Decrease Cost: Retirement Adjustment	(53,682)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(94,596)	(0.50)
Technical Adj: Net Gross Charges [Goverment Operations]	(100,241)	(0.75)
FY19 RECOMMENDED	**6,189,525**	**43.50**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Insurance Defense Litigation	0	0.00	91,362	1.00
Health and Human Services	1,262,233	7.40	1,254,681	7.10
Finance and Procurement	377,906	3.50	450,435	4.00
Support Services	513,655	6.90	378,296	4.70
Human Resources and Appeals	1,092,752	7.25	1,067,301	7.25
Zoning, Land Use and Economic Development	178,350	2.70	165,614	2.70
Public Interest Litigation	608,178	6.50	635,698	6.50
Administration	1,661,820	6.00	1,664,275	7.50
Goverment Operations	624,588	4.50	481,863	2.75
Total	**6,319,482**	**44.75**	**6,189,525**	**43.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
Board of Appeals	General Fund	65,070	0.50	68,344	0.50
Intergovernmental Relations	General Fund	27,115	0.30	27,653	0.30
Finance	General Fund	195,848	1.05	144,059	1.05
Finance	Risk Management (Self Insurance - ISF)	2,865,615	19.75	2,997,116	20.50
Human Resources	Employee Health Self Insurance	17,675	0.10	18,009	0.10
Correction and Rehabilitation	General Fund	153,733	1.00	126,412	1.00
Parking District Services	Bethesda Parking	23,858	0.10	23,534	0.10
Parking District Services	Silver Spring Parking	26,557	0.20	47,068	0.20
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	220,446	1.00	217,598	1.00
Housing and Community Affairs	General Fund	85,904	0.50	87,614	0.50
Housing and Community Affairs	Montgomery Housing Initiative	171,809	1.00	175,228	1.00
Solid Waste Services	Solid Waste Disposal	132,564	0.75	135,067	0.75
Solid Waste Services	Solid Waste Collection	44,188	0.25	45,022	0.25
CIP	Capital Fund	431,737	3.00	465,494	3.00
NDA - Montgomery County Employee Retirement Plans	General Fund	17,675	0.10	18,009	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	17,675	0.10	18,009	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	74,236	0.42	75,638	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	30,048	0.17	30,615	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	10,605	0.06	10,805	0.06
Cable Television Communications Plan	Cable TV	119,291	0.50	117,671	0.50
	Total	**4,925,943**	**33.25**	**5,043,259**	**34.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**6,190**	**6,190**	**6,190**	**6,190**	**6,190**	**6,190**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**21**	**21**	**21**	**21**	**21**
Restoration of one-time lapse adjustment in the budget development year						
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	**6,190**	**6,291**	**6,291**	**6,291**	**6,291**	**6,291**

Ethics Commission

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$443,283	3.00

ROBERT W. COBB, DIRECTOR

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 FY19 Operating Budget for the Ethics Commission is $443,283, an increase of $13,676 or 3.18 percent from the FY18 Approved Budget of $429,607. Personnel Costs comprise 91.23 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 8.77 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					
Number of financial disclosure statements required (calendar year)	1,702	1,723	1,723	1,723	1,723
Number of formal opinions, waivers and guidance (calendar year)	28	23	23	23	23
Number of lobbyists registered (calendar year)	262	266	266	266	266
Number of lobbyist activity reports (calendar year)	372	375	375	375	375
Number of outside employment requests processed (calendar year) [1]	1,568	897	897	897	897

[1] *The number of outside employment requests, not including sworn police employment requests, spiked in 2016 due to the one-time impact of transitioning to the online outside employment system.*

INITIATIVES

- The Commission submitted to the County Council for approval a set of regulations providing guidance in several areas under the County's ethics law, including outside employment approval; misuse of position, gifts; and financial disclosure.

ACCOMPLISHMENTS

- ☑ The Commission instituted a new compliance program a mandatory ethics training for executive branch financial disclosure filers, in May 2017. The initial training cycle (training is every three years) is to be completed by June 30, 2018. By the end of calendar year 2017, 1,260 employees had received the mandatory ethics training, constituting more than 90 percent of employees subject to the requirement.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Commission worked with the Department of Technology Services (DTS) on a new Financial Disclosure System as the existing system is built on a server that is no longer supported by Microsoft. The new system was implemented at the end of 2017.

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 Public 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 Public 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, including 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 conducted 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 is also responsible for budget, procurement, human resources, and resource management for the operation of the office in accordance with Montgomery County policies.

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	300,105	312,090	319,729	325,812	4.4 %
Employee Benefits	74,171	74,355	77,521	78,588	5.7 %
County General Fund Personnel Costs	**374,276**	**386,445**	**397,250**	**404,400**	**4.6 %**
Operating Expenses	204,427	43,162	34,570	38,883	-9.9 %
County General Fund Expenditures	**578,703**	**429,607**	**431,820**	**443,283**	**3.2 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
REVENUES					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Miscellaneous Revenues	35,125	30,000	30,000	30,000	—
County General Fund Revenues	**35,125**	**30,000**	**30,000**	**30,000**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**429,607**	**3.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY18 Personnel Costs	10,087	0.00
Increase Cost: FY19 Compensation Adjustment	7,626	0.00
Increase Cost: Retirement Adjustment	242	0.00
Increase Cost: Printing and Mail	21	0.00
Decrease Cost: Other Professional Services	(4,300)	0.00
FY19 RECOMMENDED	**443,283**	**3.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**443**	**443**	**443**	**443**	**443**	**443**
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	**443**	**447**	**447**	**447**	**447**	**447**

Finance

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$83,942,265	126.77

ALEXANDRE A. ESPINOSA, DIRECTOR

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 FY19 Operating Budget for the Department of Finance is $83,942,265, an increase of $2,540,552 or 3.12 percent from the FY18 Approved Budget of $81,401,713. Personnel Costs comprise 19.96 percent of the budget for 132 full-time position(s) and no part-time position(s), and a total of 126.77 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 80.04 percent of the FY19 budget.

The Finance Operating Budget is comprised of a General Fund component (the Director's Office and the Divisions of Fiscal Management, Treasury, Information Technology, and Controller) and the Division of Risk Management, which is funded by the Liability and Property Coverage Self-Insurance Fund. The total FY19 Operating Budget for the General Fund component is $14,498,017 an increase of $51,921 or 0.4 percent over the FY18 approved budget of $14,446,096. Personnel Costs comprise approximately 83.58 percent of the General Fund budget for 121 full-time positions. A total of 94.90 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 16.42 percent of the budget.

The total FY19 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $69,444,248, an increase of $2,488,631 or 3.72 percent over the FY18 approved budget of $66,955,617. Personnel Costs comprise approximately 6.68 percent of the Self-Insurance Fund budget for 11 full-time positions. A total of 31.87 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 93.32 percent of the budget. Included in the total FTEs are 20.50 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Growth and Economic Development Initiatives include:
  - A $22 million conditional grant to facilitate the relocation of Marriott Headquarters and hotel to downtown Bethesda--a $600 million project retaining 3,250 jobs,
  - New Jobs Tax Credit Incentive to establish JBG Smith Properties headquarters in downtown Bethesda---creating 190 new jobs,
  - Provide $300,000 from the County in conjunction with $600,000 from the State to assist relocation of Host Hotels & Resorts, Inc headquarters to downtown Bethesda-a $30 million project retaining 189 jobs,
  - MOVE program that continues to reduce commercial office vacancy, attracting new businesses (53) and new jobs (321) since inception, and
  - $100,000 conditional grant to assist Sanaria, Inc., a developer of anti-malarial vaccines, to expand in the county, creating 47 new jobs.
- Launch of the Montgomery County Small Business Assistance Program (SBAP) aimed at assisting certain small businesses located in the County that are adversely impacted by a County-funded redevelopment project or a redevelopment project located on County-owned property.
- The Impact Assistance Fund (IAF), created as a sub-program of the Economic Development Fund, provides financial and/or technical assistance to certain financially healthy small businesses in designated areas of the County adversely impacted by a redevelopment project initiated by the County, a redevelopment project located on County-owned property, or a redevelopment project constructed by a private entity for use in whole or in part by the County as a public facility. The goal to aid businesses' ongoing operations so they remain viable during and after completion of the redevelopment project. The maximum amount of assistance a business can receive under the program is $25,000. Businesses receiving assistance from the Impact Assistance Fund are not eligible to receive assistance from the separate Small Business Assistance Program.
- Finance's Treasury division is working with IT staff on multiple initiatives including re-engineering procedures for tax refunds, testing and implementing new Munis modules for web display of property tax bills, and implementing a new property tax payment platform.
- Upgrading Kronos Workforce TimeKeeper (MCTIME) from 6.2 to 8.2.
- Upgrading the Tyler Technologies Munis property tax billing system from 9.4 to 11.3.
- Replacing the custom in-house real and personal property tax web billing applications with Citizens Self Service from Tyler Technologies.

- Risk Management is working on the launch of additional safety-related electronic applications for Montgomery County Self Insurance Program (MCSIP) agency members, refining the Contract Tracking System to automate functions and reports, and working with the State to develop studies designed to result in guidelines for vocational rehabilitation in order to ensure efficacy of approved vocational rehabilitation programs for injured workers.

ACCOMPLISHMENTS

- Retained the County's AAA bond rating from all three major credit rating agencies in the Fall of 2017. In March of 2017, Fitch upgraded the Water Quality Protection Charge Revenue Bond Series 2012A and 2016 to AAA from AA and the West Germantown Refunding Bond Series 2014 to AAA from A+.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY16 CAFR.
- The County's Commercial Property-Assessed Clean Energy (C-PACE) Program completed its first project in December 2016, within the first year of the program's operation-a $1.4 million project that was the first of its kind in Montgomery County and the State of Maryland. The Program has completed 2 additional projects to date with a combined project cost of $1.1 million, and 8 more project applications have been approved totaling $5.2 million and are expected to be complete by the end of FY18. The program was awarded a National Association of Counties (NACo) Achievement Award in FY17.
- Finance staff is working with the State Board of Elections, to implement the County's Public Election Fund. This Fund provides matching County funds to eligible candidates running for an elected office of County Executive or County Councilmember. The Fund
is intended to incentivize greater participation of small money donors to eligible candidates through the Public Campaign Financing initiative. As of February 28, 2018, the Program has 33 active candidates who have filed an intent to participate, with fifteen of
those candidates qualifying to receive matching funds worth $1,837,779.
- Implemented Bill 42-16 Property Tax Credit for Elderly Individuals and Military Retirees: When the bill was being introduced, it was estimated that Finance would receive about 3,500 applications. Treasury has received 5,737 applications by the September 1, 2017 deadline and issued 4,718 credits for a total of $3,199,448.
- Implemented the Income Tax Offset Credit module in the Tax Assessment System that removes the $692 credit to non-eligible properties. As of March 1, 2018, 5,727 accounts have been removed, saving the County nearly $4.0 million.
- Performed a security assessment of all operations in the County that accept credit cards payments to ensure that each organization is operating in a Payment Card Industry Data Security Standard (PCI-DSS) compliant manner.
- Finance staff served on the Product Development and Finance/Fundraising Committees of the Montgomery County Green Bank (MCGB) providing financial guidance and assistance to the Board of Directors. Significant accomplishments include, the hiring of the Executive Director, development of financial statements, budgetary tracking frameworks, standard operating procedures, purchasing procedures, hiring of a website development firm for branding and production of communications materials, hiring of an auditor, assisting the organization to acquire office space in the Rockville incubator, and assisting with the terms and conditions for the development of loan products.
- The County's "Small Business Plus!" program, now in its fifth year, generated $128 million in new small business loans, 285 new jobs, and $249,000 in interest income in 2016 as a result of the County depositing up to $50 million with participating local banks. Since the program's inception in 2012, a total of 1,354 new jobs have been created and $608,000 in interest income has been generated.
- The average daily investment portfolio in FY17 increased to $845 million from $730 million in FY16. More importantly, investment income jumped from $2.8 million in FY16 to over $6.0 million in FY17, with an average portfolio yield of 0.71% in FY17 (compared to 0.39% in FY16). This 0.71% average yield also compares favorably versus the benchmark yield of

0.59% (S&P Local Government Index) or the average 3 month US Treasury yield of 0.56%.

- ☑ Successfully issued $340 million in GO Bonds in FY17 with an interest rate (True Interest Cost) of 3.281% and issued an equivalent amount of Commercial Paper.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Migrate MUNIS, one of the County's property tax billing systems, to a Cloud platform.
- Use of Robotic Processing Automation software to perform repetitive and manually intensive jobs on software platforms that do not allow automation. This reduces staffing costs and increases accuracy.
- MCPay - The Department of Finance will be implementing credit card and electronic payment solutions and re-engineering existing solutions that will decrease the total cost of ownership for the County. This will entail creating a centralized payment portal, process automation, reducing the level of effort for on-boarding departments that wish to process credit cards, and collaborating with the Merchant Service Provider to reduce transaction costs.

PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 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; implementing and managing new County initiatives such as the Public Election Fund and Commercial Property Assessed Clean Energy (C-PACE) programs; managing several economic development initiatives that were transferred from the abolished Department of Economic Development; and high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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)	2.8%	3.5%	3.5%	3.5%	3.5%
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread) [1]	-3.5	30.0	0.0	0.0	0.0
Investment Return - Rate of return on Montgomery County's investments	0.39%	0.71%	1.20%	1.70%	2.20%
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	19	12	12	12	12
Revenue forecasting - Percent variance between actual revenue and projected revenue	-0.15%	-0.67%	0.0%	0.0%	0.0%

[1] *Due to the abnormally volatile rate environment after the presidential election when rates went up 75 bps between the election (November 6) and Christmas. This disproportionately affected the longer maturities. The County was above MMD by 5 bps for 2017 and 2018 maturities but greater than 25 bps above in later years.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,890,309**	**11.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,062	0.00
FY19 Recommended	**1,947,371**	**11.00**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,378,254**	**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.	21,649	0.00
FY19 Recommended	**1,399,903**	**3.00**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Procurement Card rebate revenue generated	446,888	607,388	507,000	507,000	507,000

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**810,011**	**7.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,953	0.00
FY19 Recommended	**824,964**	**7.75**

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 collectability.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**645,438**	**5.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(329,635)	0.00
FY19 Recommended	**315,803**	**5.50**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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 (FY16 = 47 times)*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,010,214**	**16.65**

FY19 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.	56,222	0.00
FY19 Recommended	**2,066,436**	**16.65**

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 the 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**637,164**	**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.	(12,637)	0.00
FY19 Recommended	**624,527**	**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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Pension and long-term disability (LTD2) payroll payments processed	60,148	61,119	63,000	63,000	63,000

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,209,429**	**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.	64,848	0.00
FY19 Recommended	**1,274,277**	**10.00**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Property tax accounts billed	371,446	375,187	378,000	380,000	382,000

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,945,405**	**18.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(165,074)	0.00
FY19 Recommended	**1,780,331**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Cashier transactions processed	90,377	107,921	99,000	99,000	99,000

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**447,668**	**4.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,548	0.00
FY19 Recommended	**454,216**	**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 outstanding and projected future claims. The program provides accurate and timely insurance and risk management advice to County Departments and 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; and purchasing commercial insurance policies.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Workers Compensation - Cost per $100 of payroll	3.50	2.57	2.88	2.91	3.37
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	524	485	504	525	525

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**62,272,140**	**4.00**
Increase Cost: Claims Expense	2,337,748	0.00
Increase Cost: Claims Service Contract Administrative Costs	117,870	0.00
Increase Cost: Workers' Compensation Tax increase	3,368	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	36,482	0.00
FY19 Recommended	**64,767,608**	**4.00**

Occupational Safety and Health

This program operates a pro-active safety program and 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 by the Safety Section of Risk Management on schedule. The program responds promptly to inspections and queries from the Maryland Occupational Safety and Health Administration. Accident prevention programs are conducted, and continuous training is provided in loss prevention and loss control to promote a safe and healthy work environment for County employees. The program also employs proactive computer-based training for personal and facility safety.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Training classes conducted by Safety and Health Specialists	1,350	2,120	2,226	2,337	2,337

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**799,948**	**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.	1,381	0.00
FY19 Recommended	**801,329**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,865,615**	**19.75**
Increase Cost: County Attorney Charges for Electronically Stored Information System	100,241	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.	31,260	0.00
FY19 Recommended	**2,997,116**	**20.50**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,490,118**	**16.37**
Increase Cost: Rent	51,930	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	146,336	1.00
FY19 Recommended	**4,688,384**	**17.37**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,661,596	9,527,125	8,108,318	9,560,198	0.4 %
Employee Benefits	2,850,120	2,604,361	2,866,840	2,556,976	-1.8 %
County General Fund Personnel Costs	**10,511,716**	**12,131,486**	**10,975,158**	**12,117,174**	**-0.1 %**
Operating Expenses	3,433,091	2,314,610	3,196,100	2,380,843	2.9 %
County General Fund Expenditures	**13,944,807**	**14,446,096**	**14,171,258**	**14,498,017**	**0.4 %**
PERSONNEL					
Full-Time	111	121	121	121	—
Part-Time	0	0	0	0	—
FTEs	91.65	93.90	93.90	94.90	1.1 %
REVENUES					
Miscellaneous Revenues	607,468	450,000	507,000	507,000	12.7 %
Other Charges/Fees	492,038	367,220	367,220	366,300	-0.3 %
Other Fines/Forfeitures	13,861	10,000	10,000	5,000	-50.0 %
Other Intergovernmental	239,311	373,810	372,310	418,000	11.8 %
County General Fund Revenues	**1,352,678**	**1,201,030**	**1,256,530**	**1,296,300**	**7.9 %**
SELF INSURANCE INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	3,300,414	3,586,713	3,304,579	3,575,288	-0.3 %
Employee Benefits	977,239	1,074,732	1,031,132	1,065,787	-0.8 %
Self Insurance Internal Service Fund Personnel Costs	**4,277,653**	**4,661,445**	**4,335,711**	**4,641,075**	**-0.4 %**
Operating Expenses	56,440,431	62,294,172	62,615,267	64,803,173	4.0 %
Self Insurance Internal Service Fund Expenditures	**60,718,084**	**66,955,617**	**66,950,978**	**69,444,248**	**3.7 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
PERSONNEL					
Full-Time	10	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	30.12	31.12	31.12	31.87	2.4 %
REVENUES					
Investment Income	1,020,399	623,210	623,210	850,000	36.4 %
Miscellaneous Revenues	574,405	0	0	0	—
Self Insurance Revenues	62,427,231	67,554,102	67,554,102	69,423,933	2.8 %
Self Insurance Internal Service Fund Revenues	**64,022,035**	**68,177,312**	**68,177,312**	**70,273,933**	**3.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**74,662,891**	**81,401,713**	**81,122,236**	**83,942,265**	**3.1 %**
Total Full-Time Positions	**121**	**132**	**132**	**132**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**121.77**	**125.02**	**125.02**	**126.77**	**1.4 %**
Total Revenues	**65,374,713**	**69,378,342**	**69,433,842**	**71,570,233**	**3.2 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**14,446,096**	**93.90**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	290,124	0.00
Increase Cost: Annualization of FY18 Personnel Costs	167,136	1.00
Increase Cost: Annualization of FY18 Operating Expenses	57,490	0.00
Increase Cost: Contractual Resources for Indirect Cost Analysis and Services	40,000	0.00
Increase Cost: IT Financial Systems Applications - Ongoing Maintenance	34,550	0.00
Increase Cost: Annual PCI and ACH Industry Compliance	5,720	0.00
Increase Cost: Printing and Mail	855	0.00
Decrease Cost: Retirement Adjustment	(37,613)	0.00
Decrease Cost: Chargeback for Billing, Collection and Processing Services	(236,691)	0.00
Decrease Cost: Increase Lapse	(269,650)	0.00
FY19 RECOMMENDED	**14,498,017**	**94.90**
SELF INSURANCE INTERNAL SERVICE FUND		
FY18 ORIGINAL APPROPRIATION	**66,955,617**	**31.12**
Other Adjustments (with no service impacts)		

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Claims Expense [Insurance]	2,337,748	0.00
Increase Cost: Claims Service Contract Administrative Costs [Insurance]	117,870	0.00
Increase Cost: County Attorney Charges for Electronically Stored Information System [Legal Services]	100,241	0.75
Increase Cost: FY19 Compensation Adjustment	95,410	0.00
Increase Cost: Rent [Operations and Administration]	51,930	0.00
Increase Cost: Workers' Compensation Tax increase [Insurance]	3,368	0.00
Increase Cost: OPEB Adjustment	190	0.00
Increase Cost: Printing and Mail	78	0.00
Decrease Cost: Motor Pool Adjustment	(2,183)	0.00
Decrease Cost: Retirement Adjustment	(29,516)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(186,505)	0.00
FY19 RECOMMENDED	**69,444,248**	**31.87**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Fiscal Management	1,890,309	11.00	1,947,371	11.00
Information Technology	1,378,254	3.00	1,399,903	3.00
Accounts Payable	810,011	7.75	824,964	7.75
Accounts Receivable	645,438	5.50	315,803	5.50
General Accounting	2,010,214	16.65	2,066,436	16.65
Grants Accounting	637,164	5.00	624,527	5.00
Payroll	1,209,429	10.00	1,274,277	10.00
Tax Operations	1,945,405	18.10	1,780,331	18.10
Treasury Operations	447,668	4.90	454,216	4.90
Insurance	62,272,140	4.00	64,767,608	4.00
Occupational Safety and Health	799,948	3.00	801,329	3.00
Legal Services	2,865,615	19.75	2,997,116	20.50
Operations and Administration	4,490,118	16.37	4,688,384	17.37
Total	**81,401,713**	**125.02**	**83,942,265**	**126.77**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	122,000	0.75	122,040	0.75
Human Resources	Retiree Health Benefits Trust Fund	42,160	0.25	35,150	0.25

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
General Services	Central Duplicating (Printing & Mail)	6,570	0.05	6,430	0.05
Transportation	Leaf Vacuuming	216,542	0.43	244,750	0.43
Parking District Services	Bethesda Parking	31,640	0.24	30,870	0.24
Parking District Services	Silver Spring Parking	36,230	0.27	34,940	0.27
Parking District Services	Montgomery Hills Parking	0	0.00	0	0.00
Parking District Services	Wheaton Parking	12,390	0.09	11,750	0.09
Community Use of Public Facilities	Community Use of Public Facilities	51,010	0.37	47,460	0.37
Recreation	Recreation	44,270	0.33	41,840	0.33
Permitting Services	Permitting Services	12,210	0.10	12,550	0.10
Environmental Protection	Water Quality Protection	853,694	6.00	959,652	6.00
Solid Waste Services	Solid Waste Disposal	521,955	4.38	582,708	4.38
Solid Waste Services	Solid Waste Collection	239,456	0.64	270,550	0.64
Liquor Control	Liquor	1,003,926	9.00	1,026,081	8.00
CIP	Capital Fund	145,293	1.00	152,412	1.00
Non-Departmental Accounts	Employees Retirement Savings Plan (RSP)	14,164	0.10	12,246	0.10
Non-Departmental Accounts	Retirement Fund (ERS)	78,938	0.54	68,852	0.54
Non-Departmental Accounts	Retiree Health Benefits Trust Fund	2,364	0.02	2,406	0.02
Non-Departmental Accounts	BIT 457 Deferred Comp. Plan	7,424	0.06	6,626	0.06
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	26,980	0.16	22,480	0.16
NDA - Conference Center	General Fund	129,574	1.00	145,549	1.00
Economic Development Fund	Economic Development Fund	143,833	1.00	152,412	1.00
	Total	**3,742,623**	**26.78**	**3,989,754**	**25.78**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**14,498**	**14,498**	**14,498**	**14,498**	**14,498**	**14,498**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**343**	**343**	**343**	**343**	**343**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**135**	**135**	**135**	**135**	**135**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**14,498**	**14,976**	**14,976**	**14,976**	**14,976**	**14,976**
SELF INSURANCE INTERNAL SERVICE FUND						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
EXPENDITURES						
FY19 Recommended	**69,444**	**69,444**	**69,444**	**69,444**	**69,444**	**69,444**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**1**	**1**	**1**	**1**	**1**
Labor Contracts	**0**	**50**	**50**	**50**	**50**	**50**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**69,444**	**69,495**	**69,495**	**69,495**	**69,495**	**69,495**

General Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$38,109,958	169.80

DAVID DISE, DIRECTOR

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.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Department of General Services is $38,109,958, a decrease of $902,008 or 2.31 percent from the FY18 Approved Budget of $39,011,966. Personnel Costs comprise 43.30 percent of the budget for 231 full-time position(s) and two part-time position(s), and a total of 169.80 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 56.70 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Building Design and Construction: Percent of projects meeting initial design timeline	100	100	100	100	100

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Building Design and Construction: Percent of projects meeting initial construction timeline	91	91	100	100	100
Building Design and Construction: Percent of projects meeting initial design costs	100	100	100	100	100
Building Design and Construction: Percent of projects meeting initial construction costs	91	100	100	100	100

ACCOMPLISHMENTS

- ☑ Negotiated new performance-based contracts that provide improved service to DGS customers and the public at a lower cost.
- ☑ The County owns, operates, and/or maintains 428 facilities totalling 10,531,149 square feet.
- ☑ Constructed an accessible community garden at the Holiday Park Senior Center.
- ☑ Trained more than 7,800 employees and volunteers on responsibilities under Title II of the Americans with Disabilitites Act, including specialized training for Public Safety employees and staff.
- ☑ Montgomery County facilities and fleets are now 100% carbon neutral.
- ☑ Supported the Minority, Female and Disabled (MFD) program with 518 or 29.2% of actions; and $36 million, or 19.74 % of dollars, awarded to MFD firms.
- ☑ DGS participation in the MFD programhas increased consistently since FY14.
- ☑ Implemented more productive and energy efficient Xerox iGen 5 digital press to replace the Xerox 1000 in the Print Shop, at no additional cost to the County.
- ☑ Installed solar photovoltaic systems on five county facilities total 3.3 megawatts in capacity, reducing energy costs by $15 million over the next twenty years, and reducing greenhouse gas emissions as much as taking 1,630 cars odd the road would.
- ☑ Provided 100% clean electricity to County facilities and electric vehicle charging stations.
- ☑ Coordinated $41 million in direct financial benefits and other policy commitments as a result of the merger of Pepco and Exelon. Financial benefits include seed capital for the nation's first Green Bank, and funding for weatherization, workforce development, and other programs. Other commitments include improvements in the reliability of the utility grid, plans to improve the resiliency of utility services to disruption from storms, and the co-use of select utility corridors for recreational purposes.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ Expanded the use of the SharePoint Intranet as a tool for communication across DGS divisions.

COLLABORATION AND PARTNERSHIPS

- ✻ DGS Department-wide

  In collaboration with Office of Emergency Management and Homeland Security, DGS created the Critical Facilities Message Board on the Emergency Operations Center web portal to provide up-to-date facility status for Public Libraries, Recreation, Police, Fire and Rescue, Health and Human Services, Transportation, DGS, and multi-agency sites including the Executive Office Building.

Building Design & Construction

Montgomery County Public Libraries Refresh Program won the 2016 Top Innovator Award from the Urban Libraries Council, an organization that represents the largest library systems in the USA and Canada.

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 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

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**8,046,389**	**34.07**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	100,365	0.00
FY19 Recommended	**8,146,754**	**34.07**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	27.67	28.64	29.64	30.68	31.75

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**978,138**	**7.00**

FY19 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.	8,325	0.00
FY19 Recommended	**986,463**	**7.00**

Energy and Sustainability

The Energy and Sustainability (ES) program is responsible for facilitating comprehensive energy and sustainability strategies across County operations. It leads the County's green government programs which crosscuts County Departments and DGS Divisions. ES specifically implements or facilitates programs to improve energy efficiency; expand clean energy use; promote sustainable sites; enable clean transportation; encourage environmentally preferable purchasing; and foster resource saving behaviors by County employees. These initiatives foster collaboration, leadership, innovation, and performance measurement to ensure the County delivers the highest quality services at the lowest environmental impact.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) [1]	37,755	-31,177	-31,177	0	0

[1] *The County's renewable energy and carbon offset purchases are planned several years in advance based on estimated consumption. Growth in County consumption has been dramatically lower than forecast. DGS will begin reducing the purchase of offsets in 2020 to more closely match its actual emissions. Negative net carbon values indicate that the County's greenhouse gas emission reductions due to efficiency, renewable energy initiatives and greenhouse gas offsets exceed its annual emissions.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**812,235**	**5.00**
Reduce: Lapse Sustainability Initiative Intern	(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.	31,844	0.00
FY19 Recommended	**794,079**	**5.00**

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, and corrective 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. Through the Building Automation Systems, technicians implement an energy management program to monitor and maintain heating and cooling systems, ensuring the most efficient use of these services. In addition, Facilities Management oversees moving services and several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operations to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Facilities Maintenance: Number of hours offline for power systems	153.0	206.1	179.6	179.6	179.6

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Facilities Maintenance: Number of hours offline for elevator systems	1443	4768	2460	2460	2460
Facilities Maintenance: Number of hours offline for heating / cooling systems	74	25	49	49	49
Facilities Maintenance: Number of hours offline for water sewage systems	81	66	73	73	73
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [1]	7,889	6,616	6,150	6,150	6,150
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings (4 point scale)	3.68	3.82	3.82	3.82	3.82

[1] *Dollars reflect budget numbers.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**25,950,691**	**108.90**
Shift: Maintenance costs from Leases	277,882	0.00
Increase Cost: Annualization of New Building Maintenance	41,705	0.00
Increase Cost: Contract cost increase: Fire Alarms, Sprinkler Systems, & Fire Hydrants Inspection and Testing	11,550	0.00
Increase Cost: Contract cost increase: Eastern Pool	5,920	0.00
Shift: 0.20 FTE to CIP (Sr. Engineer - Facilities)	(28,305)	(0.20)
Decrease Cost: Libraries special cleaning due to lower contract cost	(300,000)	0.00
Decrease Cost: Recreation special cleaning due to lower contract cost	(304,968)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(570,439)	0.00
FY19 Recommended	**25,084,036**	**108.70**

Administration

The Administration program provides services in three key areas: 1) The Director's Office provides overall leadership for the Department including policy development, strategic planning, emergency preparedness and operations, accountability, service integration, performance measures, and customer service. 2) The Office of Planning and Development in the Director's Office oversees the County Executive's Smart Growth Initiative and other key strategic capital initiatives. 3) The Division of Central Services provides oversight and direction for the preparation and monitoring of the Operating and Capital Improvements Program (CIP) budgets for the Department; payment processing; management and administration of information technology; oversight of all personnel activities; and oversight and management for compliance with the Americans with Disabilities Act (ADA), 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, and oversight of procurements and contract management for the Department.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government (4 point scale)	3.13	3.07	3.10	3.13	3.16

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,224,513**	**16.03**
Decrease Cost: American Film Institute (AFI)	(35,820)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(90,067)	(1.00)

FY19 Recommended Changes	Expenditures	FTEs
FY19 Recommended	**3,098,626**	**15.03**

Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic, and environmentally efficient planning, design, and construction of buildings for County use, as well as public venues owned by the County. This program also provides comprehensive architectural and engineering services from planning through design. Functional elements include programming, contract administration, planning management, design management, and project management. Each County project includes an array of sustainable features to reduce the impact of the facility on the environment and lifecycle costs. These features are derived from an integrated design process that evaluates each measure, such as energy efficiency, onsite renewables environmental site design, and enhanced monitoring, collectively reducing utility and other costs. The planning and design of facilities follows best practices in project design and construction estimating and the timely delivery of facilities based on project schedules in the County CIP. This program is fully charged to the CIP.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
FY19 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,578,018	9,842,468	10,591,252	10,000,231	1.6 %
Employee Benefits	3,806,806	3,685,712	3,884,679	3,673,744	-0.3 %
County General Fund Personnel Costs	**14,384,824**	**13,528,180**	**14,475,931**	**13,673,975**	**1.1 %**
Operating Expenses	18,105,911	17,437,397	17,216,437	16,289,229	-6.6 %
Capital Outlay	519	0	0	0	—
County General Fund Expenditures	**32,491,254**	**30,965,577**	**31,692,368**	**29,963,204**	**-3.2 %**
PERSONNEL					
Full-Time	196	198	198	198	—
Part-Time	1	1	1	1	—
FTEs	135.25	136.93	136.93	135.73	-0.9 %
REVENUES					
Miscellaneous Revenues	425,821	120,000	120,000	120,000	—
County General Fund Revenues	**425,821**	**120,000**	**120,000**	**120,000**	**—**
PRINTING & MAIL INTERNAL SERVICE FUND					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	1,637,109	1,971,933	1,912,529	2,027,443	2.8 %
Employee Benefits	650,332	759,127	733,172	800,386	5.4 %
Printing & Mail Internal Service Fund Personnel Costs	**2,287,441**	**2,731,060**	**2,645,701**	**2,827,829**	**3.5 %**
Operating Expenses	5,287,023	4,955,919	4,955,919	4,959,515	0.1 %
Capital Outlay	35,665	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	**7,610,129**	**8,046,389**	**7,961,030**	**8,146,754**	**1.2 %**
PERSONNEL					
Full-Time	28	33	33	33	—
Part-Time	1	1	1	1	—
FTEs	28.75	34.07	34.07	34.07	—
REVENUES					
Imaging/Archiving Revenues	0	1,314,059	1,314,059	1,508,760	14.8 %
Investment Income	10,004	13,110	13,110	7,804	-40.5 %
Mail Revenues	2,503,470	2,357,694	2,357,694	2,246,857	-4.7 %
Miscellaneous Revenues	42,456	0	0	0	—
Other Charges/Fees	2,831,865	1,825,650	1,825,650	1,843,208	1.0 %
Print Revenues	2,548,520	2,510,012	2,510,012	2,538,079	1.1 %
Printing & Mail Internal Service Fund Revenues	**7,936,315**	**8,020,525**	**8,020,525**	**8,144,708**	**1.5 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	9,630	0	0	0	—
Employee Benefits	2,899	0	0	0	—
Grant Fund - MCG Personnel Costs	**12,529**	**0**	**0**	**0**	**—**
Operating Expenses	218,000	0	0	0	—
Grant Fund - MCG Expenditures	**230,529**	**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	230,528	0	0	0	—
Grant Fund - MCG Revenues	**230,528**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**40,331,912**	**39,011,966**	**39,653,398**	**38,109,958**	**-2.3 %**
Total Full-Time Positions	**224**	**231**	**231**	**231**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Total FTEs	**164.00**	**171.00**	**171.00**	**169.80**	**-0.7 %**
Total Revenues	**8,592,664**	**8,140,525**	**8,140,525**	**8,264,708**	**1.5 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**30,965,577**	**136.93**
Changes (with service impacts)		
Reduce: Lapse Sustainability Initiative Intern [Energy and Sustainability]	(50,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	354,306	0.00
Shift: Maintenance costs from Leases [Facilities Management]	277,882	0.00
Increase Cost: Annualization of New Building Maintenance [Facilities Management]	41,705	0.00
Increase Cost: Annualization of FY18 Personnel Costs	16,444	0.00
Increase Cost: Contract cost increase: Fire Alarms, Sprinkler Systems, & Fire Hydrants Inspection and Testing [Facilities Management]	11,550	0.00
Increase Cost: Contract cost increase: Eastern Pool [Facilities Management]	5,920	0.00
Increase Cost: Printing and Mail	1,399	0.00
Decrease Cost: Motor Pool Adjustment	(15,836)	0.00
Shift: 0.20 FTE to CIP (Sr. Engineer - Facilities) [Facilities Management]	(28,305)	(0.20)
Decrease Cost: American Film Institute (AFI) [Administration]	(35,820)	0.00
Shift: Shift 0.35 FTE to CIP (Planning Specialist III - OPD)	(38,169)	(0.35)
Shift: Shift 0.65 FTE to CIP (Program Mgr III - OPD)	(65,122)	(0.65)
Decrease Cost: Retirement Adjustment	(93,359)	0.00
Decrease Cost: Libraries special cleaning due to lower contract cost [Facilities Management]	(300,000)	0.00
Decrease Cost: Recreation special cleaning due to lower contract cost [Facilities Management]	(304,968)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(780,000)	0.00
FY19 RECOMMENDED	**29,963,204**	**135.73**
PRINTING & MAIL INTERNAL SERVICE FUND		
FY18 ORIGINAL APPROPRIATION	**8,046,389**	**34.07**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	82,589	0.00
Increase Cost: Annualization of FY18 Personnel Costs	26,153	0.00
Increase Cost: Motor Pool Adjustment	2,793	0.00
Increase Cost: OPEB Adjustment	570	0.00
Increase Cost: Printing and Mail	233	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(11,973)	0.00
FY19 RECOMMENDED	**8,146,754**	**34.07**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	8,046,389	34.07	8,146,754	34.07
Real Estate Program	978,138	7.00	986,463	7.00
Energy and Sustainability	812,235	5.00	794,079	5.00
Facilities Management	25,950,691	108.90	25,084,036	108.70
Administration	3,224,513	16.03	3,098,626	15.03
Building Design and Construction	0	0.00	0	0.00
Total	**39,011,966**	**171.00**	**38,109,958**	**169.80**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
General Services	Central Duplicating (Printing & Mail)	52,765	0.52	53,699	0.52
Fleet Management Services	Motor Pool	567,439	2.80	620,472	2.80
Solid Waste Services	Solid Waste Disposal	48,223	0.10	48,223	0.10
Liquor Control	Liquor	359,565	1.20	568,265	1.20
CIP	Capital Fund	7,911,313	54.45	8,170,329	55.65
Not Defined	Not Defined	749,029	3.50	749,029	3.50
	Total	**9,688,334**	**62.57**	**10,210,017**	**63.77**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**29,963**	**29,963**	**29,963**	**29,963**	**29,963**	**29,963**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**156**	**156**	**156**	**156**	**156**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
Subtotal Expenditures	**29,963**	**30,119**	**30,119**	**30,119**	**30,119**	**30,119**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY19 Recommended	**8,147**	**8,147**	**8,147**	**8,147**	**8,147**	**8,147**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**2**	**2**	**3**	**3**	**3**
Labor Contracts	**0**	**42**	**42**	**42**	**42**	**42**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,147**	**8,191**	**8,191**	**8,192**	**8,192**	**8,192**

Fleet Management Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$73,798,118	206.10

DAVID DISE, DIRECTOR

MISSION STATEMENT

The mission of the Department of General Services Division of 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 its four shop locations and thirteen fuel sites, and operates out of six depots Countywide.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Division of Fleet Management Services is $73,798,118, a decrease of $6,257,910 or 7.82 percent from the FY18 Approved Budget of $80,056,028. Personnel Costs comprise 30.25 percent of the budget for 202 full-time position(s) and no part-time position(s), and a total of 206.10 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 69.75 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- ***Purchase of Sixteen Chevrolet Bolt Electric Vehicles*** - DFMS is one of the first government fleets in the United States to

purchase Chevrolet Bolt Electric Vehicles (EVs). With a range of over 200 miles, the additional capacity allows the County to accomplish its mission in an energy efficient manner. The Bolts' internal combustion engine uses no oil and has zero emissions.

- ***Carbon Monoxide Testing*** - DFMS initiated Carbon Monoxide (CO) tests on Ford Explorers and Utility and Sedan Interceptors due to an issue experienced nationwide by Police Departments. The issue was investigated in conjunction with the National Highway Traffic Safety Administration (NHTSA). Fleet Management Services, worked jointly with the Montgomery County Police Department to rectify this issue by conducting similar inspections as used by the NHTSA. DFMS placed Carbon Monoxide (CO) detector cards in fleet vehicles of these types.
- ***Idle Reduction Software*** - DFMS installed idle reduction software on 35 vehicles. The software lowers the engine revolutions per minute (RPM) while at idle and increases fuel economy by five percent.

ACCOMPLISHMENTS

- ***WMATA Safe Track Support***- In conjunction with Ride On, DFMS supported the Washington Metropolitan Area Transit Authority's (WMATAs) Safe Track Surges by supplying additional buses to provide shuttle service between Metro stations due to Red line rail repairs for an extended period. While this was an increased workload on DFMS for additional bus maintenance and repairs, it alleviated commuter inconvenience and minimized traffic congestion.
- ***Multi-Agency Service Park (MASP) Fuel Site Opening-*** In FY17 DFMS opened the MASP fuel site as part of the larger MASP project. Because of its strategic location within the County, DFMS developed both fuel data integration and fueling capacity for the Maryland National Capital Park and Planning Commission (MNCPPC) and Montgomery County Public Schools (MCPS). Data can be interfaced to the Fleet Management Information Systems' of both agencies allowing for them to make vehicle service changes while sending notification automatically to DFMS for minimal impact on fueling activities.
- ***Fuel Management System Project***- DFMS completed the Fuel Management System CIP Project in FY17. The Fuel Management System Project consisted of installing equipment at 31 fuel sites and 3,400 vehicles. Additionally, the project included environmental improvements and upgrades at County and Fire and Rescue fuel sites.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ***Enhanced Visibility of Ride On Buses*** - Because of an increase in the number of Ride On buses being hit from the rear, DFMS installed an electronic module that flashes the high mounted brake lights on the 2009 model year and newer buses when the brakes are applied. This enhancement makes the Ride On buses more visible to approaching traffic.
- ***Automated Tool Boxes, computerized cabinet/locker systems*** - DFMS installed tool box/locker system units in three shops; Brookville Maintenance Facility (BMF), Heavy Equipment Shop (HES) and Transit Equipment Shop (TES) to store and record the removal and returning of County tools. Access to the tools, especially sensitive tools, stored in these automated tool boxes is via County issued identification, maximizing tool availability for repairs while minimizing tool losses.

PROGRAM CONTACTS

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

Heavy Equipment and Automotive Services

This program is responsible for the maintenance and repair of the heavy equipment fleet which includes heavy dump trucks, straight 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	14,585	20,523	12,500	12,500	12,500
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	24,461	33,349	18,500	18,500	18,500
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	26,681	27,487	25,800	25,800	25,800
Heavy equipment fleet availability	88.00	90.00	90.00	90.00	90.00
Percentage of customers satisfied with police vehicle maintenance	97.0	97.0	97.0	97.0	97.0
Police vehicle fleet availability	97	97.0	97.0	97.0	97.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	0.7	0.6	1.5	1.5	1.5
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	3.4	3.2	4.0	4.0	4.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	1.5	2.2	1.5	1.5	1.5

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**13,394,050**	**43.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(228,299)	(4.00)
FY19 Recommended	**13,165,751**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average days out of service per bus for parts	3.39	2.84	3.00	3.00	3.00
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles)	12,894	17,565	12,000	12,000	12,000
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.6	1.8	2.0	2.0	2.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**17,675,564**	**107.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	832,545	5.00
FY19 Recommended	**18,508,109**	**112.00**

Management Services

This program provides policy development and planning; operational, personnel, and administrative oversight; and support for division activities. Management Services is 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 coordination, and vehicle acquisition and disposal functions.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Clean Air Commitment - Gallons of alternative fuels used [1]	1,299,608	1,499,289	1,600,000	1,600,000	1,600,000
Clean Air Commitment - Gallons of diesel/unleaded used	5,226,734	4,976,010	5,100,000	5,100,000	5,100,000
Fiscal inventory parts turn rate	1.92	2.27	2.00	2.00	2.00
Percentage of workorders completed without delay for parts	84.0	85.0	80.0	80.0	80.0

[1] *Diesel Gallon Equivalent*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**33,360,653**	**19.10**
Decrease Cost: Fuel projections due to lower rates and consumption	(2,040,292)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	339,452	0.00
FY19 Recommended	**31,659,813**	**19.10**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**15,625,761**	**35.00**
Technical Adj: Parts Room Technician Positions - Approved FY17	0	2.00
Reduce: Fleet Replacement	(2,000,000)	0.00
Shift: to the CIP: Finance Heavy Equipment replacement	(3,176,226)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,910	(1.00)
FY19 Recommended	**10,464,445**	**36.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	16,104,562	16,180,471	15,918,014	17,033,601	5.3 %
Employee Benefits	4,973,717	5,100,571	5,075,063	5,291,786	3.7 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Motor Pool Internal Service Fund Personnel Costs	**21,078,279**	**21,281,042**	**20,993,077**	**22,325,387**	**4.9 %**
Operating Expenses	40,150,469	48,712,526	46,074,986	46,586,497	-4.4 %
Capital Outlay	16,916,210	10,000,000	10,000,000	4,823,774	-51.8 %
Debt Service Other	0	62,460	0	62,460	—
Motor Pool Internal Service Fund Expenditures	**78,144,958**	**80,056,028**	**77,068,063**	**73,798,118**	**-7.8 %**
PERSONNEL					
Full-Time	200	200	200	202	1.0 %
Part-Time	0	0	0	0	—
FTEs	204.10	204.10	204.10	206.10	1.0 %
REVENUES					
Insurance Recoveries	1,670,057	1,485,681	1,485,681	1,587,425	6.8 %
Investment Income	98,816	157,780	157,780	157,780	—
Miscellaneous Revenues	1,786,316	1,000,000	1,000,000	1,203,000	20.3 %
Motor Pool Charges/Fees	73,258,954	78,526,656	78,526,656	72,950,295	-7.1 %
Motor Pool Internal Service Fund Revenues	**76,814,143**	**81,170,117**	**81,170,117**	**75,898,500**	**-6.5 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY18 ORIGINAL APPROPRIATION	**80,056,028**	**204.10**
Changes (with service impacts)		
Reduce: Fleet Replacement [Administrative Services]	(2,000,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	532,983	0.00
Increase Cost: Mechanic Technicians Occupational Study	382,346	0.00
Increase Cost: Annualization of FY18 Personnel Costs	168,758	0.00
Increase Cost: Risk Management Adjustment	15,415	0.00
Increase Cost: OPEB Adjustment	3,900	0.00
Increase Cost: Printing and Mail	1,413	0.00
Technical Adj: Parts Room Technician Positions - Approved FY17 [Administrative Services]	0	2.00
Decrease Cost: Retirement Adjustment	(39,742)	0.00
Decrease Cost: Motor Pool Adjustment	(106,465)	0.00
Decrease Cost: Fuel projections due to lower rates and consumption [Management Services]	(2,040,292)	0.00
Shift: to the CIP: Finance Heavy Equipment replacement [Administrative Services]	(3,176,226)	0.00
FY19 RECOMMENDED	**73,798,118**	**206.10**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Heavy Equipment and Automotive Services	13,394,050	43.00	13,165,751	39.00
Transit Equipment Services	17,675,564	107.00	18,508,109	112.00
Management Services	33,360,653	19.10	31,659,813	19.10
Administrative Services	15,625,761	35.00	10,464,445	36.00
Total	**80,056,028**	**204.10**	**73,798,118**	**206.10**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY19 Recommended	**73,798**	**73,798**	**73,798**	**73,798**	**73,798**	**73,798**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**11**	**14**	**19**	**19**	**19**
Labor Contracts	**0**	**265**	**265**	**265**	**265**	**265**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**73,798**	**74,074**	**74,077**	**74,082**	**74,082**	**74,082**

Human Resources

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$277,930,491	70.90

SHAWN STOKES, DIRECTOR

MISSION STATEMENT

To foster excellence in people by providing quality human resources services to our employees, partners, and the community.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Office of Human Resources is $277,930,491, an increase of $25,983,027 or 10.31 percent from the FY18 Approved Budget of $251,947,464. Personnel Costs comprise 3.26 percent of the budget for 69 full-time position(s) and three part-time position(s), and a total of 70.90 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 96.74 percent of the FY19 budget.

The Office of Human Resources Budget is comprised of a General Fund component of $8,755,692 and a Employee Health Benefit Self Insurance Fund component of $269,174,799.

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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.09	3.07	3.07	3.09	3.11

INITIATIVES

- Conduct management, employee, and community briefings on the enhanced employment and qualification system.
- Implement a comprehensive classification guide for Montgomery County Government staff, local government staff /officials, and the public on how the County manages functional classification.
- Increase focus for wellness programs on the Top Health Conditions; 1) Diabetes, 2) Hypertension, 3) Cancer, 4) Musculoskeletal, 5) Mental Health, and 6) Obesity.
- Develop new employee onboarding process to streamline the end-to-end process for new hires to County government.
- Review best practices to determine an automated solution for monitoring promotional probationary employees.
- Create wellness videos that highlight and encourage strategies for employees to develop and maintain healthy lifestyles.
- Develop a collaborative and consultative recruitment module with our departmental business owners to include outreach and job fairs.
- Increase wellness participation and engagement through outreach and enhanced programs that leverage the departmental Wellness Champions and events such as Celebrate You!, Breast Cancer Awareness Walks, Emergency Communications Center Draft Day, and benefits fairs at key locations across the County.
- Initiate stress management programs for high risk departments.
- Implement weight management programs through each of the County's health insurance carriers.

ACCOMPLISHMENTS

- ☑ Launched the automated candidate qualification process and system, posted approximately 121 job vacancies and extended offers for about 60% of the job vacancies.
- ☑ Implemented a commuter tax benefit program for employees effective January 1, 2018.
- ☑ Completed four Occupational Studies (Social Workers, Therapists, Supply Technicians, and Mechanics).
- ☑ Conducted an organizational leadership development needs assessment and developed a leadership development strategy for Montgomery County Government (MCG).
- ☑ Implemented a new Labor Tracking intake system for monitoring departmental requests for support from the Labor team.
- ☑ Awarded two Rewarding Excellence teams with certificates of completion. The two teams netted the County a combined $31,000 in savings in the first year of implementation.
- ☑ Offered 717 different training courses taken by 15,742 participants.
- ☑ Increased enrollment and participation in the Virgin Pulse Program from 49.9% to 54.6% as of January 2018 and increased awareness and utilization of the Employee Assistance Program from 28.6% to 43.0%.
- ☑ Recognized over 1,400 employees who received Length of Service recognition in calendar year 2016 and recognized 31 MCG teams through the National Association of Counties Achievement Awards Ceremony.
- ☑ Enhanced Wellness Program offerings to address high risk health issues through diabetes education series, healthy eating/nutrition, and stress management for the Emergency Communication's Center and the Department of Correction and Rehabilitation.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Reduced the average time to generate and provide the eligibility list for vacant positions to hiring managers by approximately 20 days, to within nine days of the close of the ad in iRecruitment.
- Created centralized mailboxes for receiving employee and department requests or questions regarding Classification and Compensation.
- Automated the group insurance rate setting and eliminated the need for manual data entry into the system for the annual group insurance rates.
- Re-engineered dependent certification process that now requires entering information once in the system and eliminating redundant manual data entry by the Health Insurance Team.
- Leveraged the Employee Self Service module and provided communication to HR Liaisons and employees for updating emergency contacts and change of address to avoid the manual data entry done in the past by Core HR.

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 matters to the 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 the Office's procurement of goods and services, budget preparation, administration, and financial management of the employee health benefits fund, and management over the Records Management Section. 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,492,623**	**19.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	194,886	0.00
FY19 Recommended	**2,687,509**	**19.40**

Business Operations and Performance

The Business Operations and Performance Division is comprised of the Classification, Compensation, Training and Organizational Development, 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 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 and 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Customer satisfaction with training: Percentage who found training helpful to job	92.1	93.1	93.0	93.0	93.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,316,157**	**13.75**
Shift: Manager I Transfer from DTS	266,226	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.	35,082	0.00
FY19 Recommended	**2,617,465**	**14.75**

Recruitment and Selection

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average satisfaction score (1-5) of departments with pools of candidates for positions, based on a survey of hiring managers	4.6	4.5	4.7	4.7	4.7
Average number of days to fill a vacant County position	82	83	75	50	50

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,574,186**	**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.	(57,509)	0.00
FY19 Recommended	**1,516,677**	**10.40**

Labor and Employee Relations

Labor and Employee Relations consists of two teams: Labor and Employee Relations and Occupational Medical Services. The Labor and Employee Relations team is designed to support County managers in the areas of advice and training on labor issues, advice on related personnel policies and procedures, and the negotiation of collective bargaining agreements including competitive compensation and benefits. The Labor and Employee Relations team helps lead the collective bargaining process and provides early intervention strategies for workplace disputes to ensure that managers comply with contractual and legal requirements and improve employee labor relations.

The Occupational Medical Services team (OMS) (including Fire and Rescue Occupational Medical Services) 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 Labor and Employee Relations team also includes the County's Disability Program Manager who administers the County's Americans with Disabilities Act (ADA) program.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of grievances resolved before reaching third party neutral	92	93	94	95	95

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,178,275**	**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.	(18,637)	(1.00)
FY19 Recommended	**3,159,638**	**8.00**

EEO Compliance and Diversity Management

The Equal Employment Opportunity (EEO) and Diversity Management team ensures compliance with local, State, and Federal

discrimination laws, as well as MCPR Section, 5 related to Equal Employment Opportunity. The Division provides mandatory and customized training to employees and managers concerning equal employment and diversity management. The training also extends to civilian and public safety employees. The Division is responsible for mandated Federal and State EEO-related reporting requirements, EEO certifications, data/statistical analyses, and other EEO related reporting compliance associated with grant funding. The Division's primary responsibility is EEO compliance as it relates to the investigation of EEO complaints, monitoring departmental investigations, providing guidance and assistance to managers/supervisors related to EEO matters and resolution of EEO issues/complaints including mediation and reaching amicable resolution of EEO complaints.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**415,157**	**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.	13,736	0.00
FY19 Recommended	**428,893**	**3.00**

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, retirees, and their dependents (over 45,000 total lives) in a manner that ensures an understanding of program provisions and their value as part of total compensation.

The Wellness Program uses a dynamic, comprehensive, and data-driven strategy to promote employee engagement in health and well-being. The Wellness Program provides employee wellness activities such as health screenings, educational seminars, wellness and fitness classes, and incentive programs, and utilizes communication channels such as web, social media, and a monthly newsletter.

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**241,971,066**	**14.35**
Increase Cost: Claims Expenditure Adjustment	25,539,967	0.00
Decrease Cost: PIO Chargeback-MC311	(40,500)	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.	49,776	1.00
FY19 Recommended	**267,520,309**	**15.35**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec

COUNTY GENERAL FUND

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	4,404,971	4,343,216	4,419,783	4,633,971	6.7 %
Employee Benefits	1,225,967	1,168,914	1,116,811	1,288,279	10.2 %
County General Fund Personnel Costs	**5,630,938**	**5,512,130**	**5,536,594**	**5,922,250**	**7.4 %**
Operating Expenses	2,586,420	2,842,961	2,675,985	2,833,442	-0.3 %
County General Fund Expenditures	**8,217,358**	**8,355,091**	**8,212,579**	**8,755,692**	**4.8 %**
PERSONNEL					
Full-Time	66	68	68	69	1.5 %
Part-Time	4	3	3	3	—
FTEs	45.70	44.65	44.65	45.65	2.2 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES					
Salaries and Wages	1,863,066	2,378,492	1,989,298	2,490,300	4.7 %
Employee Benefits	454,501	662,703	514,857	638,354	-3.7 %
Employee Health Self Insurance Personnel Costs	**2,317,567**	**3,041,195**	**2,504,155**	**3,128,654**	**2.9 %**
Operating Expenses	229,614,041	240,551,178	238,884,136	266,046,145	10.6 %
Employee Health Self Insurance Expenditures	**231,931,608**	**243,592,373**	**241,388,291**	**269,174,799**	**10.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	22.30	25.25	25.25	25.25	—
REVENUES					
Investment Income	188,906	110,970	124,678	204,660	84.4 %
Medicaid/Medicare Reimbursement	6,345,721	0	0	0	—
Other Charges/Fees	7,776,454	0	0	0	—
Self Insurance Employee Health Income	63,311,406	247,904,253	247,328,150	261,465,858	5.5 %
Employee Health Self Insurance Revenues	**77,622,487**	**248,015,223**	**247,452,828**	**261,670,518**	**5.5 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	855	0	0	0	—
Grant Fund - MCG Expenditures	**855**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Miscellaneous Revenues	(8,562)	0	0	0	—
Grant Fund - MCG Revenues	**(8,562)**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**240,149,821**	**251,947,464**	**249,600,870**	**277,930,491**	**10.3 %**
Total Full-Time Positions	**66**	**68**	**68**	**69**	**1.5 %**
Total Part-Time Positions	**4**	**3**	**3**	**3**	**—**
Total FTEs	**68.00**	**69.90**	**69.90**	**70.90**	**1.4 %**
Total Revenues	**77,613,925**	**248,015,223**	**247,452,828**	**261,670,518**	**5.5 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**8,355,091**	**44.65**
Other Adjustments (with no service impacts)		
Shift: Manager I Transfer from DTS [Business Operations and Performance]	266,226	1.00
Increase Cost: FY19 Compensation Adjustment	112,449	0.00
Increase Cost: Annualization of FY18 Personnel Costs	51,419	0.00
Increase Cost: Printing and Mail	481	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(10,000)	0.00
Decrease Cost: Retirement Adjustment	(19,974)	0.00
FY19 RECOMMENDED	**8,755,692**	**45.65**
EMPLOYEE HEALTH SELF INSURANCE		
FY18 ORIGINAL APPROPRIATION	**243,592,373**	**25.25**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	25,539,967	0.00
Increase Cost: FY19 Compensation Adjustment	58,651	0.00
Increase Cost: Annualization of FY18 Personnel Costs	23,583	0.00
Increase Cost: Retirement Adjustment	725	0.00
Decrease Cost: PIO Chargeback-MC311 [Health & Employee Welfare]	(40,500)	0.00
FY19 RECOMMENDED	**269,174,799**	**25.25**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Director's Office	2,492,623	19.40	2,687,509	19.40
Business Operations and Performance	2,316,157	13.75	2,617,465	14.75
Recruitment and Selection	1,574,186	10.40	1,516,677	10.40
Labor and Employee Relations	3,178,275	9.00	3,159,638	8.00
EEO Compliance and Diversity Management	415,157	3.00	428,893	3.00
Health & Employee Welfare	241,971,066	14.35	267,520,309	15.35
Total	**251,947,464**	**69.90**	**277,930,491**	**70.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,315,010	0.00	1,423,318	0.00
Police	General Fund	286,846	2.00	295,333	2.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	23,453	0.20	24,209	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	208,312	0.40	207,290	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	25,880	0.00	34,740	0.00
	Total	**1,859,501**	**2.60**	**1,984,890**	**2.60**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**8,756**	**8,756**	**8,756**	**8,756**	**8,756**	**8,756**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**62**	**62**	**62**	**62**	**62**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,756**	**8,818**	**8,818**	**8,818**	**8,818**	**8,818**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY19 Recommended	**269,175**	**269,175**	**269,175**	**269,175**	**269,175**	**269,175**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**32**	**32**	**32**	**32**	**32**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**269,175**	**269,207**	**269,207**	**269,207**	**269,207**	**269,207**

Human Rights

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$1,247,047	8.60

JAMES STOWE, DIRECTOR

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 and intimidation; and promote increased understanding and tolerance among diverse groups.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Office of Human Rights is $1,247,047, an increase of $4,234 or 0.34 percent from the FY18 Approved Budget of $1,242,813. Personnel Costs comprise 87.12 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 12.88 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

ACCOMPLISHMENTS

- ☑ Held the One-Stop Fair Housing workshop for housing providers, realtors, rental agents, and real estate professionals with a focus on local, State, and Federal fair housing laws.

- ☑ Held the One-Stop Fair Employment workshop for County private and public employers with a focus on new local laws and State and Federal employment case law.
- ☑ Coordinated the 5th Annual Friendship Unity Picnic with the Committee on Hate Violence, advocating for community unity across racial, religious, and cultural lines; building awareness of the Partnership Fund which supports victims of hate violence incidents. The event was attended by over 2,500 participants.
- ☑ Successfully mediated and closed complaints consistent with performance measures requirements.

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of cases that have completed their investigation within 15 months	94%	95%	95%	100%	100%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	99%	100%	100%	100%	100%
Percent of referred cases that are mediated successfully	57%	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 15 months)	7%	5%	5%	0%	0%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**857,858**	**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.	28,768	0.00
FY19 Recommended	**886,626**	**6.00**

Community Mediation and Public Affairs

This program supports and promotes the Human Rights Commission and Committee on Hate Violence on their outreach and education efforts. Participate in, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Overall satisfaction of the Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.8	4.7	4.7	4.7	4.8

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**42,624**	**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.	824	0.00
FY19 Recommended	**43,448**	**0.50**

Fair Housing

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of housing providers in full compliance with Fair Housing Laws based on the Office of Human Rights-selected matched pair testing	80%	90%	95%	95%	95%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**89,030**	**1.10**
Reduce: Increase Lapse (Public Services Interns)	(28,950)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	877	0.00
FY19 Recommended	**60,957**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**253,301**	**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.	2,715	0.00
FY19 Recommended	**256,016**	**1.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	802,657	841,883	826,925	849,218	0.9 %
Employee Benefits	228,131	235,586	230,688	237,192	0.7 %
County General Fund Personnel Costs	**1,030,788**	**1,077,469**	**1,057,613**	**1,086,410**	**0.8 %**
Operating Expenses	148,842	165,344	165,344	160,637	-2.9 %
County General Fund Expenditures	**1,179,630**	**1,242,813**	**1,222,957**	**1,247,047**	**0.3 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
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	(2,466)	0	0	0	—
County General Fund Revenues	**(2,466)**	**55,000**	**55,000**	**55,000**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**1,242,813**	**8.60**
Changes (with service impacts)		
Reduce: Increase Lapse (Public Services Interns) [Fair Housing]	(28,950)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	27,248	0.00
Increase Cost: Annualization of FY18 Personnel Costs	11,993	0.00
Increase Cost: Printing and Mail	57	0.00
Decrease Cost: Retirement Adjustment	(1,350)	0.00
Decrease Cost: Motor Pool Adjustment	(2,264)	0.00
Decrease Cost: Biennial Hall of Fame Event	(2,500)	0.00
FY19 RECOMMENDED	**1,247,047**	**8.60**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Compliance	857,858	6.00	886,626	6.00
Community Mediation and Public Affairs	42,624	0.50	43,448	0.50
Fair Housing	89,030	1.10	60,957	1.10
Administration	253,301	1.00	256,016	1.00
Total	**1,242,813**	**8.60**	**1,247,047**	**8.60**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**1,247**	**1,247**	**1,247**	**1,247**	**1,247**	**1,247**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**29**	**29**	**29**	**29**	**29**
Restoration of one-time lapse adjustment in the budget development year						
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	**1,247**	**1,288**	**1,288**	**1,288**	**1,288**	**1,288**

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Intergovernmental Relations

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$1,127,159	5.30

MELANIE WENGER, DIRECTOR

MISSION STATEMENT

The mission of the Office of Intergovernmental Relations is to represent County interests at the 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, and the County's State and Congressional delegations. The Office is the lead Executive Branch agency representing the County before the Maryland Association of Counties and the National Association of Counties.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Office of Intergovernmental Relations is $1,127,159, a decrease of $29,184 or 2.52 percent from the FY18 Approved Budget of $1,156,343. Personnel Costs comprise 80.30 percent of the budget for five full-time position(s) and no part-time position(s), and a total of 5.30 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 19.70 percent of the FY19 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 FY18 estimates reflect funding based on the

FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	352	431	357	357	357
Number of formal position statements prepared [2]	219	253	220	220	220
Percent of State legislative package where Intergovernmental Relations position prevailed [3]	80%	92%	80%	80%	80%
Percent of State priorities fully realized [4]	66%	80%	60%	60%	60%
Total direct State aid ($ millions)	720	752	780	780	780
Total State retirement payments ($ millions)	167	179	167	167	167
General Assembly bills identified as of potential interest to the County and analyzed by the Office of Intergovernmental Relations [5]	876	856	793	793	793

[1] *Projections are based on the mathematical average of the last three years' actual figures.*

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

[3] *Fixed Projections at 80%*

[4] *Fixed Projections at 60%*

[5] *Projections are based on the mathematical average of the last three years' actual numbers.*

INITIATIVES

- Vision Zero - Continue to identify County and State laws, policies, and regulations that hinder the County's progress towards Vision Zero.
- Continue to enhance the Office of Intergovernmental Relations' Legislative Tracking System, and work with other County departments to better coordinate and communicate on State and County legislation.

ACCOMPLISHMENTS

- ☑ Secured State grants for every capital project identified by the County as a funding priority for the 2017 Legislative Session.
- ☑ Worked collaboratively with the Office of Procurement, State Board of Elections, and State delegation to obtain legislation that transferred the job of enforcing State elections law relating to persons doing business with governmental entities back to the State Board of Elections.
- ☑ Worked collaboratively with State delegation to ensure that legislation governing sick and safe leave did not preempt the County from continuing to enforce its own local law.
- ☑ Worked collaboratively with the Department of Liquor Control (DLC) and State delegation to obtain legislation authorizing: (1) the DLC's dispensaries to hold on-premises tastings of beer, wine, and liquor; (2) Montgomery County to conduct the Montgomery County Beer, Wine, and Liquor Festival through a "festival organization" to be selected by the county; and (3) the holder of a Class B beer, wine, and liquor (BWL) license or a Class B BWL (Hotel/Motel License) license in Montgomery County to sell alcoholic beverages for one additional hour on a Monday that the federal government has designated as a public holiday.
- ☑ Secured an increase in State capital funds for school construction based on high enrollment growth from $11.7 million in FY17 to $21.8 million in FY18.

- ☑ State budget includes a $7 million retention incentive package in FY18 for Marriott International to construct its new headquarters in Montgomery County, contingent on a capital investment of at least $500 million and retention of at least 3,250 eligible full-time employees. This is the first installment of a 4-year $22 million package.
- ☑ State budget includes an increase of $41 million in Maryland's share of the WMATA subsidy to support maintenance and improvement of the system.
- ☑ Retained State funds necessary to allow the planned light rail line between Bethesda and New Carrolton (Purple Line) to move forward.
- ☑ Worked collaboratively with the State delegation to expand an existing local option property tax credit for retired military to include civil commissioned officers working with the U.S. Public Health Service or National Oceanic and Atmospheric Administration (NOAA).
- ☑ Worked collaboratively with the State Ethics Commission, WSSC, M-NCPPC, and WSTC to obtain legislation that addressed concerns about the process for handling financial disclosure statements provided by applicants and appointees to WSSC, M-NCPPC and WSTC.
- ☑ Worked collaboratively with the Montgomery County Police Department (MCPD) and Montgomery County Department of Transportation (MCDOT) to obtain legislation that increases the maximum civil penalty from $250 to $500 for a violation recorded by a school bus monitoring camera for failure to stop for a school vehicle.
- ☑ Working collaboratively with MCPD and MCDOT to obtain legislation extending rights-of-way privileges to pedestrians regarding bicycles, play vehicles and unicycles on a sidewalk or in a crosswalk.
- ☑ Worked collaboratively with the State Delegation and Department of Natural Resources to obtain legislation that (1) allows a person to hunt deer on a Sunday in Montgomery County throughout the deer hunting season on private property; and (2) decreases the archery hunting safety zone size, in Montgomery County, from 100 yards to 50 yards from a dwelling house, residence, church, or any other building or camp occupied by human beings.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- **Training** - Continued to participate in training, education, and networking opportunities at the local, State, and Federal levels, including programs and opportunities sponsored by the Maryland Association of Counties (MACo), National Association of Counties (NACo), Maryland State Bar Association, Maryland Governmental Relations Association, Montgomery County Chamber of Commerce, and TeleComUnity.
- **Legislative Tracking System:** Implemented a new legislative tracking system for the 2017 Session which enhanced OIR's legislative review process by improving the way OIR collects, organizes, reviews, and communicates information relating to State and Federal legislation. OIR works closely with approximately 60 legislative liaisons (from the Executive Branch, County Council, independent agencies and other State agencies) to review bills and obtain the input that is necessary to develop County position statements and advocate on behalf of the County. The new software system improved the efficiency of workflow management between OIR and legislative liaisons, timely tracking of bill status, and electronic access to bill files and legislative history.

COLLABORATION AND PARTNERSHIPS

- County Department Directors and Key Staff

  Continued to meet with County Department Directors and key staff to explain the State and federal priorities processes so as to maximize opportunities.

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; and 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 Office of Intergovernmental Relations serves as the County's liaison to our Congressional delegation and advocates on Federal legislation and grant funding opportunities of interest to the County.

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	711,207	704,752	748,758	736,659	4.5 %
Employee Benefits	164,157	162,158	158,187	168,398	3.9 %
County General Fund Personnel Costs	**875,364**	**866,910**	**906,945**	**905,057**	**4.4 %**
Operating Expenses	162,840	258,763	154,422	191,432	-26.0 %
County General Fund Expenditures	**1,038,204**	**1,125,673**	**1,061,367**	**1,096,489**	**-2.6 %**
PERSONNEL					
Full-Time	4	4	4	5	25.0 %
Part-Time	1	1	1	0	-100.0 %
FTEs	5.10	5.10	5.10	5.30	3.9 %
County General Fund Revenues	**0**	**0**	**0**	**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**	**—**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Operating Expenses	30,666	30,670	30,670	30,670	—
Grant Fund - MCG Expenditures	**30,666**	**30,670**	**30,670**	**30,670**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	30,666	30,670	30,670	30,670	—
Grant Fund - MCG Revenues	**30,666**	**30,670**	**30,670**	**30,670**	**—**

DEPARTMENT TOTALS

Total Expenditures	**1,068,870**	**1,156,343**	**1,092,037**	**1,127,159**	**-2.5 %**
Total Full-Time Positions	**4**	**4**	**4**	**5**	**25.0 %**
Total Part-Time Positions	**1**	**1**	**1**	**0**	**-100.0 %**
Total FTEs	**5.10**	**5.10**	**5.10**	**5.30**	**3.9 %**
Total Revenues	**30,666**	**30,670**	**30,670**	**30,670**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**1,125,673**	**5.10**
Changes (with service impacts)		
Add: FY18 Mid-Year Adjustment (converted part-time to full-time)	0	0.20
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	15,106	0.00
Increase Cost: Annualization of FY18 Personnel Costs	1,890	0.00
Increase Cost: Printing and Mail	28	0.00
Decrease Cost: Retirement Adjustment	(3,149)	0.00
Decrease Cost: Professional Services	(43,059)	0.00
FY19 RECOMMENDED	**1,096,489**	**5.30**
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**30,670**	**0.00**
FY19 RECOMMENDED	**30,670**	**0.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**1,096**	**1,096**	**1,096**	**1,096**	**1,096**	**1,096**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**8**	**8**	**8**	**8**	**8**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,096**	**1,104**	**1,104**	**1,104**	**1,104**	**1,104**

Management and Budget

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$4,920,305	33.25

JENNIFER HUGHES, DIRECTOR

MISSION STATEMENT

The mission of the Office of Management and Budget (OMB) is to offer a broad-based, objective perspective on public and fiscal policy to the County Executive, County Council, and other County partners. The analytical work performed in OMB provides policymakers with data and options for informed decisions. The Office supports and enhances the effective operation of County government, ensuring funds are spent in the most fiscally prudent and socially responsible way. OMB also ensures that departmental expenditures are made in accordance with Executive polices and Council appropriations, consistent with the County Charter.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Office of Management and Budget is $4,920,305, an increase of $189,374 or 4.00 percent from the FY18 Approved Budget of $4,730,931. Personnel Costs comprise 97.97 percent of the budget for 33 full-time position(s) and one part-time position(s), and a total of 33.25 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 2.03 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings - percent rated outstanding or proficient [1]	92.6	98.9	95.0	95.0	95.0
Percentage of respondents rating OMB services as good or very good on the OMB Customer Survey for the budget process [2]	84.4	88.9	90.0	90.0	90.0

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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	91.0	85.1	87.0	90.0	90.0
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	95.5	96.0	96.0	96.0	96.0
Number of budget preparation and system trainings conducted by OMB [3]	7	8	5	7	5

[1] *The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g. FY17 GFOA results apply to FY18 budget document, which was prepared during FY17).*

[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. FY17 results apply to the process of preparing the FY18 budget, which occurred during FY17).*

[3] *Increase in odd numbered fiscal years due to increased CIP trainings during a full CIP year.*

INITIATIVES

- Designing and developing Operating Budget Planning & Workforce Modules. These modules will replace the remaining Hyperion functionality for better data integrity, ease of use, and reduced server footprint and cost. The system is being developed in-house at no additional cost to the County. The new modules will be available for use in developing the FY20 Operating budget.

ACCOMPLISHMENTS

- Developed options for CE decisions to close FY19 Budget gap of $208.8 million while preserving the County Executive and Council priorities.
- Provided solutions for closing the budget gap of $3.7 billion between FY08 and FY19 to produce balanced budgets while preserving critical services and advancing key County policies.
- Developed and implemented a $53.5 million Operating Budget and $9.3 million Capital Improvements Program (CIP) Budget Savings Plan to close the gap caused by FY18 revenue shortfalls.
- Rolled out the new CIP BASIS (OMB's Budget Analytical and Statistical Information System used for development and monitoring the CIP). This intuitive, scalable, and mobile-friendly application provides OMB and County departments with streamlined workflows, enhanced real-time reports and dashboards, prior year / version data archiving, and user management. CIP BASIS delivers comprehensive capital project management including funding, expenditures, appropriations, narratives, accounting, review packets, issue reporting, supplementals, transfers, funding switches, transaction logs, and user management.
- Provided analysis to the County Executive and County Council recommending General Obligation bond and other debt reductions as part of the County's CIP Spending Affordability Guidelines decision making process. These reductions moved the County towards a more sustainable debt level and contributed to AAA ratings from all three credit rating agencies.
- Oversee on-going cross-departmental working groups to ensure the most effective resource allocation in the following policy priorities: Positive Youth Development; Senior Programs and Services; Information Technology, including eDiscovery; Criminal Justice; and Pedestrian Safety-Vision Zero.
- Conducted comparative and other Program of Requirements (POR) analyses resulting in project and debt service efficiencies, programmatic improvements, and enhanced collaboration between co-locating agencies for projects included in the CIP.
- Continued outreach efforts to promote open data, government transparency, budgeting processes, and to solicit community input into the development of the Operating and Capital 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 Leadership Montgomery's CORE Leadership class and Emerging Leaders programs, Montgomery County Taxpayers League, Greater Olney Civic Association and presented a session on local government budgeting for a budgeting and financial management class at American University; OMB representatives presented at the Maryland Association of Counties (MACo) Winter Conference, and met with representatives from Baltimore City and Mecklenburg County, North Carolina to promote BASIS and OpenBudget System. Budget presentations were conducted for visiting dignitaries from the People's Republic of China and the Philippines.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Designed, developed, and implemented CIP BASIS. By completely replacing Oracle's Hyperion system, CIP BASIS significantly streamlined the CIP budget development process for end users. In addition, it improved OMB's internal operations resulting in reduced Comp Time hours earned, expedited the publication timeline by five days, improved accuracy in the data published online and in print, reduced printing costs, and freed up capacity on the Department of Technology Services (DTS) servers. In addition to the positive impact on OMB's Comp Time hours, it would be reasonable to assume user departments and the printshop would also experience a decline in work hours, including overtime and compensatory, related to budget development.
- Designed, developed, and implemented the public facing OpenBudget (Operating & Capital) systems, based on the output of the data, narratives, tables, and graphics directly from BASIS. This system completely replaced the Socrata Capital and Operating Budget Books, and budgetMontgomery application. This created another user-friendly tool to access data-Interactive Google Maps, ability to customize searches, and archived data. These changes also saved OMB over 300 hours of time previously required to update and maintain the Socrata sites.
    - Capital Budget at montgomerycountymd.gov/capitalbudget
    - Operating Budget at montgomerycountymd.gov/operatingbudget
- Redesigned OMB's public website for mobility, improved access to data and publications, and to serve as a central portal for all the County's budget activities. montgomerycountymd.gov/omb
- Enhanced Operating BASIS - Improvements include enhanced budget monitoring capabilities allowing OMB and departments to better track expenditure and revenue trends and projections; development of a savings plan module; and standardization of budget analysis and reporting.
- Launched eBudget 2.0 (OMB's Knowledge Management System), the redesigned site streamlined access, enhanced availability of content, and expanded mobility.

COLLABORATION AND PARTNERSHIPS

CIP and Operating Budget Forums

CIP and Operating budget forums were held in conjunction with the County Executive's Office and the five Regional Services Centers.

Partners

Community Engagement Cluster, Office of the County Executive

Facilitated Cluster Meetings

OMB facilitated operating budget cluster meetings to promote collaboration, information sharing, cost-savings, and efficiency

among departments. Specific areas of focus included Positive Youth Development, Seniors, Criminal Justice, Technology, and Pedestrian Safety-Vision Zero.

Project Search

Partnered with OHR by providing opportunities for Project Search participants to intern at OMB. Since 2013, OMB has hosted seven Project Search participants and hired two of those participants to permanent positions.

Partners

Office of Human Resources

Collective Bargaining

OMB, in partnership with the Office of Human Resources, County Attorney, Finance, and Police served on the County's collective bargaining negotiating team.

Partners

Office of the County Attorney, Department of Finance, Office of Human Resources, Department of Police

Community Grant Outreach Forums

OMB partnered with staff from the County Council and conducted three information and training sessions on the County's Community Grant application and award process. The sessions were conducted throughout the County and were attended by 148 representatives from community non-profit organizations.

Partners

County Council

Facilitated eDiscovery and Digital Evidence Management Working Group

Directed the eDiscovery and Digital Evidence Management Working Group, focusing on the process and technology related to Electronically Stored Information (ESI) including management, policy, budget, data (storage, compliance, translation), software (discovery, licensing, editing), and hardware (servers, devices).

Partners

Circuit Court, Department of Correction and Rehabilitation, Office of the County Attorney, Office of the County Executive, Office of Human Resources, Department of Police, Sheriff's Office, Office of the State's Attorney, Department of Technology Services, Department of Transportation

2017 State legislative session Bill review

During the FY17 State legislative session, OMB provided fiscal and policy analysis on over 50 proposed bills, including the 2017 Budget Reconciliation and Financing Act, to the Office of Intergovernmental Relations. This helped shape the County's position on State legislation.

Partners

Office of Intergovernmental Relations

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

Staff in the Budget Preparation and Administration program serve the County by preparing the County's Operating Budget, Public Services Program, Capital Budget, and Capital Improvement Program ensuring compliance with the County Charter and the decisions of elected officials. Fiscal projections prepared by OMB are used by County elected officials in setting policy for the County, and help maintain the County's AAA bond rating.

OMB staff support County partners in fiscal management and policy development; resource management; collective bargaining negotiations; management and performance analyses; fiscal impact analyses of legislation and regulations; development and monitoring of user fees and other revenue sources; and the review of grant applications and contract compliance. To ensure prudent fiscal stewardship, OMB offers several training sessions for County partners throughout the year, and provides support for the County Executive's budget forums with County residents. OMB is frequently recognized by the Government Finance Officers Association for its high-quality budget publications.

OMB provides representation on a number of committees including the Contract Review Committee, 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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,990,001	3,651,805	3,612,917	3,904,607	6.9 %
Employee Benefits	902,895	979,352	1,079,729	915,698	-6.5 %
County General Fund Personnel Costs	**3,892,896**	**4,631,157**	**4,692,646**	**4,820,305**	**4.1 %**
Operating Expenses	237,142	99,774	107,396	100,000	0.2 %
County General Fund Expenditures	**4,130,038**	**4,730,931**	**4,800,042**	**4,920,305**	**4.0 %**
PERSONNEL					
Full-Time	32	32	32	33	3.1 %
Part-Time	0	1	1	1	—

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
FTEs	29.50	32.25	32.25	33.25	3.1 %

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**4,730,931**	**32.25**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY18 Personnel Costs	163,035	0.00
Increase Cost: Restore FY18 One-Time Lapse Increase [Budget Preparation and Administration]	86,006	0.00
Increase Cost: FY19 Compensation Adjustment	81,889	0.00
Shift: Mid-year Adjustment - Position Transferred from DTS [Budget Preparation and Administration]	81,850	1.00
Increase Cost: Printing and Mail	226	0.00
Decrease Cost: Retirement Adjustment	(28,919)	0.00
Decrease Cost: Increase Lapse [Budget Preparation and Administration]	(194,713)	0.00
FY19 RECOMMENDED	**4,920,305**	**33.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	76,784	0.50	79,213	0.50

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**4,920**	**4,920**	**4,920**	**4,920**	**4,920**	**4,920**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**195**	**195**	**195**	**195**	**195**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**42**	**42**	**42**	**42**	**42**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,920**	**5,157**	**5,157**	**5,157**	**5,157**	**5,157**

Procurement

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$4,445,369	34.90

CHERRI BRANSON, DIRECTOR

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 FY19 Operating Budget for the Office of Procurement is $4,445,369, a decrease of $67,593 or 1.50 percent from the FY18 Approved Budget of $4,512,962. Personnel Costs comprise 92.46 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 7.54 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Drafted legislation to prevent Procurement from involvement in enforcement of State campaign finance law. The bill was passed by the State legislature and signed into law.

ACCOMPLISHMENTS

- Encumbered $217.8 million to Minority, Female, and Disabled (MFD) Owned Business Program vendors, comprising 23.24 percent of eligible spending in FY17.
- In FY17, African American owned businesses made improvements in every purchasing category. Additionally, MFD businesses made significant strides in the Construction category. In other purchasing categories, Female owned businesses remain in the lead in Non-professional Services as well as the Goods categories. In the Professional Services category, Hispanic American owned businesses almost doubled the value of contracts received in FY16 to $8,551,018 in FY17.
- Encumbered $93.4 million to Local Small Business Reserve Program (LSBRP) vendors, comprising 24.88 percent of eligible spending in FY17.
- Conducted Procurement Overview and Compliance trainings to further professional development and to strengthen networking and collaboration between contract administrators, peers, and procurement staff on contract issues.
- Procurement received the Achievement of Excellence in Procurement (AEP) Award for its demonstration of innovation, professionalism, E-Procurement, productivity, and leadership with a strong dedication to the advancement of the public procurement profession.
- Focused on outreach efforts and validating/certifying MFD and LSBRP vendors - hosting or attending outreach and networking events.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Developed an online database for retrieval and search of Contract Review Committee (CRC) minutes from FY99 to the present by contract number, contract description or vendor.
- Developed two pre-approved Community Grant contract templates (different dollar thresholds) for Countywide use.
- Developed a "Pocket Guide to Doing Business with Montgomery County" for distribution and availability at various events and meetings for potential vendors needing a useful and informative resource for basic procedures to follow when doing business with the County.

PROGRAM CONTACTS

Contact Marsha Watkins Thomas of the Office of Procurement at 240.777.9954 or Bryan Hunt of the Office of Management and Budget at 240.777.2786 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 within the County. Procurement Specialists develop contract administration procedures, 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. Staff also participates in and leads recognized professional purchasing organizations at the local, state, and national levels.

The Information Technology (IT) 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 IT equipment, service and support for major end-use systems on a countywide 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's Department of Technology Services. The IT Program includes collaboration with Open Data and other initiatives.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of procurements completed in agreed upon time [1]	84	81	82	83	84

[1] *This figure represents the average for the following: Invitation For Bid - 76%; Request For Proposals - 81%; and Construction - 87% for FY17.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,375,951**	**25.40**
Eliminate: Advertised Contract Solicitations and Computer Software Licensing Fees	(13,290)	0.00
Decrease Cost: Operating Expenses	(29,035)	0.00
Reduce: Contractual Support Services	(34,500)	0.00
Decrease Cost: Turnover Savings	(40,147)	0.00
Reduce: Lapse	(45,600)	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.	118,631	0.00
FY19 Recommended	**3,332,010**	**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 Wage Requirements and Prevailing Wage programs for service and construction contracts. The DBRC is 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 the 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.

-Wage Requirements Law (WRL): The Wage Requirements 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.

-Prevailing Wage Law (PWL): The Prevailing Wage Law is patterned after the Federal Davis-Bacon and State of Maryland's prevailing wage laws. It requires the prevailing wage be paid to workers on County financed construction contracts. The prevailing wage rate is a rate paid for comparable work in the private sector within the County. The rates are calculated by the State, based on surveys of construction company employers.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Business Relations and Compliance: Percentage of contract dollars awarded to LSBs	24	25	25	25	25
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	21	23	23	24	24
Value of County contracts awarded to local small businesses ($s)	87,505	93,408	95,000	100,000	100,000

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,006,391**	**5.50**
Reduce: Contractual Support Services	(10,000)	0.00
Reduce: Operating Expenses	(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.	(21,330)	0.00
FY19 Recommended	**962,561**	**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 and provides departmental customer service assistance. 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**130,620**	**4.00**
Decrease Cost: Telecommunication Service Requests	(536)	0.00
Reduce: Lapse Office Services Coordinator Position	(70,216)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	90,930	0.00
FY19 Recommended	**150,798**	**4.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,971,900	3,039,221	3,092,571	3,065,607	0.9 %
Employee Benefits	950,450	1,038,959	1,059,888	1,044,594	0.5 %
County General Fund Personnel Costs	**3,922,350**	**4,078,180**	**4,152,459**	**4,110,201**	**0.8 %**
Operating Expenses	503,398	434,782	305,240	335,168	-22.9 %
Capital Outlay	20	0	0	0	—
County General Fund Expenditures	**4,425,768**	**4,512,962**	**4,457,699**	**4,445,369**	**-1.5 %**
PERSONNEL					
Full-Time	35	35	35	35	—
Part-Time	2	2	2	2	—
FTEs	34.90	34.90	34.90	34.90	—
REVENUES					
Miscellaneous Revenues	143	0	0	0	—
County General Fund Revenues	**143**	**0**	**0**	**0**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**4,512,962**	**34.90**
Changes (with service impacts)		
Reduce: Contractual Support Services [Business Relations and Compliance]	(10,000)	0.00
Reduce: Operating Expenses [Business Relations and Compliance]	(12,500)	0.00
Eliminate: Advertised Contract Solicitations and Computer Software Licensing Fees [Procurement Operations]	(13,290)	0.00
Reduce: Contractual Support Services [Procurement Operations]	(34,500)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Reduce: Lapse [Procurement Operations]	(45,600)	0.00
Reduce: Lapse Office Services Coordinator Position [Procurement Services]	(70,216)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY18 Personnel Costs	120,442	0.00
Increase Cost: FY19 Compensation Adjustment	100,440	0.00
Increase Cost: Printing and Mail	247	0.00
Decrease Cost: Telecommunication Service Requests [Procurement Services]	(536)	0.00
Decrease Cost: Operating Expenses [Procurement Operations]	(29,035)	0.00
Decrease Cost: Retirement Adjustment	(32,898)	0.00
Decrease Cost: Turnover Savings [Procurement Operations]	(40,147)	0.00
FY19 RECOMMENDED	**4,445,369**	**34.90**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Procurement Operations	3,375,951	25.40	3,332,010	25.40
Business Relations and Compliance	1,006,391	5.50	962,561	5.50
Procurement Services	130,620	4.00	150,798	4.00
Total	**4,512,962**	**34.90**	**4,445,369**	**34.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND						
Fleet Management Services	Motor Pool		39,953	0.30	40,636	0.30
Parking District Services	Bethesda Parking		6,479	0.05	6,775	0.05
Parking District Services	Silver Spring Parking		6,479	0.05	6,775	0.05
Transit Services	Mass Transit		26,636	0.20	27,091	0.20
Solid Waste Services	Solid Waste Disposal		66,589	0.50	67,727	0.50
		Total	**146,136**	**1.10**	**149,004**	**1.10**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
FY19 Recommended	**4,445**	**4,445**	**4,445**	**4,445**	**4,445**	**4,445**
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	**4,445**	**4,488**	**4,488**	**4,488**	**4,488**	**4,488**

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Public Information

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$5,361,431	50.50

PATRICK LACEFIELD, DIRECTOR

MISSION STATEMENT

The mission of the Office of Public Information (PIO) 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 FY19 Operating Budget for the Office of Public Information is $5,361,431, an increase of $282,080 or 5.55 percent from the FY18 Approved Budget of $5,079,351. Personnel Costs comprise 93.79 percent of the budget for 64 full-time position(s) and one part-time position(s), and a total of 50.50 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 6.21 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.23	3.22	3.23	3.24	3.25

INITIATIVES

- MC311's quality assurance manager increased the pool of respondents to the MC311 bi-annual customer satisfaction survey, by offering both English and Spanish language versions. Additionally, questions were presented in a multiple choice range format to provide for more honest and unambiguous responses, over other single answer type questions. This revised method ensures more accurate and targeted results to capture a broader sampling.

ACCOMPLISHMENTS

- ☑ Enhanced MC311's service capabilities by interacting directly with residents through community engagement team events held within the community. In addition to educating residents of the 311 business process through face-to-face interactions, MC311 team members are able to submit requests for service in real time by leveraging technical upgrades, using laptops and hot spots in the field. Residents visiting MC311 community engagement booth are provided the opportunity to submit service requests onsite or receive hands on instructions on navigating the MC311 Web Portal.
- ☑ To assure readiness for winter and summer storms, MC311 Customer Service Representatives work from home on a regular basis to assure readiness in the case of a natural disaster or public safety event.
- ☑ MC311 created over 4,400,000 requests for service since it's launch on June 17, 2010. Customer satisfaction overall remains high.
- ☑ MC311 recently implemented Session Initiation Protocol (SIP) Trunking. Not only has SIP Trunking contributed to cost savings, it provides a much higher voice quality and allows MC311 to scale up quickly by adding additional phone lines easily, without incurring high costs. As a result, MC311 can better plan for spikes in call volumes for weather events such as snow storms, or incidents that require an immediate increase of lines to the call center.
- ☑ Improvements were recently made to the MC311 home page by offering translations in seven different languages, to make the page more user-friendly.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- MC311 is providing alternate ways of connecting with County Government programs and services. Service requests are received from customers via Twitter (@311MC311), Monday through Friday from 8:00 AM - 4:30 PM, and will soon begin to accept photos through that channel. Messages regarding County events, and promoting County services are pushed to a growing list of Twitter followers.

COLLABORATION AND PARTNERSHIPS

Wheaton Redevelopment Project

The Office of Public Information has been working with other departments including Transportation, Finance, and Recreation to inform businesses in the area that they could be eligible for the County's Small Business Assistance program during the 3-year construction of the new 14-story County office building in Wheaton, which is part of the Wheaton Redevelopment Project begun in June 2017. PIO is undertaking a major, multi-faceted effort to keep residents updated on the project's progress and to make them aware that businesses are open during construction.

Partners

Department of Finance, Department of Recreation, Department of Transportation

Washington, DC Metro Area Regional 311 Group

MC311 initiated a Regional 311 Group that includes other call centers on the East Coast to share ideas and learn from each other in order to improve MC311 programs.

MC311 and County Stat Office: Collaboration for Improving Customer Service

The Customer Relationship Management (CRM) service continues to provide collaboration with CountyStat and County offices and departments to improve business operations and service delivery for customers. This ranges from regular review of service level agreement time frames; event updates and guidance and strategic planning. Examples include: the Department Health and Human Services working with MC311 regarding dissemination of information and operation of a Family Reunification Center (FRC), in the event a FRC is needed in the wake of an emergency or other catastrophic event. MC311 was instrumental in getting out information to the public regarding a property tax credit for seniors and military retirees who qualify for property tax credits promulgated under Bill 13-17E.

Partners

Office of the County Executive, Department of Finance, Department of Health and Human Services

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.

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**140,250**	**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.	6,437	0.00
FY19 Recommended	**146,687**	**1.00**

Notes:

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	37	92	150	210	270
Total attendance at press conferences and press events	5,045	3,632	5,000	5,000	5,000
Number of press events	30	35	50	60	70
Number of press requests under the MPIA	15	8	12	15	20
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days	79	85	80	90	90

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,044,235**	**7.15**
Add: Part-Time Visual Information Specialist Position	50,760	0.50
Decrease Cost: Reduction in Operating Expenses	(9,787)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	271,839	1.00
FY19 Recommended	**1,357,047**	**8.65**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds) [1]	25.6	33.1	20.0	20.0	20.0

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
MC311 - Percent customer satisfaction rating	84	86	86	87	87
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	3.90	4.02	4.20	4.30	4.50
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	32.9	32.2	35.7	38.1	40.5
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	75.18	72.17	72.56	72.09	71.62
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) [2]	7.6%	11.4%	8.0%	8.0%	8.5%
Average rate of callers requesting to speak Spanish	4.3	4.0	4.2	4.2	4.2

[1] *Two new CSR positions created in FY17 were filled in FY18.*

[2] *The CSC stats for FY17 Actual are not verified. They were impacted during the move of the CSC in FY17. DTS is working on a resolution with Avaya.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,894,866**	**36.75**
Technical Adj: Shift funding from Operating Expenses to Personnel costs for Four Customers Services Representatives I Positions	294,804	4.00
Technical Adj: Adjust FTEs by .10	6,662	0.10
Decrease Cost: Charges Back to OHR for Calls Taken	(4,500)	0.00
Decrease Cost: Reductions in Operating Expenses	(201,596)	0.00
Technical Adj: Shift funding from Operating Expenses to Personnel costs for Four Customers Services Representatives I Positions	(294,804)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	162,265	0.00
FY19 Recommended	**3,857,697**	**40.85**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,117,181	3,203,727	3,484,788	3,805,609	18.8 %
Employee Benefits	1,028,692	1,034,566	1,139,739	1,222,832	18.2 %
County General Fund Personnel Costs	**4,145,873**	**4,238,293**	**4,624,527**	**5,028,441**	**18.6 %**
Operating Expenses	1,019,622	841,058	364,546	332,990	-60.4 %
County General Fund Expenditures	**5,165,495**	**5,079,351**	**4,989,073**	**5,361,431**	**5.6 %**
PERSONNEL					
Full-Time	60	63	63	64	1.6 %
Part-Time	0	0	0	1	—
FTEs	42.10	44.90	44.90	50.50	12.5 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**5,079,351**	**44.90**
Changes (with service impacts)		
Add: Part-Time Visual Information Specialist Position [Public Relations]	50,760	0.50
Other Adjustments (with no service impacts)		
Technical Adj: Shift funding from Operating Expenses to Personnel costs for Four Customers Services Representatives I Positions [MC311 Customer Service Center]	294,804	4.00
Increase Cost: Annualization of FY18 Personnel Costs	290,569	1.00
Increase Cost: FY19 Compensation Adjustment	118,075	0.00
Increase Cost: Annualization of FY18 Lapsed Positions	32,384	0.00
Technical Adj: Adjust FTEs by .10 [MC311 Customer Service Center]	6,662	0.10
Increase Cost: Retirement Adjustment	1,394	0.00
Increase Cost: Printing and Mail	445	0.00
Decrease Cost: Motor Pool Adjustment	(2,326)	0.00
Decrease Cost: Charges Back to OHR for Calls Taken [MC311 Customer Service Center]	(4,500)	0.00
Decrease Cost: Reduction in Operating Expenses [Public Relations]	(9,787)	0.00
Decrease Cost: Reductions in Operating Expenses [MC311 Customer Service Center]	(201,596)	0.00
Technical Adj: Shift funding from Operating Expenses to Personnel costs for Four Customers Services Representatives I Positions [MC311 Customer Service Center]	(294,804)	0.00
FY19 RECOMMENDED	**5,361,431**	**50.50**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Web Content and Graphic Management	140,250	1.00	146,687	1.00
Public Relations	1,044,235	7.15	1,357,047	8.65
MC311 Customer Service Center	3,894,866	36.75	3,857,697	40.85
Total	**5,079,351**	**44.90**	**5,361,431**	**50.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	0	0.00	4,500	0.00
Health and Human Services	General Fund	153,997	1.80	142,095	1.60
Permitting Services	Permitting Services	233,256	2.90	245,064	2.90
Housing and Community Affairs	Montgomery Housing Initiative	67,926	0.90	62,304	0.90
Solid Waste Services	Solid Waste Disposal	343,480	4.65	366,693	4.75

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
Solid Waste Services	Solid Waste Collection		93,165	1.25	96,968	1.25
Cable Television Communications Plan	Cable TV		771,778	6.60	799,381	6.60
		Total	**1,663,602**	**18.10**	**1,717,005**	**18.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**5,361**	**5,361**	**5,361**	**5,361**	**5,361**	**5,361**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**69**	**69**	**69**	**69**	**69**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,361**	**5,430**	**5,430**	**5,430**	**5,430**	**5,430**

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Technology Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$42,171,965	165.75

SONNY SEGAL, CHIEF INFORMATION OFFICER

MISSION STATEMENT

The mission of the Department of Technology Services (DTS) is to leverage technology to facilitate the delivery of County government services in a cost-effective, timely, high-quality, and secure manner. DTS strives to be responsive by providing solutions; services and assistance to partners, customers and constituents - when and where they are needed; and to securely enable County employees to provide quality services and information to our residents and businesses. DTS commits to being collaborative by working in partnership with our internal customers, external agencies, and with the public and private sectors; to increase the productivity of County government, businesses and residents; and to assist with technology enabled economic development initiatives. DTS commits to be innovative by continually identifying and implementing innovative technology solutions to deliver value and improvement and to facilitate the innovation programs of the County.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Department of Technology Services is $42,171,965, a decrease of $850,093 or 1.98 percent from the FY18 Approved Budget of $43,022,058. Personnel Costs comprise 55.30 percent of the budget for 174 full-time position(s) and two part-time position(s), and a total of 165.75 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 44.70 percent of the FY19 budget.

The Department of Technology Services' recommended FY19 Operating budget funds technology initiatives that are consistent with the County's current Technology Strategic Plan:

http://www.montgomerycountymd.gov/DTS/Resources/Files/strategic/TechnologyStrategicPlan2016-2019_Vol1.pdf.

Significant funding allocations are recommended in the areas of information security, employee productivity enhancement, on-line constituent services,government transparency, digital inclusion, inter-agency collaboration, and technology innovation for economic development (e.g., Countywide broadband).

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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.23	3.24	3.25	3.25	3.25

ACCOMPLISHMENTS

- ☑ Completed Computer Aided Dispatch (CAD) 911 modernization with a system GoLive date of April 2, 2017.
- ☑ Continued substantial progress on PC vulnerability remediation through aggressive software patching, PC re-imaging and Internet blocking.
- ☑ Enhanced the County's Business Intelligence reporting to assist staff with business level data in several service areas including: DLC Material Transaction Model, DLC Price Model Enhancements, ERP Performance Dashboard, Payroll Exception Reporting, and Merit System Employee Notifications.
- ☑ Deployed a new tool, checkspeedmontgomery.com, to enhance Internet Service Transparency in the Community.
- ☑ Launched Senior Planet Montgomery, providing 3,959 hours of technology training to 268 older adults at 10 locations in partnership with Montgomery County Public Libraries (MCPL), Montgomery County Department of Recreation (REC) Tech Connect, and JCA Interages. 212 hours of staff professional development was provided, and classes were offered in English and Spanish. 100 percent of the graduates found the course useful.
- ☑ Launched MontgomeryCodes to provide STEM coding, web design and Arduino instruction to 81 students, coding workshops to 300 young people, train 40 students to form a "Coder Corps" to teach coding to middle and elementary school students, and create five digital badges on a digital platform to support individualized skill development.
- ☑ Completed Risk assessment and penetration testing of the Computer Aided Dispatch (CAD) system.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ Implemented the Account Management Program (first phase). Every Department has an assigned DTS Account Manager available to answer questions and provide customized service.
- ✹ Automated the separation process for temporary employees for the Department of Recreation (REC), saving employee time and other County resources.
- ✹ Designed and implemented Family and Medical Leave Act (FMLA) functionality in MCtime. Streamlined end-to-end intake, administration, and usage of FMLA leave to provide consistency and usable data for reporting and administration.

- Implemented Department of Liquor Control (DLC) enhancements and integration with third-party applications, including voice picking, stock receiving, and system improvements to billbacks, price model, bill of lading, claims, invoicing, and purchasing.
- Improved the technology tools used to conduct the mass liquidation of encumbrances to reduce the staff time spent on this task from days to hours.
- DTS is beginning a pilot of Unified Communications as a Service that is projected to reduce costs, enhance collaboration and improve productivity by leveraging and extending the County's existing office cloud productivity platform.

COLLABORATION AND PARTNERSHIPS

FY18 Information Technology Cluster

In FY18, the Information Technology Cluster met to discuss IT issues in the context of the current and future budgets. The group collaborated to develop cost savings proposals that find efficiencies, prevent duplication of effort, and will not negatively impact the overall level of Countywide IT services.

Partners

Office of Consumer Protection, Department of Correction and Rehabilitation, Office of the County Attorney, Office of the County Executive, Office of Emergency Management and Homeland Security, Department of Environmental Protection, Department of Finance, Montgomery County Fire and Rescue Service, Department of General Services, Department of Health and Human Services, Department of Housing and Community Affairs, Office of Human Resources, Office of Management and Budget, Department of Permitting Services, Department of Police, Office of Procurement, Office of Public Information, Department of Public Libraries, Department of Recreation, Sheriff's Office, Division of Transit Services, Department of Transportation

Fibernet Enhancements

DTS is engaged in several Dense Wave Division Multiplexing (DWDM) projects to improve Wide Area Network connectivity and services for Public Safety Radio, Montgomery College (MC), and Montgomery County Public Schools. FiberNet currently serves 536 sites and construction to 29 additional sites is underway. FiberNet carries Internet-hosted phone service for MC and Montgomery County Government and is being planned for the Housing Opportunities Commission (HOC). These projects represent a higher level of collaboration among the Interagency Technology Policy and Coordination Committee (ITPCC) participating agencies. The FiberNet Network Operations Center (NOC) continues to mature.

Partners

Housing Opportunities Commission, Maryland-National Capital Park and Planning Commission, Montgomery College, Montgomery County Public Schools, Washington Suburban Sanitary Commission

Countywide Digital Evidence Management

With the exponentially increasing amount of data flooding our IT systems & resources, the costs, management, and discovery process have all increased in volume and difficulty. Jurisdictions nationwide are struggling with this issue. In FY18, County departments collaborated on the emerging issue of eDiscovery & Digital Evidence Management focusing on:

- Industry trends and solutions, including how other jurisdictions are planning for growing demands of evidence storage

- Data availability, retention, management and reliability
- Policies & Program Management
- Hardware (servers, devices).

In FY18, the County has devoted resources to maintain the current digital evidence management infrastructure and in FY19 will continue to provide County leaders options to move forward with long-term sustainable solutions.

Partners

Circuit Court, Department of Correction and Rehabilitation, Office of the County Attorney, Montgomery County Fire and Rescue Service, Office of Management and Budget, Department of Police, Sheriff's Office, Office of the State's Attorney

Public Safety Systems Modernization (PSSM) Deployment

DTS completed the Computer Aided Dispatch (CAD) and Fire Station Alerting PSSM projects, and is continuing implementation of the final two deliverables: replacement of the core voice radio communications infrastructure, and the law enforcement records management system.

Partners

Office of Emergency Management and Homeland Security, Montgomery County Fire and Rescue Service, Department of Police, Sheriff's Office

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 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

Enterprise Systems and Operations

The Enterprise Systems and Operations Division (ESOD) 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 systems; 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, and 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Enterprise applications system availability (%) [1]	99.996	99.997	99.990	99.990	99.990

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of Enterprise Service Bus data transfers (monthly average)	201,355	209,620	220,000	230,000	240,000

[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*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**11,852,468**	**37.00**
Increase Cost: Computer Aided Dispatch (CAD) System Maintenance	337,000	0.00
Increase Cost: Software Maintenance increases	70,807	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	147,584	5.00
FY19 Recommended	**12,407,859**	**42.00**

Enterprise Telecommunications and Services

The Enterprise Telecommunications and Services Division (ETSD) provides reliable, modern, and integrated communications services and solutions for County government departments and agencies, including MC311. 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. 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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average number of workdays to complete telecom requests	6.7	7.4	7.0	7.0	7.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,522,366**	**23.05**
Shift: Transfer of position to OMB	(81,850)	(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.	336,672	3.95
FY19 Recommended	**6,777,188**	**26.00**

Enterprise Applications and Solutions

The Enterprise Applications and Solutions Division (EASD) delivers and maintains solutions through web-based applications, data services, and geographic information systems; 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 provides cost-effective services at greater convenience to residents and employees through the use of modern web technologies. The Data Services Team leads the County's Open Data program and oversees the execution of its Implementation Plan. The Geographic Information Systems Team designs and implements applications for County departments, designs and develops custom maps and web-based mapping applications, and maintains the accuracy and currency of the Montgomery County Street Centerlines database and related data layers. The DCM Team oversees the 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of DTS Help Desk requests that are resolved on the first call [1]	98.5	97.2	90.0	90.0	90.0
Open Data - Number of datasets published	50	47	50	50	50

[1] *Projections match the contract Service Level Agreement (SLA) of 90%.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**7,601,791**	**40.75**
Increase Cost: Annualization of Positions Approved in FY18	111,222	1.00
Increase Cost: IBI 3i Platform Core Based Maintenance	49,295	0.00
Increase Cost: JustWare Software Maintenance	11,230	0.00
Increase Cost: IBI iWay Data Quality Maintenance	2,390	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(574,684)	(5.00)
FY19 Recommended	**7,201,244**	**36.75**

Office of the Chief Operating Officer (COO)

The Office of the Chief Operating Officer (COO) 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 department operating divisions, in support of all Enterprise and departmental systems. The Office manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective Countywide 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,621,619**	**18.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	178,394	0.40
FY19 Recommended	**2,800,013**	**18.50**

Office of the Chief Information Officer

This Office of the Chief Information Officer (CIO) provides technology leadership, policy direction, and program guidance for the department and the County government's information technology initiatives, including the Public Safety Systems Modernization (PSSM), Technology Modernization (TechMod), and other County technology programs. The Office of the CIO also includes the Enterprise Security Office (EISO).

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. EISO provides enterprise risk assessments, data security consulting, policy/procedure development, and sensitive data architecture design to the County government, provides security training to County employees through an Enterprise Security Awareness Training program, and rapidly responds to incidents that may affect confidentiality, integrity, and/or availability of the County's information assets and data. Additionally, the EISO is responsible for oversight in various information security compliance mandates, such as the Health Insurance Portability and Accountability Act (HIPAA) and the Payment Card Industry (PCI) Data Security Standards.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
IT Security - Average security vulnerabilities per device	16.7	17.7	12.0	10.0	8.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,865,974**	**14.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(217,609)	(5.00)
FY19 Recommended	**4,648,365**	**9.00**

Enterprise Resource Planning Division (ERPD)

The Enterprise Resource Planning Division (ERPD) is responsible for the operations of the County's core business systems (financials, human resources, procurement and budgeting). ERPD provides production support and supports departments 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, continual improvements. 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 County government and external stakeholder systems.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
ERP Business Intelligence usage (number of queries)	260,991	239,988	230,000	210,000	200,000
ERP financial transactions (in millions)	304.9	312.0	320.0	325.0	330.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,357,840**	**34.50**

FY19 Recommended Changes	Expenditures	FTEs
Shift: Manager I transfer to OHR	(266,226)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY18	(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.	(654,318)	(1.00)
FY19 Recommended	**8,137,296**	**32.50**

Office of Broadband Programs (OBP)

The Office of Broadband Programs (OBP) is responsible for countywide broadband governance, planning, and execution. This Office leads the County Executive's ultraMontgomery initiative; manages the County's cable television and telecommunications franchise agreements and the Cable Revenue Fund; and manages the County's fiber optic network. The goal of the ultraMontgomery program is to grow knowledge-based jobs that increasingly need always-on, ultra high-speed broadband networks (e.g., in science, technology, cybersecurity, media, finance, and research & development). The Cable Office ensures that cable services are of high quality; cable providers comply with safety and construction codes; cable customer service requirements are enforced; and, that quality Public, Educational and Government (PEG) cable programming is provided. 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. The Cable Office and 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**200,000**	**1.00**
FY19 Recommended	**200,000**	**1.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	14,915,339	19,143,088	14,983,056	18,083,569	-5.5 %
Employee Benefits	4,400,173	5,209,601	4,258,942	5,237,552	0.5 %
County General Fund Personnel Costs	**19,315,512**	**24,352,689**	**19,241,998**	**23,321,121**	**-4.2 %**
Operating Expenses	20,677,519	18,549,069	19,749,069	18,730,544	1.0 %
Capital Outlay	21,223	120,300	120,300	120,300	—
County General Fund Expenditures	**40,014,254**	**43,022,058**	**39,111,367**	**42,171,965**	**-2.0 %**
PERSONNEL					
Full-Time	167	176	176	174	-1.1 %
Part-Time	2	2	2	2	—
FTEs	159.40	168.40	168.40	165.75	-1.6 %

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**43,022,058**	**168.40**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	458,263	0.00
Increase Cost: Computer Aided Dispatch (CAD) System Maintenance [Enterprise Systems and Operations]	337,000	0.00
Increase Cost: Annualization of Positions Approved in FY18 [Enterprise Applications and Solutions]	111,222	1.00
Increase Cost: Annualization of FY18 Personnel Costs	99,421	0.00
Increase Cost: Software Maintenance increases [Enterprise Systems and Operations]	70,807	0.00
Increase Cost: IBI 3i Platform Core Based Maintenance [Enterprise Applications and Solutions]	49,295	0.00
Increase Cost: JustWare Software Maintenance [Enterprise Applications and Solutions]	11,230	0.00
Increase Cost: Motor Pool Adjustment	9,509	0.00
Technical Adj: Program Personnel Adjustments	3,552	(1.65)
Increase Cost: IBI iWay Data Quality Maintenance [Enterprise Applications and Solutions]	2,390	0.00
Increase Cost: Printing and Mail	1,244	0.00
Shift: Transfer of position to OMB [Enterprise Telecommunications and Services]	(81,850)	(1.00)
Decrease Cost: Retirement Adjustment	(112,825)	0.00
Shift: Manager I transfer to OHR [Enterprise Resource Planning Division (ERPD)]	(266,226)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY18 [Enterprise Resource Planning Division (ERPD)]	(300,000)	0.00
Decrease Cost: Increased Lapse	(1,243,125)	0.00
FY19 RECOMMENDED	**42,171,965**	**165.75**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Enterprise Systems and Operations	11,852,468	37.00	12,407,859	42.00
Enterprise Telecommunications and Services	6,522,366	23.05	6,777,188	26.00
Enterprise Applications and Solutions	7,601,791	40.75	7,201,244	36.75
Office of the Chief Operating Officer (COO)	2,621,619	18.10	2,800,013	18.50
Office of the Chief Information Officer	4,865,974	14.00	4,648,365	9.00
Enterprise Resource Planning Division (ERPD)	9,357,840	34.50	8,137,296	32.50
Office of Broadband Programs (OBP)	200,000	1.00	200,000	1.00
Total	**43,022,058**	**168.40**	**42,171,965**	**165.75**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
Human Resources	Employee Health Self Insurance		395,325	0.00	395,325	0.00
Liquor Control	Liquor		1,070,393	0.00	1,194,351	0.00
CIP	Capital Fund		617,929	3.50	754,012	4.50
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)		161,858	0.00	134,314	0.00
Cable Television Communications Plan	Cable TV		786,876	5.35	0	0.00
		Total	**3,032,381**	**8.85**	**2,478,002**	**4.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**42,172**	**42,172**	**42,172**	**42,172**	**42,172**	**42,172**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**218**	**218**	**218**	**218**	**218**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**42,172**	**42,390**	**42,390**	**42,390**	**42,390**	**42,390**

Urban Districts

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$8,836,905	58.60

FARIBA KASSIRI, ASSISTANT CHIEF ADMINISTRATIVE OFFICER

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 FY19 Operating Budget for the Urban Districts is $8,836,905, an increase of $146,856 or 1.69 percent from the FY18 Approved Budget of $8,690,049. Personnel Costs comprise 46.54 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 53.46 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual	Actual	Estimated	Target	Target

	FY16	FY17	FY18	FY19	FY20
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)	4.8	4.2	4.5	4.5	4.5
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4.1	4.3	4.2	4.2	4.2
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	3.9	4.5	4.3	4.3	4.3

ACCOMPLISHMENTS

- ☑ Launched, along with the Department of Parks, a new "Yappy Hour" dog park/happy hour social event to activate the Elm Street Park, through the Bethesda Urban Partnership.
- ☑ Supported over 70 events on Veterans Plaza in the Silver Spring Urban District (SSUD) by coordinating set-up before the event and clearing the venue afterwards.
- ☑ Established a "Cigarette Butt Litter Campaign" in the SSUD, providing cigarette smoking poles to businesses on Georgia Ave. and Fenton St. This campaign allows businesses to encourage patrons to use the smoking poles instead of cluttering the tree pits and sidewalks, saving considerable time and effort for SSUD staff.
- ☑ Recycled over 3 tons of material (plastic, glass, and aluminum bottles and cans) in the SSUD and delivered it to the Shady Grove Material Recovery Facility.
- ☑ The Maryland State Arts Council recognized the Wheaton Arts and Entertainment District in the Wheaton Urban District (WUD) with the 2017 Award for Outstanding Achievement. The award recognized Wheaton's efforts in highlighting its unique mix of artistic and cultural traditions, the establishment of new initiatives and partnerships, and its thoughtful approach to developing a strategic plan to guide Wheaton through a period of redevelopment in the coming years.
- ☑ Established a Wheaton Public Safety Task Force in the WUD, co-chaired by the Mid-County Regional Services Center Director and the Westfield Mall General Manager, and composed of public safety, business, and civic association representatives.

PROGRAM CONTACTS

Contact Ken Hartman of the Urban Districts at 240.777.8206 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

✺ 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	5.0	4.8	4.8	4.8	4.8
BETHESDA URBAN DISTRICT - Average number of website sessions per month	32,000	33,500	38,000	40,000	42,000
BETHESDA URBAN DISTRICT - Number of social media followers	9,900	11,500	12,500	14,000	15,500
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	3.6	3.8	3.7	3.7	3.7
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	100,000	112,000	120,000	130,000	140,000
SILVER SPRING URBAN DISTRICT - Number of social media followers	5,000	6,800	7,000	7,500	8,000
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	2.8	4.1	3.9	3.9	3.9
WHEATON URBAN DISTRICT - Average number of website sessions per month	23,000	35,000	37,000	39,000	41,000
WHEATON URBAN DISTRICT - Number of social media followers	2,072	2,883	3,150	3,400	3,650

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,366,161**	**31.95**
Add: White Flint Downtown Advisory Committee Projects	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.	66,257	(1.00)
FY19 Recommended	**3,582,418**	**30.95**

Sidewalk Repair

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

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**143,969**	**0.00**
FY19 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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)	3.8	3.3	3.5	3.5	3.5
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	4.0	4.7	4.5	4.5	4.5

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,861,114**	**0.00**
Reduce: Streetscape Maintenance - Bethesda	(19,500)	0.00
FY19 Recommended	**1,841,614**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	5.0	4.8	4.8	4.8	4.8
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	3.7	3.3	3.5	3.5	3.5
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	3.8	4.7	4.5	4.5	4.5

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**123,885**	**0.00**
FY19 Recommended	**123,885**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,211,366**	**17.35**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,722	1.00
FY19 Recommended	**1,228,088**	**18.35**

Administration

This program provides staff support for contract administration, the 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,983,554**	**9.30**
Decrease Cost: Carpentry - Wheaton	(1,898)	0.00
Decrease Cost: Turnover Savings - Program Specialist II	(6,500)	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.	(58,225)	0.00
FY19 Recommended	**1,916,931**	**9.30**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	74,433	88,706	75,700	82,729	-6.7 %
Employee Benefits	45,019	50,010	50,010	47,113	-5.8 %
Urban District - Bethesda Personnel Costs	**119,452**	**138,716**	**125,710**	**129,842**	**-6.4 %**
Operating Expenses	3,053,993	3,036,227	3,036,227	3,164,563	4.2 %
Urban District - Bethesda Expenditures	**3,173,445**	**3,174,943**	**3,161,937**	**3,294,405**	**3.8 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Optional Method Development	177,684	189,877	189,877	189,877	—
Property Tax	645,731	632,520	686,972	717,614	13.5 %
Urban District - Bethesda Revenues	**823,415**	**822,397**	**876,849**	**907,491**	**10.3 %**
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,688,164	1,689,047	1,641,049	1,739,256	3.0 %
Employee Benefits	723,653	744,707	744,705	773,446	3.9 %
Urban District - Silver Spring Personnel Costs	**2,411,817**	**2,433,754**	**2,385,754**	**2,512,702**	**3.2 %**
Operating Expenses	1,042,344	1,064,918	1,054,125	1,040,728	-2.3 %
Capital Outlay	32,253	0	0	0	—
Urban District - Silver Spring Expenditures	**3,486,414**	**3,498,672**	**3,439,879**	**3,553,430**	**1.6 %**
PERSONNEL					
Full-Time	37	37	37	37	—
Part-Time	0	0	0	0	—
FTEs	34.90	34.90	34.90	34.90	—
REVENUES					
Miscellaneous Revenues	2,980	0	0	0	—
Optional Method Development	104,924	150,000	150,000	150,000	—
Property Tax	793,294	897,511	891,456	931,139	3.7 %
Urban District - Silver Spring Revenues	**901,198**	**1,047,511**	**1,041,456**	**1,081,139**	**3.2 %**
URBAN DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	926,091	1,051,593	974,715	1,044,785	-0.7 %
Employee Benefits	357,445	422,296	397,889	425,190	0.7 %
Urban District - Wheaton Personnel Costs	**1,283,536**	**1,473,889**	**1,372,604**	**1,469,975**	**-0.3 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Operating Expenses	658,821	542,545	542,545	519,095	-4.3 %
Urban District - Wheaton Expenditures	**1,942,357**	**2,016,434**	**1,915,149**	**1,989,070**	**-1.4 %**
PERSONNEL					
Full-Time	22	22	22	22	—
Part-Time	1	1	1	1	—
FTEs	22.70	22.70	22.70	22.70	—
REVENUES					
Investment Income	3,118	550	5,120	7,250	1218.2 %
Property Tax	195,640	217,506	227,053	237,229	9.1 %
Urban District - Wheaton Revenues	**198,758**	**218,056**	**232,173**	**244,479**	**12.1 %**

DEPARTMENT TOTALS

Total Expenditures	**8,602,216**	**8,690,049**	**8,516,965**	**8,836,905**	**1.7 %**
Total Full-Time Positions	**60**	**60**	**60**	**60**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**58.60**	**58.60**	**58.60**	**58.60**	**—**
Total Revenues	**1,923,371**	**2,087,964**	**2,150,478**	**2,233,109**	**7.0 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY18 ORIGINAL APPROPRIATION	**3,174,943**	**1.00**
Changes (with service impacts)		
Add: White Flint Downtown Advisory Committee Projects [Promotion of Community and Business Activities]	150,000	0.00
Reduce: Streetscape Maintenance - Bethesda [Streetscape Maintenance]	(19,500)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	1,791	0.00
Increase Cost: Printing and Mail	424	0.00
Increase Cost: Annualization of FY18 Personnel Costs	144	0.00
Increase Cost: Risk Management Adjustment	133	0.00
Decrease Cost: Motor Pool Adjustment	(2,721)	0.00
Decrease Cost: Retirement Adjustment	(4,309)	0.00
Decrease Cost: Turnover Savings - Program Specialist II [Administration]	(6,500)	0.00
FY19 RECOMMENDED	**3,294,405**	**1.00**
URBAN DISTRICT - SILVER SPRING		
FY18 ORIGINAL APPROPRIATION	**3,498,672**	**34.90**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	71,107	0.00
Increase Cost: Annualization of FY18 Personnel Costs	20,807	0.00
Increase Cost: Risk Management Adjustment	1,123	0.00
Decrease Cost: Retirement Adjustment	(12,966)	0.00
Decrease Cost: Motor Pool Adjustment	(25,313)	0.00
FY19 RECOMMENDED	**3,553,430**	**34.90**

URBAN DISTRICT - WHEATON

FY18 ORIGINAL APPROPRIATION	**2,016,434**	**22.70**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	44,193	0.00
Increase Cost: Annualization of FY18 Personnel Costs	13,525	0.00
Decrease Cost: Risk Management Adjustment	(1,308)	0.00
Decrease Cost: Carpentry - Wheaton [Administration]	(1,898)	0.00
Decrease Cost: Retirement Adjustment	(4,961)	0.00
Decrease Cost: Turnover Savings - Urban District Public Service Aide	(12,744)	0.00
Decrease Cost: Motor Pool Adjustment	(20,244)	0.00
Decrease Cost: Increased Lapse - Wheaton	(43,927)	0.00
FY19 RECOMMENDED	**1,989,070**	**22.70**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Promotion of Community and Business Activities	3,366,161	31.95	3,582,418	30.95
Sidewalk Repair	143,969	0.00	143,969	0.00
Streetscape Maintenance	1,861,114	0.00	1,841,614	0.00
Tree Maintenance	123,885	0.00	123,885	0.00
Enhanced Security	1,211,366	17.35	1,228,088	18.35
Administration	1,983,554	9.30	1,916,931	9.30
Total	**8,690,049**	**58.60**	**8,836,905**	**58.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
URBAN DISTRICT - SILVER SPRING					

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
Parking District Services	Silver Spring Parking	165,230	3.00	0	0.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY19 Recommended	**3,294**	**3,294**	**3,294**	**3,294**	**3,294**	**3,294**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**(50)**	**(50)**	**(50)**	**(50)**	**(50)**
Items recommended for one-time funding in FY19, including Gateway and Wayfinding Signs.						
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	**3,294**	**3,245**	**3,245**	**3,245**	**3,245**	**3,245**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY19 Recommended	**3,553**	**3,553**	**3,553**	**3,553**	**3,553**	**3,553**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**35**	**35**	**35**	**35**	**35**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,553**	**3,588**	**3,588**	**3,588**	**3,588**	**3,588**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY19 Recommended	**1,989**	**1,989**	**1,989**	**1,989**	**1,989**	**1,989**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**25**	**25**	**25**	**25**	**25**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,989**	**2,014**	**2,014**	**2,014**	**2,014**	**2,014**

Consumer Protection

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$2,337,140	16.60

ERIC FRIEDMAN, DIRECTOR

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 FY19 Operating Budget for the Office of Consumer Protection is $2,337,140, a decrease of $27,457 or 1.16 percent from the FY18 Approved Budget of $2,364,597. Personnel Costs comprise 91.63 percent of the budget for 17 full-time position(s) and one part-time position(s), and a total of 16.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 8.37 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					
Restitution received as a percent of restitution asked for by the consumer and validated by the assigned OCP case investigator	88%	83%	84%	85%	85%

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average OCP customer satisfaction rating - Manner in which the customer's case was handled (1-4 scale) based on customer satisfaction survey	3.6	3.1	3.2	3.3	3.4
Average OCP customer satisfaction rating - Outcome of the customer's case (1-4 scale) based on customer satisfaction survey	3.4	2.9	3.0	3.1	3.2
Average time in workdays to investigate and close a written complaint (All complaints)	58	51	50	50	50
Average time in workdays to investigate and close a written complaint (> $5,000)	75	78	77	76	75
Average time in workdays to investigate and close a written complaint ($1,001 - $5,000)	59	78	76	74	72
Average time in workdays to investigate and close a written complaint ($101 - $1,000)	56	52	52	51	50
Average time in workdays to investigate and close a written complaint (< $100)	47	56	54	52	50
Percent of consumer protection cases closed that are resolved by OCP	66%	60%	61%	62%	63%
Media Coverage - Percent of news releases receiving media coverage, including print news, television and radio	100%	100%	100%	100%	100%
Media Coverage - Number of times media outlets, including print news, television and radio, seek out OCP's expertise	22	24	24	25	25

INITIATIVES

- OCP reached out to consumers and businesses in Montgomery County for whom English is not their primary language and launched a "*Language Friendly*" outreach program. This multiprong effort included: translating consumer protection information into several languages (Korean, Chinese, Amharic, French, Vietnamese, Russian, and Spanish); placing consumer education information and advertisements in Korean and Chinese language newspapers; and recruiting bilingual volunteers to be in the OCP office during specified days of the week.

ACCOMPLISHMENTS

- OCP obtained refunds and other resolutions for consumers victimized by a longstanding "Theft of Deposit" scam in which a real estate merchant purported to sell and build new homes on properties in Montgomery County. Numerous consumers paid deposits ranging from $40,000 to $270,000 and waited several years for the land to be conveyed and for the houses to be built. The merchant is an unlicensed builder and sold the same properties to several different consumer victims. OCP collaborated with other regulatory agencies to pursue enforcement action.
- OCP issued two press releases based upon months of investigative research, which received substantial media attention. An alert and video was issued describing the systemic deception inherent in the coupon-based air duct cleaning industry and provided consumers with helpful information regarding licensing and regulation. A warning was also issued to consumers and merchants regarding fake donation boxes in Montgomery County that made misleading claims regarding charitable services for lost pets or children.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- OCP worked with the Department of Technology Services (DTS) to bring business and licensing and registration platforms online to better serve consumers and businesses.
- OCP enhanced outreach efforts by developing a series of two-minute video alerts regarding numerous scams and consumer protection topics. These videos have been distributed through social media and posted online.

COLLABORATION AND PARTNERSHIPS

Shedding Light on Buying Solar Panels

In response to a spike in residential solar power marketing, OCP investigated and resolved numerous complaints regarding the sale and installation of solar panel systems. OCP collaborated with the Department of Permitting Services, the Maryland Home Improvement Commission, and the State's Attorney's Office to successfully bring criminal charges against an unlicensed solar panel installer. The Office prepared and distributed a newsletter to provide helpful information to consumers regarding how to purchase residential solar panels.

Partners

Department of Permitting Services, Office of the State's Attorney

PROGRAM CONTACTS

Contact Marsha Carter of the Office of Consumer Protection at 240.777.3686 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Consumer Protection

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.

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.

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.

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.

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,409,294	1,524,584	1,412,159	1,574,368	3.3 %
Employee Benefits	584,855	635,621	609,704	567,188	-10.8 %
County General Fund Personnel Costs	**1,994,149**	**2,160,205**	**2,021,863**	**2,141,556**	**-0.9 %**
Operating Expenses	88,542	204,392	160,552	195,584	-4.3 %
County General Fund Expenditures	**2,082,691**	**2,364,597**	**2,182,415**	**2,337,140**	**-1.2 %**
PERSONNEL					
Full-Time	16	17	17	17	—
Part-Time	1	1	1	1	—
FTEs	15.60	16.60	16.60	16.60	—
REVENUES					
Miscellaneous Revenues	116	0	0	0	—
New Home Builder's License	153,800	134,500	134,500	139,500	3.7 %
Other Fines/Forfeitures	1,050	1,000	1,000	1,000	—
Other Licenses/Permits	49,916	60,000	60,000	60,000	—
County General Fund Revenues	**204,882**	**195,500**	**195,500**	**200,500**	**2.6 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**2,364,597**	**16.60**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	48,244	0.00
Increase Cost: Annualization of FY18 Lapsed Positions [Consumer Protection]	29,969	0.00
Increase Cost: Allocation for Multilingual Pay [Consumer Protection]	7,894	0.00
Increase Cost: Printing and Mail	120	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18 [Consumer Protection]	(3,153)	0.00
Decrease Cost: Professional Services [Consumer Protection]	(5,775)	0.00
Decrease Cost: Retirement Adjustment	(20,118)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(34,571)	0.00
Decrease Cost: Increase Lapse [Consumer Protection]	(50,067)	0.00
FY19 RECOMMENDED	**2,337,140**	**16.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	71,174	1.00	74,750	1.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**2,337**	**2,337**	**2,337**	**2,337**	**2,337**	**2,337**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**6**	**6**	**6**	**6**	**6**
Items recommended for one-time funding in FY19, including operating expenses for professional services will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**50**	**50**	**50**	**50**	**50**
Restoration of one-time lapse adjustment in the budget development year						
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	**2,337**	**2,413**	**2,413**	**2,413**	**2,413**	**2,413**

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Correction and Rehabilitation

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$66,278,818	537.82

ROBERT GREEN, DIRECTOR

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 FY19 Operating Budget for the Department of Correction and Rehabilitation is $66,278,818, a decrease of $437,443 or 0.66 percent from the FY18 Approved Budget of $66,716,261. Personnel Costs comprise 90.34 percent of the budget for 538 full-time position(s) and no part-time position(s), and a total of 537.82 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 9.66 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Zero tolerance security incidents - Number of inappropriate releases of an inmate	1	1	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	1	1	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	0	0	0	0

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	6	4	0	0	0

INITIATIVES

- Completing internal design and buildout of the DOCR Jail Management System (JMS) in collaboration with the Department of Technology Services. This is a major information technology system developed and designed in a 12-month period to improve internal process using technology.
- Increase funding for substance abuse testing kits to support 25,000 additional full panel drug tests to screen for opioid use.
- Implementing the TeleStaff system for electronic schedule management and staff deployment. This has been in the Department's strategic plan for efficient staff deployment and data management.
- Implementing the requirements for the Electronic Medical Records system.
- Continuing a dedicated long-term Departmental leadership and organizational training strategy known as Appreciative Inquiry. The Department has completed over 1,000 manhours of leadership training.

ACCOMPLISHMENTS

- ☑ Earned National Association of Counties Awards for "A Comprehensive Stress Management Program for Correctional Employees" and "Development of a Departmental Intranet Site and new Internet site."
- ☑ Completed all accreditation processes of the Department with 100 percent compliance in all Divisions of operation.
- ☑ Finalized all financial audit requirements with the Montgomery County Government Internal Auditor. Moving forward, DOCR will audit inmate and resident escrow accounts every three years.
- ☑ Completed the PEW-Results First Programmatic Treatment and Program Inventory. This was a process to evaluate all DOCR programming against a national database of comprehensive programming. Phase II will identify strategies based on data to guide the County's investment in future programming focused on recidivism reduction and desistence from criminogenic behavior.
- ☑ Completed Departmental reorganization creating the Community Corrections Division and moving the Pretrial Services Program from leased office space to County-owned space. This reorganization and move provided programmatic and cost-savings efficiencies.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Completed the largest solar project at a County facility to date located at the Montgomery County Correctional Facility. Solar and other advanced energy technologies on County facilities provide energy independence, environmental protection, and cost savings.
- Secured Homeland Security grant funding for a full body scanner to enhance institutional safety and security by controlling contraband introduction into the DOCR secure facilities.
- Implemented a Master Lease Plan to upgrade security cameras and associated infrastructure at the Montgomery County Correctional Facility increasing institutional safety and security.

PROGRAM CONTACTS

Contact Kaye Beckley of the Department of Correction and Rehabilitation at 240.773.9908 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Management Services Division

Management Services Division serves an advisory function to DOCR and implements performance accountability programs and general management practices. The Division is comprised of Human Resources, Background Investigations and Training, Budget, Procurement, Employee Health, Welfare and Safety, Fiscal Management, Information Technology, Capital Improvement Projects (CIP) and special projects.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,639,940**	**25.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(229,892)	0.00
FY19 Recommended	**3,410,048**	**25.00**

Director's Office

The Director's Office provides oversight and direction for all DOCR activities in coordination with the Chief Administrative Officer and County Executive.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**977,941**	**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.	(75,822)	(1.00)
FY19 Recommended	**902,119**	**6.00**

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 one year of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located at the 143-bed Pre-Release Center in 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 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Security incidents - Number of residents absconded from Community Corrections custody	10	6	0	0	0
Security incidents - Number of residents absconded from custody returned to Community Corrections	10	6	0	0	0
Percentage of offenders from Pre-Release and Re-Entry Services employed at time served	77%	72%	75%	75%	75%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,569,420**	**57.18**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(133,869)	(1.00)
FY19 Recommended	**6,435,551**	**56.18**

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 Program for Substance Abusers (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 misdemeanant 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Court appearance rate while under supervision	96.1%	95.6%	95.0%	95.0%	95.0%

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,531,201**	**39.00**
Enhance: Substance Abuse Testing Kits	75,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(225,941)	0.00
FY19 Recommended	**4,380,260**	**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. They also determine eligibility of offenders for legal representation by the Public Defender Office.

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 or 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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	71%	70%	70%	70%	70%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**50,997,759**	**409.64**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	153,081	2.00
FY19 Recommended	**51,150,840**	**411.64**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	45,032,492	45,252,478	44,684,087	44,883,610	-0.8 %
Employee Benefits	14,533,308	14,932,892	14,532,624	14,994,299	0.4 %
County General Fund Personnel Costs	**59,565,800**	**60,185,370**	**59,216,711**	**59,877,909**	**-0.5 %**
Operating Expenses	8,186,000	6,530,891	6,865,116	6,400,909	-2.0 %
Capital Outlay	124,228	0	0	0	—
County General Fund Expenditures	**67,876,028**	**66,716,261**	**66,081,827**	**66,278,818**	**-0.7 %**
PERSONNEL					
Full-Time	539	538	538	538	—
Part-Time	0	0	0	0	—
FTEs	537.82	537.82	537.82	537.82	—
REVENUES					
Alternative Community Services	351,518	385,000	385,000	385,000	—
Care of Federal/State Prisoners	1,178,864	1,160,000	1,160,000	1,160,000	—
Home Confinement Fees	74,184	30,000	30,000	30,000	—
Illegal Alien Inmate Reimbursement	692,771	600,000	600,000	600,000	—
Miscellaneous Revenues	1,598	0	0	0	—
Other Charges/Fees	68,375	75,100	75,100	75,100	—
Other Intergovernmental	92,587	120,000	150,000	120,000	—
Other Licenses and Permits	1,067	0	0	0	—
Substance Abusers Intervention Program (IPSA)	76,280	74,000	74,000	74,000	—
County General Fund Revenues	**2,537,244**	**2,444,100**	**2,474,100**	**2,444,100**	**—**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**66,716,261**	**537.82**
Changes (with service impacts)		
Enhance: Substance Abuse Testing Kits [Pre-Trial Services]	75,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	1,403,008	0.00
Increase Cost: Printing and Mail	3,802	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(7,124)	0.00
Decrease Cost: Motor Pool Adjustment	(36,145)	0.00
Decrease Cost: Savings realized from implementation of IT projects	(56,250)	0.00
Shift: Eligible operating costs to restricted fund	(135,139)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(507,639)	0.00
Decrease Cost: Recognize actual lapse of vacant positions	(1,176,956)	0.00
FY19 RECOMMENDED	**66,278,818**	**537.82**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Management Services Division	3,639,940	25.00	3,410,048	25.00
Director's Office	977,941	7.00	902,119	6.00
Pre-Release and Re-entry Services	6,569,420	57.18	6,435,551	56.18
Pre-Trial Services	4,531,201	39.00	4,380,260	39.00
Detention Services	50,997,759	409.64	51,150,840	411.64
Total	**66,716,261**	**537.82**	**66,278,818**	**537.82**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
General Services	General Fund	83,528	1.00	84,021	1.00
Fleet Management Services	Motor Pool	107,775	1.00	110,539	1.00
	Total	**191,303**	**2.00**	**194,560**	**2.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**66,279**	**66,279**	**66,279**	**66,279**	**66,279**	**66,279**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**(75)**	**(75)**	**(75)**	**(75)**	**(75)**
Items recommended for one-time funding in FY19, including substance abuse testing kits, will be eliminated from the base in the outyears.						
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.						
Pre-Release Center Dietary Facilities Improvements (P420900)	**0**	**19**	**19**	**19**	**19**	**19**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
Subtotal Expenditures	**66,279**	**67,018**	**67,018**	**67,018**	**67,018**	**67,018**

Emergency Management and Homeland Security

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$2,165,859	15.30

DR. EARL STODDARD, DIRECTOR

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 FY19 Operating Budget for the Office of Emergency Management and Homeland Security is $2,165,859, an increase of $79,883 or 3.83 percent from the FY18 Approved Budget of $2,085,976. Personnel Costs comprise 88.54 percent of the budget for 14 full-time position(s) and one part-time position(s), and a total of 15.30 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 11.46 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Partnering with Health and Human Services to establish the Opioid Intervention Team to streamline management of the opioid crisis by bringing together departmental, private, and non-profit stakeholders.

ACCOMPLISHMENTS

- ☑ Completed the updated 2018 revision of the Emergency Operations Plan.
- ☑ Incorporated three new alert groups into the Alert Montgomery System: all private schools, residents in the vicinity of the Resource Recovery Facility, and residents in the vicinity of the Department of Corrections and Rehabilitation facilities in Boyds.
- ☑ Departments in Montgomery County's Continuity of Operations Program (COOP) have an average score of 2.6 out of a possible 3.0. As part of the program, OEMHS facilitated three COOP tabletop exercises, trained 15 new department COOP managers individually, and provided group training to the Office of Agriculture.
- ☑ Conducted a senior leadership workshop on cyber attacks with more than 75 County department and partner attendees.
- ☑ Developed a new emergency volunteer and donations management plan, finalized an emergency animal sheltering plan, and completed a critical infrastructure/key resources plan.
- ☑ Continued to build partnerships and collaboration through community training. This year OEMHS partnership efforts included: Emotional Spiritual Care Volunteer training (in partnership with the Faith Community Working Group and Montgomery County Public Health), Securing Houses of Worship presentation (in partnership with Police and Fire and Rescue Service), and Faith Leader Active Assailant Training (with Police and Fire and Rescue Services).
- ☑ Conducted community preparedness and public outreach activities to ensure the community understands how to prepare for emergencies with a goal of providing 100 presentations/events this fiscal year, and added new materials in Korean, Vietnamese, Russian, and Amharic.
- ☑ Provided an emergency preparedness workshop for County healthcare facilities with 65 attendees (including dialysis centers, surgical centers, nursing homes, etc) to review and train on topics including risk assessment, emergency planning, procedures, communication plans, training and testing.
- ☑ Expanded field operations and deployment capabilities in support of public safety responses throughout the County and was involved in mass care coordination of the resident displacement at the Promenade Towers in Bethesda.
- ☑ Deployed two staff members to Florida through the Emergency Management Assistance Compact (EMAC) in support of Hurricane Irma response. OEMHS continues to serve as the point-department for EMAC, including providing cost estimates and seeking cost reimbursements when County department staff are deployed through EMAC.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Restructured the Facility Emergency Action Program to include a scoring process that will measure the plan in a number of areas. This will allow departments to better understand what areas are successful and where their planning needs improvement.

PROGRAM CONTACTS

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 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 and 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Available capacity for overnight shelter	6,556	8,987	8,987	8,987	8,987
Percentage of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709 [1]	24.5	17.1	18.4	19.5	21.5
Percentage of Emergency Alerts sent within 20 minutes of information received by the OEMHS between 9-5 M-F	100	100	100	100	100
Percentage of Emergency Management Accreditation standards met by the County [2]	100	100	100	100	100
Percentage of Emergency Management Operations Center primary systems availability	99	99	99	99	99
Percentage of County employees that meet National Incident Management Systems requirements [3]	100	100	85	90	95
Percentage of Principal County Departments and Offices with a COOP plan score of 2.5 or higher [4]	86	74	75	80	85
Percentage of County Facility Emergency Action Plans reviewed within 90 days of submission/contract	100	100	100	100	100
Percentage of employees who have completed Employee Emergency Training or Workplace Violence Level	13	15	16	17	18
Percentage of the County's 19 municipalities participating in Federal Emergency Management Agency's National Flood Insurance Program	84	89	89	89	89

[1] *In December 2016 OEMHS purged the subscriber database of old accounts which were carried over to the new system in October 2014. These accounts were not responsive to requests to update contact information of a two-year period, and were deleted.*

[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] *FY17 measure includes Police, Fire and Rescue, and OEMHS. In FY18, OEMHS will add additional County agencies. As agencies reach compliance through training, and new agencies are added, OEMHS anticipate compliance across the county will level-out in upcoming fiscal years.*

[4] *COOP program scoring is on a calendar year basis and is scored on a 3.0 scale. The score for FY17 is based on final scores in December 2016.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,572,632**	**12.30**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	58,332	0.00
FY19 Recommended	**1,630,964**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**513,344**	**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.	21,551	0.00
FY19 Recommended	**534,895**	**3.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	703,244	833,297	834,488	840,171	0.8 %
Employee Benefits	197,463	250,353	241,589	255,026	1.9 %
County General Fund Personnel Costs	**900,707**	**1,083,650**	**1,076,077**	**1,095,197**	**1.1 %**
Operating Expenses	329,193	233,921	197,031	248,171	6.1 %
County General Fund Expenditures	**1,229,900**	**1,317,571**	**1,273,108**	**1,343,368**	**2.0 %**
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	866,138	800,000	865,000	865,000	8.1 %
Other Charges/Fees	41,042	0	65,000	0	—
Other Intergovernmental	8,211,978	0	0	0	—
County General Fund Revenues	**9,119,158**	**800,000**	**930,000**	**865,000**	**8.1 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	614,337	582,859	582,859	624,739	7.2 %
Employee Benefits	163,494	185,546	185,546	197,752	6.6 %
Grant Fund - MCG Personnel Costs	**777,831**	**768,405**	**768,405**	**822,491**	**7.0 %**
Operating Expenses	4,069,813	0	0	0	—
Capital Outlay	921,509	0	0	0	—
Grant Fund - MCG Expenditures	**5,769,153**	**768,405**	**768,405**	**822,491**	**7.0 %**
PERSONNEL					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	6.70	6.70	6.70	6.70	—
REVENUES					
Federal Grants	5,631,521	768,405	768,405	822,491	7.0 %
Grant Fund - MCG Revenues	**5,631,521**	**768,405**	**768,405**	**822,491**	**7.0 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**6,999,053**	**2,085,976**	**2,041,513**	**2,165,859**	**3.8 %**
Total Full-Time Positions	**14**	**14**	**14**	**14**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**15.30**	**15.30**	**15.30**	**15.30**	**—**
Total Revenues	**14,750,679**	**1,568,405**	**1,698,405**	**1,687,491**	**7.6 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**1,317,571**	**8.60**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	26,506	0.00
Increase Cost: Hazardous Material Permitting System Maintenance	13,100	0.00
Increase Cost: Motor Pool Adjustment	1,051	0.00
Increase Cost: Printing and Mail	99	0.00
Decrease Cost: Retirement Adjustment	(1,567)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(13,392)	0.00
FY19 RECOMMENDED	**1,343,368**	**8.60**
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**768,405**	**6.70**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY18 Personnel Costs	54,086	0.00
FY19 RECOMMENDED	**822,491**	**6.70**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Emergency Management Planning, Response & Recovery	1,572,632	12.30	1,630,964	12.30
Administration	513,344	3.00	534,895	3.00
Total	**2,085,976**	**15.30**	**2,165,859**	**15.30**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**1,343**	**1,343**	**1,343**	**1,343**	**1,343**	**1,343**
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	**1,343**	**1,357**	**1,357**	**1,357**	**1,357**	**1,357**

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Fire and Rescue Service

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$211,314,247	1,265.26

SCOTT GOLDSTEIN, FIRE CHIEF

MISSION STATEMENT

The mission of the Montgomery County Fire and Rescue Service (MCFRS) is to provide maximum protection of lives, property and the environment with comprehensive risk reduction programs and safe and effective emergency response provided by highly skilled career and volunteer service providers representing the 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 FY19 Operating Budget for the Montgomery County Fire and Rescue Service is $211,314,247 a decrease of $3,548,173 or 1.7 percent from the FY18 Approved Budget of $214,862,420. Personnel Costs comprise 82.6 percent of the budget for 1,264 full-time positions, and a total of 1,265.26 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 17.4 percent of the FY19 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 $7,873,730 for general obligation debt and $2,896,600 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- In an effort to reduce 911 calls, ambulance transports and emergency room visits, MCFRS has partnered with HHS to expand a program that initiates regular home health care visits and other services for patients that had been repeatedly transported by ambulance to hospital emergency rooms.

ACCOMPLISHMENTS

- Eliminated the need to keep paper invoices and supporting documentation by sending payment paperwork to be scanned and linked in the financial system to the relevant payment.
- Placed in service the following apparatus in FY17: five aerial ladder trucks, 20 EMS units, and one mobile command unit. In addition, two tankers and four brush engines were ordered. Major apparatus purchases in process for FY18 include pumpers, EMS units, heavy rescue squads, and an aerial ladder truck.
- The County's new computer-aided dispatch (CAD) system, which handles every call received by 911 went live in April 2017.
- MCFRS replaced its entire stock of self-contained breathing apparatus (SCBA).
- Three engines, serving Cabin John, Glen Echo and Bethesda, were upgraded to four-person staffing and now have a paramedic assigned. This addition reduces response time to medical emergencies in those areas.
- Revamped the hiring process to include a preference point system and a more holistic consideration for applicants resulting in the most diverse recruit class in ten years.
- Following a comprehensive audit and evaluation of MCFRS's firefighting capabilities, a new Insurance Services Office rating took effect that could mean savings on fire insurance premiums for property owners throughout the County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Segmented the recruit class into two components and staggered start dates resulting in better use of facilities, improved management of recruit processing, greater ease and efficiency in distributing gear, and reduced the impact on the fire/EMS instructor cadre.
- MCFRS was awarded a Federal SAFER grant that will provide $1.5 million to fund ten additional firefighter positions and bring two fire suppression units to four-person staffing.
- Awarded $155,000 Assistance to Firefighters Grant to purchase a replacement flashover simulator that has been used regularly for over ten years for live fire training.

PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 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 firefighter/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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Commission on Fire Accreditation International (CFAI) core competencies met during FY14-FY18 accreditation cycle	98.8%	100%	100%	100%	100%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,813,561**	**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.	(621,142)	0.00
FY19 Recommended	**3,192,419**	**12.00**

Operations

The Operations Division is the organizational component of 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 121,000 emergency incidents annually. Requests for emergency medical assistance comprise the majority of those incidents, approximately 93,000 calls annually resulting in the transport of 71,500 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, 14 ALS medic units, and 27 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
EMS cardiac care: Percentage of STEMI patients with door-to-balloon (D2B) time less than or equal to 90 minutes	93.9	92.3	91.2	91.2	91.2
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC) [1]	31.2	32.7	34.2	34.2	34.2
EMS stroke care: Percentage of stroke patients with EMS to door (E2D) time less than or equal to 30 minutes [2]	85.9	83.9	90.0	90.0	90.0
90th percentile arrival time for first Advanced Life Support (ALS) unit in metropolitan areas of the county	10:39	10:28	10:00	10:00	10:00
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the county	11:53	11:12	10:00	10:00	10:00
90th percentile arrival time for first Advanced Life Support (ALS) unit in suburban areas of the county	11:31	11:27	11:00	11:00	11:00
90th percentile arrival time for first Advanced Life Support (ALS) unit in rural areas of the county	12:07	12:44	12:00	12:00	12:00
90th percentile arrival time for first engine to structure fire in metropolitan areas of the county	9:09	9:11	9:00	9:00	9:00
90th percentile arrival time for first engine to structure fire in urban areas of the county	8:40	10:03	9:10	9:10	9:10
90th percentile arrival time for first engine to structure fire in suburban areas of the county	11:13	10:43	10:00	10:00	10:00
90th percentile arrival time for first engine to structure fire in rural areas of the county	12:00	13:02	12:00	12:00	12:00
Percent of residential structure fires confined to the room of origin	79	80.5	81.0	81.0	81.0
Number of residential fire deaths per 100,000 residents [3]	0.3	0.9	0.4	0.4	0.4
Number of residential fire injuries per 100,000 residents [4]	1.3	6.0	2.0	2.0	2.0

[1] *The Actual FY16 performance figure shown above only reflects a half-year's performance (Q3 and Q4). MCFRS did not begin reporting data for this headline measure to CountyStat until FY16Q3.*

[2] *The Actual FY16 performance figure shown above only reflects a half-year's performance (Q3 and Q4). MCFRS did not begin reporting data for this headline measure to CountyStat until FY16Q3.*

[3] *The FY17 result of 0.9 death per 100,000 residents is noticeably higher than previous years, as well as FY18-20 projections, due to a single incident involving 7 fatalities that occurred on 8/10/16. The incident involved a natural gas explosion and fire in a Silver Spring apartment complex. This incident had a very low probability of occurrence but very high consequences (i.e., categorized by MCFRS as a "special risk").*

[4] *The FY17 result of 6.0 injured persons per 100,000 residents is noticeably higher than previous years as well as FY18-20 projections due to a single incident involving 36 injured residents that occurred on 8/10/16. The incident involved a natural gas explosion and fire in a Silver Spring apartment complex. This incident had a very low probability of occurrence but very high consequences (i.e., categorized by MCFRS as a "special risk").*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**155,245,092**	**1,163.90**
Add: SAFER Grant to Support Ten New Firefighter Positions	588,990	7.00
Add: Expand Mobile Integrated Healthcare to Serve 200 Patients	247,397	2.00
Add: SAFER Grant Match	212,652	3.00

FY19 Recommended Changes	Expenditures	FTEs
Re-align: Takoma Park Four-Person Staffing Initiated Through Federal Grant	(400,000)	(5.00)
Eliminate: Germantown Engine 729 - Service to be Provided from Surrounding Stations	(1,262,250)	(9.00)
Re-align: Hillandale Tower 724 Staff Redeployed to Burtonsville	(1,542,500)	(8.00)
Eliminate: Hyattstown Engine 709 - Service to be Provided from Surrounding Stations	(2,477,000)	(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.	4,254,227	(2.60)
FY19 Recommended	**154,866,608**	**1,139.30**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,968,578**	**50.00**
Shift: Move Uniform Purchases Financed by EMST from Fiscal Management to Support Services	978,200	0.00
Shift: Move Facility Maintenance Expenditures Financed by EMST from Fiscal Management to Support Services	477,063	0.00
Increase Cost: Motor Pool Adjustment	182,153	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	199,075	2.60

FY19 Recommended Changes	Expenditures	FTEs
FY19 Recommended	**11,805,069**	**52.60**

Human Resources Division

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 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**29,740,725**	**35.76**
Technical Adj: Public Safety Training Academy Registrar	0	0.50
Decrease Cost: Align Recruit Class Size to Attrition Needs	(702,000)	0.00
Decrease Cost: Risk Management Adjustment	(1,679,572)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(624,275)	0.00
FY19 Recommended	**26,734,878**	**36.26**

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 Emergency Medical Services Transport (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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**12,850,627**	**15.10**
Replace: Bethesda Chevy Chase Rescue Squad Operating Expenses	88,000	0.00
Reduce: Reduce Distribution of EMST Funds to LFRDs and MCVFRA by 2.5 percent	(114,780)	0.00
Shift: Move Facility Maintenance Expenditures Financed by EMST from Fiscal Management to Support Services	(477,063)	0.00
Shift: Move Uniform Purchases Financed by EMST from Fiscal Management to Support Services	(978,200)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	64,716	0.00
FY19 Recommended	**11,433,300**	**15.10**

Volunteer 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 LFRDs 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Child safety seat inspections survey - percent of respondents who were overall satisfied	99.3	99.4	99.5	99.5	99.5

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,243,837**	**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.	38,136	0.00
FY19 Recommended	**3,281,973**	**10.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	131,918,303	127,521,838	134,155,157	125,390,210	-1.7 %
Employee Benefits	50,241,725	48,662,582	48,704,138	48,606,988	-0.1 %
Fire Personnel Costs	**182,160,028**	**176,184,420**	**182,859,295**	**173,997,198**	**-1.2 %**
Operating Expenses	44,264,730	38,678,000	40,204,363	36,728,059	-5.0 %
Capital Outlay	228,931	0	0	0	—
Fire Expenditures	**226,653,689**	**214,862,420**	**223,063,658**	**210,725,257**	**-1.9 %**
PERSONNEL					
Full-Time	1,301	1,285	1,285	1,257	-2.2 %
Part-Time	1	1	1	0	-100.0 %
FTEs	1,302.76	1,286.76	1,286.76	1,258.26	-2.2 %
REVENUES					
EMS Reimbursement-Ambulance Fee	25,177,358	19,199,561	19,199,561	19,500,000	1.6 %
Investment Income	305,635	242,130	501,710	710,760	193.5 %
Miscellaneous Revenues	369,918	240,500	240,500	244,882	1.8 %
Property Tax	212,289,123	211,455,538	211,165,492	208,162,565	-1.6 %
State Fire/Rescue 508 Funds	1,965,335	0	1,970,000	0	—
Fire Revenues	**240,107,369**	**231,137,729**	**233,077,263**	**228,618,207**	**-1.1 %**

GRANT FUND - MCG

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	1,069,708	0	0	441,465	—
Employee Benefits	104,066	0	0	147,525	—
Grant Fund - MCG Personnel Costs	**1,173,774**	**0**	**0**	**588,990**	**—**
Operating Expenses	968,768	0	0	0	—
Grant Fund - MCG Expenditures	**2,142,542**	**0**	**0**	**588,990**	**—**
PERSONNEL					
Full-Time	0	0	0	7	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	7.00	—
REVENUES					
Federal Grants	2,088,383	0	0	588,990	—
Miscellaneous Revenues	16,242	0	0	0	—
State Grants	26,317	0	0	0	—
Grant Fund - MCG Revenues	**2,130,942**	**0**	**0**	**588,990**	**—**

DEPARTMENT TOTALS

Total Expenditures	**228,796,231**	**214,862,420**	**223,063,658**	**211,314,247**	**-1.7 %**
Total Full-Time Positions	**1,301**	**1,285**	**1,285**	**1,264**	**-1.6 %**
Total Part-Time Positions	**1**	**1**	**1**	**0**	**-100.0 %**
Total FTEs	**1,302.76**	**1,286.76**	**1,286.76**	**1,265.26**	**-1.7 %**
Total Revenues	**242,238,311**	**231,137,729**	**233,077,263**	**229,207,197**	**-0.8 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FIRE		
FY18 ORIGINAL APPROPRIATION	**214,862,420**	**1,286.76**
Changes (with service impacts)		
Add: Expand Mobile Integrated Healthcare to Serve 200 Patients [Operations]	247,397	2.00
Add: SAFER Grant Match [Operations]	212,652	3.00
Reduce: Reduce Distribution of EMST Funds to LFRDs and MCVFRA by 2.5 percent [Fiscal Management]	(114,780)	0.00
Eliminate: Germantown Engine 729 - Service to be Provided from Surrounding Stations [Operations]	(1,262,250)	(9.00)
Eliminate: Hyattstown Engine 709 - Service to be Provided from Surrounding Stations [Operations]	(2,477,000)	(12.00)
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	3,970,234	0.00
Shift: Move Uniform Purchases Financed by EMST from Fiscal Management to Support Services [Support Services]	978,200	0.00
Increase Cost: Annualization of FY18 Personnel Costs	953,291	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Move Facility Maintenance Expenditures Financed by EMST from Fiscal Management to Support Services [Support Services]	477,063	0.00
Increase Cost: Holiday Pay	380,000	0.00
Increase Cost: Motor Pool Adjustment [Support Services]	182,153	0.00
Replace: Bethesda Chevy Chase Rescue Squad Operating Expenses [Fiscal Management]	88,000	0.00
Increase Cost: Annualization of FY18 Lapsed Positions	45,000	0.00
Increase Cost: Printing and Mail	9,081	0.00
Technical Adj: Public Safety Training Academy Registrar [Human Resources Division]	0	0.50
Decrease Cost: Elimination of One-Time Items Approved in FY18	(98,303)	0.00
Re-align: Takoma Park Four-Person Staffing Initiated Through Federal Grant [Operations]	(400,000)	(5.00)
Shift: Move Facility Maintenance Expenditures Financed by EMST from Fiscal Management to Support Services [Fiscal Management]	(477,063)	0.00
Decrease Cost: Align Recruit Class Size to Attrition Needs [Human Resources Division]	(702,000)	0.00
Shift: Move Uniform Purchases Financed by EMST from Fiscal Management to Support Services [Fiscal Management]	(978,200)	0.00
Re-align: Hillandale Tower 724 Staff Redeployed to Burtonsville [Operations]	(1,542,500)	(8.00)
Decrease Cost: Risk Management Adjustment [Human Resources Division]	(1,679,572)	0.00
Decrease Cost: Retirement Adjustment	(1,948,566)	0.00
FY19 RECOMMENDED	**210,725,257**	**1,258.26**

GRANT FUND - MCG

FY18 ORIGINAL APPROPRIATION	**0**	**0.00**
Federal/State Programs		
Add: SAFER Grant to Support Ten New Firefighter Positions	588,990	7.00
FY19 RECOMMENDED	**588,990**	**7.00**

PROGRAM SUMMARY

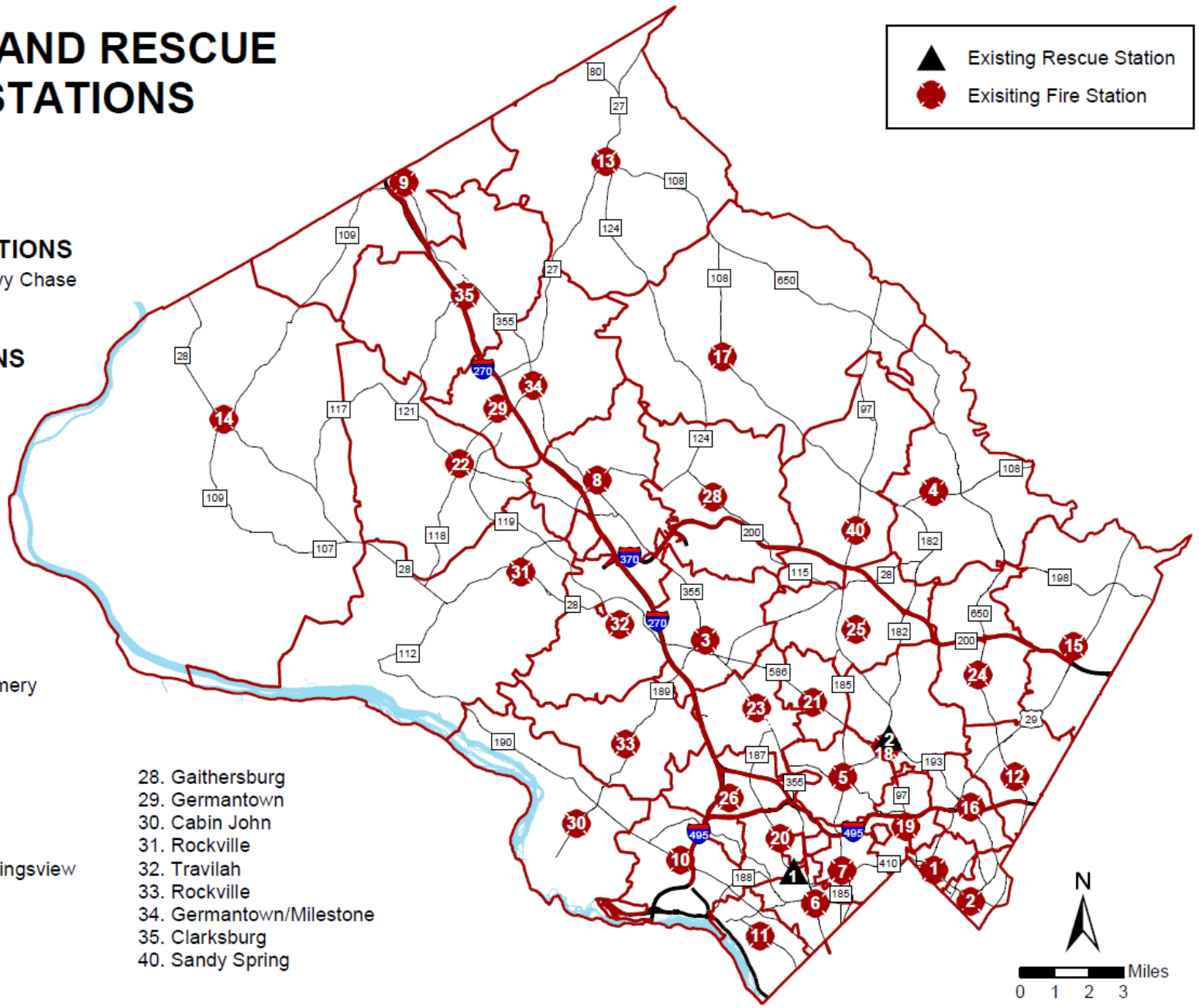
Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Office of the Fire Chief	3,813,561	12.00	3,192,419	12.00
Operations	155,245,092	1,163.90	154,866,608	1,139.30
Support Services	9,968,578	50.00	11,805,069	52.60
Human Resources Division	29,740,725	35.76	26,734,878	36.26
Fiscal Management	12,850,627	15.10	11,433,300	15.10
Volunteer Services	3,243,837	10.00	3,281,973	10.00
Total	**214,862,420**	**1,286.76**	**211,314,247**	**1,265.26**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
FIRE						
EXPENDITURES						
FY19 Recommended	**210,725**	**210,725**	**210,725**	**210,725**	**210,725**	**210,725**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**927**	**927**	**927**	**927**	**927**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Clarksburg Fire Station (P450300)	**0**	**0**	**0**	**153**	**203**	**203**
Kensington FS #25 (P450903)	**0**	**125**	**125**	**125**	**125**	**125**
White Flint Fire Station #23 (P451502)	**0**	**0**	**0**	**97**	**144**	**144**
Subtotal Expenditures	**210,725**	**211,777**	**211,777**	**212,027**	**212,124**	**212,124**

FIRE AND RESCUE STATIONS



RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring

Police

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$279,794,362	1,953.95

J. THOMAS MANGER, CHIEF

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 all 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 FY19 Operating Budget for the Department of Police is $279,794,362, an increase of $4,154,992 or 1.51 percent from the FY18 Approved Budget of $275,639,370. Personnel Costs comprise 83.78 percent of the budget for 1,888 full-time position(s) and 197 part-time position(s), and a total of 1,953.95 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 16.22 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Average emergency 911 call response time (minutes)	7:46	8:35	8:00	7:45	7:30
Crime investigation and closure rate: Homicide	87%	87%	90%	90%	90%
Crime investigation and closure rate: Rape	84%	64.9%	80%	80%	80%
Crime investigation and closure rate: Robbery	44%	37.1%	40%	40%	40%
Crime investigation and closure rate: Aggravated Assaults	64%	59%	65%	65%	65%
Crime investigation and closure rate: Burglary	23%	21%	23%	23%	23%

INITIATIVES

- Implementation of enhanced gang investigative capabilities with the FY18 supplemental budget appropriation.
- The County's new Next Generation 911 service will begin in FY19, allowing the Emergency Communications Center to receive emergency communications in new ways, including by text and with pictures.
- The Police Department plans to replace the County's interview room camera system with a more reliable product that will better integrate with footage collected from the body worn camera program.
- Participation in the FBI's national use of force reporting pilot to demonstrate the Montgomery County Police Department's (MCPD) commitment to transparency and accountability.
- Continue diversity initiatives, which includes expansion of the Cadet Program and a pilot initiative where a local high school offers a criminal justice program for students.
- Increase the efficiency of emergency response by shifting the responsibility for animal-related emergency calls to the Animal Services Division during peak animal-related call times.

ACCOMPLISHMENTS

- The Investigative Services Bureau adjusted its internal policies and procedures in response to the opioid epidemic and now handles each overdose resulting in death as a homicide investigation. As a result, two drug suppliers were charged with the death they caused to a user and were federally prosecuted -- a clear message to opioid traffickers that Montgomery County will not tolerate their actions.
- Fully implemented the Stop, Triage, Engage, Educate and Rehabilitate (STEER) Program, which deflects low-risk individuals with substance abuse disorders away from the criminal justice system and directly into community-based treatment.
- Re-established the Community Engagement Division to maximize and enhance outreach and engagement efforts throughout the County. MCPD also hosted the first Hispanic Community Police Academy.
- MCPD was awarded reaccreditation for the seventh time by Commission on Advanced Law Enforcement Accreditation (CALEA), and the Crime Lab completed strenuous accreditation process through the American Society of Crime Laboratory Directors (ASCLAD).
- MCPD experienced numerous technological accomplishments within the last fiscal year:
  - Implemented a new Computer-Aided Dispatch (CAD) system.

- Transitioned to the FBI's National Incident Based Reporting System (NIBRS) for crime reporting, the first agency in the State to undertake this effort.
- Completed the rollout of body-worn cameras to all patrol officers.
- Completed cross-training of Emergency Communications Center personnel under the implementation plan for consolidation.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded the lab space of the Electronic Crimes Unit, providing state-of-the-art technology to process electronic evidence, which impacts all types of criminal activity.
- Expanded the Automated School Bus Enforcement program to improve school bus safety.
- The Montgomery County Public Safety Training Academy consolidated the functional and specialized training needed for all law enforcement officers and employs the use of technology and realistic scenario-based training to improve lesson delivery.

COLLABORATION AND PARTNERSHIPS

Vision Zero

Collaborated with the County Council, DOT, OEMHS, HHS, State Highway, Maryland-National Capital Park & Planning Commission, the State Highway Administration, and several other associations, committees, and offices to develop the Vision Zero action plan.

Partners

County Council, Office of Emergency Management and Homeland Security, Department of Health and Human Services, Department of Transportation, Maryland-National Capital Park and Planning Commission

Family Justice Center

MCPD partners with other departments in the Family Justice Center to provide efficient and effective services to residents.

Partners

Department of Health and Human Services, Sheriff's Office, Non-Profits

Police Cadet Program

Partnership with Montgomery College to maintain the Montgomery County Police Cadet Program.

Partners

Montgomery College

Keeping Schools Safe

Partnership with the Montgomery County Public Schools, Sheriff's Office, and the Rockville and Gaithersburg Police Departments to provide a School Resource Officer (SRO) program and training related to critical incident response.

Partners

Sheriff's Office, Montgomery County Public Schools

Managed Search Operations, Emergency Services, and Emergency Response

Partnerships with Fire & Rescue include arson investigations, tactical medic program, and critical incident response training and support for Managed Search Operations Team incidents, Emergency Services Unit activities, and Emergency Response Team (ERT) incidents.

Partners

Montgomery County Fire and Rescue Service

Addressing Drug and Alcohol Abuse

Partnerships with HHS, including Crisis Intervention Team, Project Lifesaver, the Opiate Overdose Response Program, and the Stop, Triage, Engage, Educate, and Rehabilitate (STEER) program.

Partners

Department of Health and Human Services

Keeping Seniors Safe Program

Partnership between the Montgomery County Commission on Aging and the MCPD Volunteer Resources Sections to administer the Keeping Seniors Safe program, which is designed to increase awareness of safety issues within the senior community and provide related guidance and resources to seniors in regard to these issues.

Partners

Non-Profits

Preparedness for Large-scale Event

Enhanced training and collaboration with local, state, and federal public safety partners to improve preparedness for large-scale event.

Partners

Office of Emergency Management and Homeland Security, Montgomery County Fire and Rescue Service

Response to Bias & Hate

Expanded community partnerships through the Office of the Chief, including the African American, Asian, Hispanic, and Latino liaison committees, LGBTQ, and Interfaith community working group, to investigate and respond to the increase in the number of bias incidents.

Partners

Office of Human Rights, Non-Profits

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 responsibility for the overall management, direction, planning, and coordination of all Department of Police programs and operations.

The Internal Affairs Division (IAD) is organizationally located in the Office of the Chief. The Department strives to maintain a relationship of trust and confidence with the community that it serves. A critical part of maintaining this level of trust is through an effective and sound disciplinary process. The IAD ensures that each complaint is thoroughly reviewed and investigated so that corrective action is taken on sustained cases for improper conduct, as well as safeguarding employees from unwarranted criticism for properly engaging in their duties.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,850,691**	**13.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,561,487)	(1.00)
FY19 Recommended	**2,289,204**	**12.00**

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; 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 DCATs 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 SROs 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**115,513,356**	**963.95**
Reduce: Lapse Six Vacant Sworn Positions	(1,031,339)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	555,852	(32.45)
FY19 Recommended	**115,037,869**	**931.50**

Field Services

The Field Services Bureau (FSB) is responsible for providing specialized services in several key service delivery functions, necessary for safely and effectively executing both routine and complex field operations. The FSB consists of the following divisions: the Special Operations Division, the Traffic Division, the Public Information Office, the Animal Services Division, and the Security Services Division. The Crisis Intervention Team (CIT), District Court Liaison, and Peer Support Unit are also located in this Bureau.

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 through timely and accurate reports using traditional media routes and the latest social media trends.

The Animal Services Division is charged with responding to citizen complaints regarding animals that may endanger the public or cause public nuisances, and animals in need of protection. The Division also operates the Animal Services and Adoption Center facility, which provides housing and care to animals in need, and an adoption program that seeks to place those animals with the appropriate families.

The Security Services Division provides security staffing at various County facilities, to prevent or mitigate disorder and/or disruption. The Division is also responsible for providing executive protection duties for the County Executive.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of traffic collisions in Montgomery County	23,613	23,400	23,100	22,900	22,700

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**43,608,308**	**293.60**
Enhance: Contractors for School Bus Camera Program	138,306	0.00
Add: Social Worker III for Interventions on Police Calls	94,505	1.00
Add: Crossing Guards for Richard Montgomery Elementary School #5	53,619	0.60
Technical Adj: Technical Adjustment to FTEs	0	2.05
Reduce: Contract Security	(279,677)	0.00
Decrease Cost: Replace Vacant Security Officer Positions With Contractors	(313,662)	(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.	962,202	(6.05)
FY19 Recommended	**44,263,601**	**285.20**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**39,738,552**	**304.50**
Add: Criminal Gang Unit Expansion Supplemental Impact in FY19	711,975	6.00
Enhance: Physical Evidence Recovery Kit Testing	342,500	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.	(868,746)	(14.50)
FY19 Recommended	**39,924,281**	**296.00**

Management Services

The Management Services Bureau 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 eight 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 (the clearinghouse for criminal histories), crime statistics, the Message Routing Unit, Warrant Control Unit, Data Systems Unit, and the Records Management Unit. The Field Support Section includes the Telephone Reporting Unit (TRU), Warrant Control Unit, and the Data Systems Unit. Finally, the Technology Section 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 well being 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average time to answer 911 calls (seconds)	5.0	8.0	6.0	6.0	6.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**72,928,463**	**375.25**
Add: Next Generation 911 Service	365,377	0.00
Enhance: Interview Room Camera System Upgrade	73,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,912,567	54.00
FY19 Recommended	**78,279,407**	**429.25**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Salaries and Wages	159,307,639	170,930,542	167,414,239	174,635,219	2.2 %
Employee Benefits	57,911,442	58,516,492	58,149,431	59,623,820	1.9 %
County General Fund Personnel Costs	**217,219,081**	**229,447,034**	**225,563,670**	**234,259,039**	**2.1 %**
Operating Expenses	41,816,629	46,027,336	45,290,325	45,370,323	-1.4 %
Capital Outlay	419,626	0	0	0	—
County General Fund Expenditures	**259,455,336**	**275,474,370**	**270,853,995**	**279,629,362**	**1.5 %**
PERSONNEL					
Full-Time	1,828	1,887	1,887	1,887	—
Part-Time	186	195	195	197	1.0 %
FTEs	1,886.75	1,949.30	1,949.30	1,952.95	0.2 %
REVENUES					
Emergency 911	7,415,543	6,745,000	7,000,000	7,000,000	3.8 %
Health Inspection: Restaurants	(1,432)	0	0	0	—
Miscellaneous Revenues	296,630	100,000	150,000	150,000	50.0 %
Other Charges/Fees	1,800,600	1,700,000	1,850,000	1,800,000	5.9 %
Other Fines/Forfeitures	1,572,613	2,274,500	2,339,910	2,274,500	—
Other Intergovernmental	1,057,195	250,000	250,000	250,000	—
Other Licenses/Permits	59,400	76,300	76,300	76,300	—
Parking Fines	795,473	0	10,500	10,500	—
Pet Licenses	302,093	759,200	650,000	650,000	-14.4 %
Photo Red Light Citations	4,361,912	4,600,000	4,600,000	4,600,000	—
Speed Camera Citations	17,772,633	18,750,000	18,750,000	18,985,000	1.3 %
State Aid: Police Protection	14,081,265	14,743,832	14,743,832	14,743,832	—
Vehicle/Bike Auction Proceeds	829,789	840,000	900,000	900,000	7.1 %
County General Fund Revenues	**50,343,714**	**50,838,832**	**51,320,542**	**51,440,132**	**1.2 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	452,432	126,660	126,660	97,718	-22.9 %
Employee Benefits	57,369	21,340	21,340	50,282	135.6 %
Grant Fund - MCG Personnel Costs	**509,801**	**148,000**	**148,000**	**148,000**	**—**
Operating Expenses	496,340	17,000	17,000	17,000	—
Capital Outlay	17,569	0	0	0	—
Grant Fund - MCG Expenditures	**1,023,710**	**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					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Federal Grants	378,196	0	0	0	—
Miscellaneous Revenues	50,294	0	0	0	—
State Grants	587,163	165,000	165,000	165,000	—
Grant Fund - MCG Revenues	**1,015,653**	**165,000**	**165,000**	**165,000**	**—**

DEPARTMENT TOTALS

Total Expenditures	**260,479,046**	**275,639,370**	**271,018,995**	**279,794,362**	**1.5 %**
Total Full-Time Positions	**1,829**	**1,888**	**1,888**	**1,888**	**—**
Total Part-Time Positions	**186**	**195**	**195**	**197**	**1.0 %**
Total FTEs	**1,887.75**	**1,950.30**	**1,950.30**	**1,953.95**	**0.2 %**
Total Revenues	**51,359,367**	**51,003,832**	**51,485,542**	**51,605,132**	**1.2 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**275,474,370**	**1,949.30**
Changes (with service impacts)		
Add: Criminal Gang Unit Expansion Supplemental Impact in FY19 [Investigative Services]	711,975	6.00
Add: Next Generation 911 Service [Management Services]	365,377	0.00
Enhance: Physical Evidence Recovery Kit Testing [Investigative Services]	342,500	0.00
Enhance: Contractors for School Bus Camera Program [Field Services]	138,306	0.00
Add: Social Worker III for Interventions on Police Calls [Field Services]	94,505	1.00
Enhance: Interview Room Camera System Upgrade [Management Services]	73,000	0.00
Add: Crossing Guards for Richard Montgomery Elementary School #5 [Field Services]	53,619	0.60
Reduce: Contract Security [Field Services]	(279,677)	0.00
Reduce: Lapse Six Vacant Sworn Positions [Patrol Services]	(1,031,339)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	6,384,600	0.00
Increase Cost: Annualization of FY18 Personnel Costs	1,875,714	0.00
Increase Cost: Annualization of FY18 Operating Expenses	167,232	0.00
Increase Cost: Printing and Mail	13,342	0.00
Technical Adj: Technical Adjustment to FTEs [Field Services]	0	2.05
Decrease Cost: Motor Pool Adjustment	(144,603)	0.00
Decrease Cost: Replace Vacant Security Officer Positions With Contractors [Field Services]	(313,662)	(6.00)
Decrease Cost: One-time Reduction in Operating Expenses	(619,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(978,524)	0.00
Decrease Cost: Increase in Lapse Based on Analysis of Vacancies	(1,193,201)	0.00
Decrease Cost: Retirement Adjustment	(1,505,172)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 RECOMMENDED	**279,629,362**	**1,952.95**
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**165,000**	**1.00**
FY19 RECOMMENDED	**165,000**	**1.00**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Office of the Chief	3,850,691	13.00	2,289,204	12.00
Patrol Services	115,513,356	963.95	115,037,869	931.50
Field Services	43,608,308	293.60	44,263,601	285.20
Investigative Services	39,738,552	304.50	39,924,281	296.00
Management Services	72,928,463	375.25	78,279,407	429.25
Total	**275,639,370**	**1,950.30**	**279,794,362**	**1,953.95**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Emergency Management and Homeland Security	Grant Fund	125,000	0.70	125,000	0.70

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**279,629**	**279,629**	**279,629**	**279,629**	**279,629**	**279,629**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**(74)**	**(74)**	**(74)**	**(74)**	**(74)**
Items recommended as one-time actions in FY19, including hardware costs for the new interview room camera system and operating expenses for both the new gang response positions and contractors for the school bus camera program, will be eliminated from the base in the outyears.						
FFI for School Bus Camera Contractors	**0**	**68**	**68**	**68**	**68**	**68**
Funding for the school bus camera program contractors covers 75% of FY19. This item represents the full year cost difference.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
Restore One-Time Lapse Increase	**0**	**1,030**	**1,030**	**1,030**	**1,030**	**1,030**
Restoration of one-time lapse adjustment in the budget development year						
Restore One-time Reduction in Operating Expenses	**0**	**740**	**740**	**740**	**740**	**740**
Labor Contracts	**0**	**1,752**	**1,752**	**1,752**	**1,752**	**1,752**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**279,629**	**283,145**	**283,145**	**283,145**	**283,145**	**283,145**

Sheriff

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$23,929,627	189.80

DARREN POPKIN, 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, and criminal justice agencies, as well as 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 FY19 Operating Budget for the Sheriff's Office is $23,929,627, a decrease of $268,900 or 1.11 percent from the FY18 Approved Budget of $24,198,527. Personnel Costs comprise 87.57 percent of the budget for 187 full-time position(s) and five part-time position(s), and a total of 189.80 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 12.43 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- The Family Justice Center plans to explore partnerships with local animal shelters and fostering programs to create a temporary boarding/fostering program for pets of domestic violence victims.
- The Family Justice Center plans to partner with the Education and Outreach Committee of the Domestic Violence Coordinating Committee to revamp the format of the current youth outreach presentation "Expect Respect," which is part of the larger Choose Respect initiative.

ACCOMPLISHMENTS

- ☑ In 2017, The Family Justice Center (FJC), in collaboration with the Montgomery County Domestic Violence Coordinating Council (DVCC) and Montgomery County Public Schools (MCPS), helped coordinate the 8th Annual Choose Respect Montgomery Healthy Teen Dating Conference. The event was attended by a record 590 teens, parents, youth service providers, educators, and volunteers.
- ☑ This year, the Family Justice Center (FJC) further expanded its pro bono legal services by inviting Jewish Coalition Against Domestic Abuse (JCADA) to expand their role at the FJC. Previously, JCADA was on-site one day per week, and provided only counseling services to clients. JCADA now offers expanded services and will soon be on-site additional days per week.
- ☑ In October 2017, the Montgomery County Domestic Violence Coordinating Council (DVCC) collaborated on a domestic violence outreach campaign utilizing County RideOn buses and bus shelters throughout the County with signs and contact information for the Family Justice Center and the Abused Persons Program. The campaign was launched at a press event with the County Executive on October 9, 2017.
- ☑ The Family Justice Center (FJC) Volunteer and Internship Program expanded significantly in 2017, adding additional interns each semester and creating internships designated specifically to support FJC legal partners and services. In total, volunteers and interns contributed an average of 86 hours per week to the FJC, or about 4,500 hours for the full year.
- ☑ In 2017, the Domestic Violence Assessment of Lethality and Emergency Response Team (ALERT) was reformatted into a primarily electronic collaboration. Previously, the team would meet once per week to discuss active domestic violence cases in which there was a high risk of lethality, and work together to keep victims safe and hold offenders accountable. The new format allows this collaborative discussion to occur in real time via e-mail, allowing the team to communicate and respond more efficiently and effectively. The team continues to meet in person on a bi-monthly basis to provide ongoing updates on ALERT cases as they become available.

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of Interim and Temporary Peace Orders served [1]	1421	2397	2397	2397	2397
Number of safety check violations resulting in arrest [2]	2	1	1	1	1
Number of weapons seized as a result of Protective Orders	203	119	119	119	119

[1] *The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. Each year, a higher number of Interim and Temporary Orders are received that require full processing through State and Federal law enforcement databases prior to physical service of the orders on the respondent.*

[2] *Safety checks involve efforts by Sheriff's deputies to ensure that victims are safe and court orders are being obeyed after the issuance of an Interim or Temporary Order. Safety checks are conducted by site visit or phone.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,523,344**	**21.92**
Decrease Cost: Bi-Directional Antenna Master Lease Ends	(15,662)	0.00
Decrease Cost: Service Firearms Replacement	(17,178)	0.00
Decrease Cost: Promotional Exams	(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.	(256,265)	1.95
FY19 Recommended	**5,154,239**	**23.87**

Courtroom/Courthouse Security and Transport

The Sheriff's Office is 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 Service, and other law enforcement agencies as necessary.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**8,858,820**	**75.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	359,211	2.00
FY19 Recommended	**9,218,031**	**77.50**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,689,486**	**26.14**
Increase Cost: FY19 Child Support Grant Increase	14,880	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(170,751)	(2.00)
FY19 Recommended	**2,533,615**	**24.14**

Criminal Process/Warrants and Extraditions

The Sheriff's Office 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 the Law Enforcement Information Exchange 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,305,758**	**20.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	117,679	1.00
FY19 Recommended	**2,423,437**	**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 Office is also responsible for serving Child Custody orders. The Sheriff's Office Domestic Violence Section serves domestic violence court orders 24 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. The Sheriff's Office also serves Emergency Evaluation Petitions that include obtaining custody and transporting residents to the hospital for court ordered mental evaluation.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,821,119**	**46.24**
Technical Adj: Portion of Position Shifts from Grant Fund to General Fund	0	(0.05)
Technical Adj: Portion of Position Shifts to General Fund from Grant Fund	0	0.05
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(220,814)	(2.95)
FY19 Recommended	**4,600,305**	**43.29**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	14,415,170	15,382,493	15,640,575	15,268,915	-0.7 %
Employee Benefits	5,049,106	5,124,539	5,162,743	5,112,838	-0.2 %
County General Fund Personnel Costs	**19,464,276**	**20,507,032**	**20,803,318**	**20,381,753**	**-0.6 %**
Operating Expenses	2,985,181	2,859,414	2,910,249	2,700,913	-5.5 %
County General Fund Expenditures	**22,449,457**	**23,366,446**	**23,713,567**	**23,082,666**	**-1.2 %**
PERSONNEL					
Full-Time	179	179	179	179	—
Part-Time	5	5	5	5	—
FTEs	184.83	184.88	184.88	184.93	—
REVENUES					
Facility Rental Fees	0	500	500	500	—
Miscellaneous Revenues	0	4,000	4,000	4,000	—
Other Charges/Fees	(3,376)	20,000	20,000	20,000	—
Other Intergovernmental	49,276	20,460	20,460	20,460	—
Sheriff Fees	1,014,067	1,200,000	1,200,000	1,200,000	—
County General Fund Revenues	**1,059,967**	**1,244,960**	**1,244,960**	**1,244,960**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	599,050	414,720	414,720	427,351	3.1 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Employee Benefits	267,551	144,099	144,099	146,348	1.6 %
Grant Fund - MCG Personnel Costs	**866,601**	**558,819**	**558,819**	**573,699**	**2.7 %**
Operating Expenses	(18,354)	273,262	273,262	273,262	—
Grant Fund - MCG Expenditures	**848,247**	**832,081**	**832,081**	**846,961**	**1.8 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.97	4.92	4.92	4.87	-1.0 %
REVENUES					
Federal Grants	775,409	832,081	832,081	846,961	1.8 %
Miscellaneous Revenues	19,409	0	0	0	—
State Grants	23,875	0	0	0	—
Grant Fund - MCG Revenues	**818,693**	**832,081**	**832,081**	**846,961**	**1.8 %**

DEPARTMENT TOTALS

Total Expenditures	**23,297,704**	**24,198,527**	**24,545,648**	**23,929,627**	**-1.1 %**
Total Full-Time Positions	**187**	**187**	**187**	**187**	**—**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**189.80**	**189.80**	**189.80**	**189.80**	**—**
Total Revenues	**1,878,660**	**2,077,041**	**2,077,041**	**2,091,921**	**0.7 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**23,366,446**	**184.88**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	519,331	0.00
Increase Cost: Printing and Mail	1,322	0.00
Technical Adj: Portion of Position Shifts to General Fund from Grant Fund [Domestic Violence]	0	0.05
Decrease Cost: Bi-Directional Antenna Master Lease Ends [Administration]	(15,662)	0.00
Decrease Cost: Service Firearms Replacement [Administration]	(17,178)	0.00
Decrease Cost: Motor Pool Adjustment	(22,983)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(65,506)	0.00
Decrease Cost: Promotional Exams [Administration]	(80,000)	0.00
Decrease Cost: Increased Lapse	(90,185)	0.00
Decrease Cost: Retirement Adjustment	(118,870)	0.00
Decrease Cost: Savings from Early DROP Promotions	(164,062)	0.00
Decrease Cost: Reduce Recruit Training Funds Due to Slowed Attrition	(229,987)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 RECOMMENDED	**23,082,666**	**184.93**
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**832,081**	**4.92**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Child Support Grant Increase [Civil Process]	14,880	0.00
Technical Adj: Portion of Position Shifts from Grant Fund to General Fund [Domestic Violence]	0	(0.05)
FY19 RECOMMENDED	**846,961**	**4.87**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Administration	5,523,344	21.92	5,154,239	23.87
Courtroom/Courthouse Security and Transport	8,858,820	75.50	9,218,031	77.50
Civil Process	2,689,486	26.14	2,533,615	24.14
Criminal Process/Warrants and Extraditions	2,305,758	20.00	2,423,437	21.00
Domestic Violence	4,821,119	46.24	4,600,305	43.29
Total	**24,198,527**	**189.80**	**23,929,627**	**189.80**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**23,083**	**23,083**	**23,083**	**23,083**	**23,083**	**23,083**
No inflation or compensation change is included in outyear projections.						
Promotional Exams	**0**	**80**	**0**	**80**	**0**	**80**
Promotional exams are offered every other year, and will next occur in FY20.						
Restore One-Time Lapse Increase	**0**	**90**	**90**	**90**	**90**	**90**
Restoration of one-time lapse adjustment in the budget development year.						
Labor Contracts	**0**	**311**	**311**	**311**	**311**	**311**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**23,083**	**23,564**	**23,484**	**23,564**	**23,484**	**23,564**

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Transportation

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$51,918,803	283.30

AL ROSHDIEH, DIRECTOR

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 FY19 Operating Budget for the Department of Transportation is $51,918,803, a decrease of $4,015,701 or 7.18 percent from the FY18 Approved Budget of $55,934,504. Note that a motor pool adjustment of $2,266,959 is responsible for most of the decrease and will have no impact on service. Personnel Costs comprise 50.20 percent of the budget for 457 full-time position(s) and eight part-time position(s), and a total of 283.30 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 49.80 percent of the FY19 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:

- **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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Began a Passive Crosswalk Lighting Initiative along the Bel Pre Road corridor with five crosswalk locations being enhanced with motion response lighting.
- Installing High-intensity Activated Crosswalk beacons (HAWK) to further improve pedestrian safety.

ACCOMPLISHMENTS

- ☑ Resurfaced 303 lane miles between the Residential Resurfacing, Depot Patching and Paving, Permanent Patching, Slurry Seal budgets - one of the highest totals in Division of Highway Services' history and conducted eight projects along Rural and Rustic Roads. Over the course of this 10-year program, DOT has repaired/replaced 2,731 lane miles of roadway.
- ☑ Completed major bridge and/or storm drain improvement projects along Zion Road, Kingstead Road, Wildcat Road, Bel Pre Road, Sunflower Road, Connecticut Avenue, and Serpentine Way.
- ☑ The Neighborhood Rehabilitation Roads Project completed approximately 22 miles of Sidewalk repair and over 21 miles of Curb and Gutter repair.
- ☑ Tree Maintenance Section crews and arborists conducted 40,637 Service Requests, pruned 10,983 hazardous trees, removed 3,323 trees and 1,604 stumps, and planted 1,759 trees. In addition, DOT responded to 376 foliage work orders, removed 76 hornet nests and handled 338 unique tree damage claims.
- ☑ Responded to eight storm events totaling seven inches of snow accumulation and treated 5,200 lane miles of roadway.
- ☑ Repaired 8,400 streetlight outages and replaced 451 knocked down streetlights.
- ☑ Installed 288 streetlights primarily in the Olney Town Center, along Bonifant Road, the Bethesda Trolley Trail, and Metropolitan Branch Trail.
- ☑ The Signing and Marking Unit fabricated and installed 8,689 traffic and street name signs, installed 813 crosswalks and 844 stop bars, and installed 3,257 linear feet of guardrail and 49 end sections.
- ☑ Repaired/restored 150 vehicle sensors at intersections, retimed 102 traffic signals to implement new pedestrian crossing timing and vehicle clearance timing standards, rebuilt 3 traffic signals, and upgraded 10 county owned signals to accommodate ADA and APS pedestrian access. In addition, replaced equipment at 60 Uninterrupted Power Supply locations.
- ☑ Deployed Adaptive Traffic Control pilot at 10 locations along Montrose Road / Pkwy
- ☑ Installed the first four Rectangular Rapid Flashing Beacon's (RRFB) on the Bel Pre Road corridor and on Westlake Drive with four additional locations under design.
- ☑ Completed the design for separated bike lanes on both sides of Spring Street from 1st Avenue to Wayne Avenue in Silver Spring.
- ☑ Completed 23,768 linear feet of sidewalk.

- ☑ Completed biennial inspections of 178 bridges and renovations for 28 bridges.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Highway Services used 56,000 tons of recycled asphalt on resurfacing projects. These efforts not only help save money on materials, but they are also good for the environment. Additionally, all leaves collected during the leafing season are turned into compost, sold to local hardware and lawn care stores, and the profits are reinvested in the program.
- The survey unit utilized lidar (light radar) technology to capture virtual 3-D topography that reduced field work and increased field safety. The lidar process decreased the amount of time for survey completion. The technology has been utilized for projects and by the Division of Parking.

PROGRAM CONTACTS

Contact Fred Lees of the Department of Transportation at 240.777.2196 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**498,524**	**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.	7,061	0.00
FY19 Recommended	**505,585**	**2.85**

Bike Share

This program administers and operates the BikeShare program in the County. The purpose of this program is to develop additional options for short trips, promote the use of transit and contribute to a more pedestrian and bicycle-friendly atmosphere. This includes managing the County system, implementation and operations, and coordinating with other regional BikeShare programs.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,456,629**	**1.00**
Decrease Cost: Bikeshare Signs and Advertising	(74,872)	0.00
Decrease Cost: Elimination of One-Time installation Costs for 12 Bikeshare Stations	(646,460)	0.00

FY19 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.	72,809	0.00
FY19 Recommended	**1,808,106**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**180,407**	**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.	2,016	0.00
FY19 Recommended	**182,423**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,022,759**	**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.	(16,914)	0.00
FY19 Recommended	**1,005,845**	**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.

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,083,183**	**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.	(5,556)	0.00
FY19 Recommended	**1,077,627**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of primary/arterial road quality rated good or better	62%	52%	52%	43%	36%
Percent of rural/residential road quality rated good or better	44%	48%	50%	44%	38%
Percentage of annual requirement for residential resurfacing funded	66%	47%	39%	43%	38%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,614,410**	**0.00**
FY19 Recommended	**2,614,410**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**18,186,747**	**122.73**
Increase Cost: Maintenance of Newly Accepted Subdivision Roads	49,150	0.00
Reduce: Less Critical Roadway Maintenance (Litter Pickup and Shoulder Work)	(316,854)	0.00
Decrease Cost: Motor Pool Adjustment	(2,266,959)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	425,421	(0.01)
FY19 Recommended	**16,077,505**	**122.72**

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 and 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,377,016**	**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.	40,361	0.00
FY19 Recommended	**3,417,377**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**617,116**	**0.30**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,651	0.00
FY19 Recommended	**618,767**	**0.30**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**666,137**	**5.00**
Reduce: Paint and Signing Materials	(85,500)	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.	69,858	0.00
FY19 Recommended	**650,495**	**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	Actual	Estimated	Target	Target

	FY16	FY17	FY18	FY19	FY20
Average number of days to respond to requests for traffic studies	60	62	55	55	55
Number of traffic studies pending	279	265	245	245	245

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,903,909**	**12.37**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	94,670	0.23
FY19 Recommended	**1,998,579**	**12.60**

Traffic Sign and Marking

This program provides for 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,633,989**	**11.13**
Eliminate: Raised Pavement Marking Program	(100,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(404,543)	(0.93)
FY19 Recommended	**2,129,446**	**10.20**

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 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 includes provision of testimony for the County in court cases involving traffic signals.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
The backlog of signalized intersections with a malfunctioning sensor	147	136	110	110	110

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,982,763**	**8.12**
Reduce: Preventive Maintenance for Traffic Surveillance Cameras and Vehicle Video Detectors	(50,000)	0.00

FY19 Recommended Changes	Expenditures	FTEs
Reduce: Signal Timing Optimization (will prioritize most critical intersections)	(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.	11,506	0.00
FY19 Recommended	**1,844,269**	**8.12**

Transportation Community Outreach

The Transportation Community Outreach program's 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**237,053**	**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.	1,067	0.00
FY19 Recommended	**238,120**	**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 administers the abandonment of rights-of-ways which have been or currently are in public use.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**91,071**	**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.	(1,815)	0.00
FY19 Recommended	**89,256**	**0.60**

Transportation Planning

The Transportation Engineering Planning Unit manages the Facility Planning, Bicycle and Pedestrian Priority Area 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 multi-modal transportation improvements that are in compliance with 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 plan which allows projects to compete for funding as a stand-alone CIP. Bicycle and Pedestrian Priority Areas (BIPPA) are identified geographical areas in Montgomery County, where the enhancement of pedestrian and bicyclist traffic and safety is a priority. The objective of the BIPPA program is to improve safe bicyclist and pedestrian access to support cohesive neighborhoods and vibrant communities.

The Annual Bikeways Program plans, designs and constructs bikeways, shared use paths, and wayfinding 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, employment centers, recreational and educational facilities, and other major attractions.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**73,835**	**0.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,995	0.00
FY19 Recommended	**79,830**	**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 the planning, surveying, and 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Linear feet of sidewalk construction completed (000) [1]	16	24	20	20	20

[1] *The cost per linear foot of sidewalk can increase dramatically if retaining walls or the acquisition of right-of-way is required. This significantly impacts the linear feet constructed per year.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**754,157**	**1.86**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,005	0.00
FY19 Recommended	**770,162**	**1.86**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Transportation capital improvement projects completed within 10% of the cost estimate	71%	75%	90%	90%	90%
Transportation capital improvement projects completed within 3 months of projected timeline	43%	50%	90%	90%	90%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**197,236**	**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.	(24,819)	0.00
FY19 Recommended	**172,417**	**0.85**

Traffic Management and Operations

The Traffic Management and Operations program provides for the daily operations of the County's transportation management program that includes 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,720,882**	**6.60**
Increase Cost: Uniterrupted Power Supply (UPS) Unit Maintenance	12,750	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.	(58,676)	0.70
FY19 Recommended	**1,674,956**	**7.30**

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 County and State capital operating transportation projects and programs. 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, such as administration of the Impact Tax Program, development and negotiation of participation agreements with private developers, and the Development Approval Payment program.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**453,926**	**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.	102,734	0.00
FY19 Recommended	**556,660**	**3.00**

Tree Maintenance

The operating budget portion of the Tree Maintenance program provides for emergency tree maintenance services in the public

rights-of-way. The program provides priority area-wide emergency tree and stump removal and pruning to ensure the safety of pedestrians and cyclists, minimize damage to property, and provide adequate road clearance and sign, signal, and streetlight visibility for motorists. Starting in FY07, the street tree planting function was transferred to DOT as part of the overall Tree Maintenance program.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,337,224**	**18.37**
Eliminate: Stump Removal	(696,000)	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.	55,999	0.00
FY19 Recommended	**4,697,223**	**18.37**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,124,584**	**31.03**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	80,137	0.00
FY19 Recommended	**6,204,721**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,720,947**	**20.52**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(215,923)	0.01
FY19 Recommended	**3,505,024**	**20.53**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	16,446,809	16,046,443	15,942,928	16,246,455	1.2 %
Employee Benefits	6,222,420	6,390,843	5,638,356	6,404,906	0.2 %
County General Fund Personnel Costs	**22,669,229**	**22,437,286**	**21,581,284**	**22,651,361**	**1.0 %**
Operating Expenses	33,709,607	27,372,634	26,828,646	23,062,721	-15.7 %
Capital Outlay	802	0	0	0	—
County General Fund Expenditures	**56,379,638**	**49,809,920**	**48,409,930**	**45,714,082**	**-8.2 %**
PERSONNEL					
Full-Time	455	457	457	457	—
Part-Time	8	8	8	8	—
FTEs	252.27	252.27	252.27	252.27	—
REVENUES					
Bus Advertising	25,000	0	0	0	—
Federal Grants	972,000	0	0	0	—
Miscellaneous Revenues	157,929	230,900	230,900	230,900	—
Motor Pool Charges/Fees	9,032	0	0	0	—
Other Charges/Fees	1,731,594	590,000	800,000	800,000	35.6 %
Other Fines/Forfeitures	5,173	0	0	0	—
Other Intergovernmental	539,990	0	0	0	—
Parking Fees	159,362	210,000	210,000	210,000	—
Parking Fines	1,376,959	0	0	0	—
Residential Parking Permits	32,630	24,000	24,000	24,000	—
State Aid: Highway User	3,747,903	3,702,146	3,685,679	3,764,808	1.7 %
State Grants	0	650,000	1,800,000	650,000	—
Street Tree Planting	96,350	75,000	75,000	75,000	—
Subdivision Plan Review	289,998	300,000	300,000	300,000	—
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
County General Fund Revenues	**9,143,920**	**6,776,046**	**8,119,579**	**7,048,708**	**4.0 %**
LEAF VACUUMING					
EXPENDITURES					
Salaries and Wages	2,096,434	2,534,089	2,467,611	2,599,150	2.6 %
Employee Benefits	602,874	786,836	785,117	811,998	3.2 %
Leaf Vacuuming Personnel Costs	**2,699,308**	**3,320,925**	**3,252,728**	**3,411,148**	**2.7 %**
Operating Expenses	2,882,502	2,803,659	3,090,711	2,793,573	-0.4 %
Leaf Vacuuming Expenditures	**5,581,810**	**6,124,584**	**6,343,439**	**6,204,721**	**1.3 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	31.03	31.03	31.03	31.03	—
REVENUES					
Investment Income	8,923	13,350	14,650	20,750	55.4 %
Leaf Vaccuum Collection Fees	7,212,284	7,216,578	7,216,578	7,595,788	5.3 %
Other Charges/Fees	13,777	0	0	0	—
Systems Benefit Charge	(12)	0	0	0	—
Leaf Vacuuming Revenues	**7,234,972**	**7,229,928**	**7,231,228**	**7,616,538**	**5.3 %**

DEPARTMENT TOTALS

Total Expenditures	**61,961,448**	**55,934,504**	**54,753,369**	**51,918,803**	**-7.2 %**
Total Full-Time Positions	**455**	**457**	**457**	**457**	**—**
Total Part-Time Positions	**8**	**8**	**8**	**8**	**—**
Total FTEs	**283.30**	**283.30**	**283.30**	**283.30**	**—**
Total Revenues	**16,378,892**	**14,005,974**	**15,350,807**	**14,665,246**	**4.7 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**49,809,920**	**252.27**
Changes (with service impacts)		
Reduce: Preventive Maintenance for Traffic Surveillance Cameras and Vehicle Video Detectors [Traffic Signals & Advanced Transportation Mgmt System]	(50,000)	0.00
Reduce: Paint and Signing Materials [Traffic Planning]	(85,500)	0.00
Reduce: Signal Timing Optimization (will prioritize most critical intersections) [Traffic Signals & Advanced Transportation Mgmt System]	(100,000)	0.00
Eliminate: Raised Pavement Marking Program [Traffic Sign and Marking]	(100,000)	0.00
Reduce: Less Critical Roadway Maintenance (Litter Pickup and Shoulder Work) [Roadway and Related Maintenance]	(316,854)	0.00
Eliminate: Stump Removal [Tree Maintenance]	(696,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	371,453	0.00
Increase Cost: Maintenance of Newly Accepted Subdivision Roads [Roadway and Related Maintenance]	49,150	0.00
Increase Cost: Uniterrupted Power Supply (UPS) Unit Maintenance [Traffic Management and Operations]	12,750	0.00
Increase Cost: Printing and Mail	3,350	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(17,180)	0.00
Decrease Cost: Bikeshare Signs and Advertising [Bike Share]	(74,872)	0.00
Decrease Cost: Retirement Adjustment	(178,716)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Elimination of One-Time installation Costs for 12 Bikeshare Stations [Bike Share]	(646,460)	0.00
Decrease Cost: Motor Pool Adjustment [Roadway and Related Maintenance]	(2,266,959)	0.00
FY19 RECOMMENDED	**45,714,082**	**252.27**

LEAF VACUUMING

FY18 ORIGINAL APPROPRIATION	**6,124,584**	**31.03**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	74,453	0.00
Increase Cost: Annualization of FY18 Personnel Costs	14,457	0.00
Decrease Cost: Motor Pool Adjustment	(604)	0.00
Decrease Cost: Retirement Adjustment	(8,169)	0.00
FY19 RECOMMENDED	**6,204,721**	**31.03**

GRANT FUND - MCG

FY18 ORIGINAL APPROPRIATION	**0**	**0.00**
FY19 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Automation	498,524	2.85	505,585	2.85
Bike Share	2,456,629	1.00	1,808,106	1.00
Bridge Maintenance	180,407	1.04	182,423	1.04
Transportation Engineering and Management Services	1,022,759	8.00	1,005,845	8.00
Parking Outside the Parking Districts	1,083,183	1.60	1,077,627	1.60
Resurfacing	2,614,410	0.00	2,614,410	0.00
Roadway and Related Maintenance	18,186,747	122.73	16,077,505	122.72
Snow Removal/Wind/Rain Storms	3,377,016	24.78	3,417,377	24.78
Streetlighting	617,116	0.30	618,767	0.30
Traffic Planning	666,137	5.00	650,495	5.00
Traffic and Pedestrian Safety	1,903,909	12.37	1,998,579	12.60
Traffic Sign and Marking	2,633,989	11.13	2,129,446	10.20
Traffic Signals & Advanced Transportation Mgmt System	1,982,763	8.12	1,844,269	8.12
Transportation Community Outreach	237,053	1.00	238,120	1.00
Property Acquisition	91,071	0.60	89,256	0.60
Transportation Planning	73,835	0.55	79,830	0.55

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Transportation Design	754,157	1.86	770,162	1.86
Transportation Construction	197,236	0.85	172,417	0.85
Traffic Management and Operations	1,720,882	6.60	1,674,956	7.30
Transportation Policy	453,926	3.00	556,660	3.00
Tree Maintenance	5,337,224	18.37	4,697,223	18.37
Vacuum Leaf Collection	6,124,584	31.03	6,204,721	31.03
Administration	3,720,947	20.52	3,505,024	20.53
Total	**55,934,504**	**283.30**	**51,918,803**	**283.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Urban Districts	Bethesda Urban District	30,000	0.00	30,000	0.00
Urban Districts	Silver Spring Urban District	25,000	0.00	25,000	0.00
Urban Districts	Wheaton Urban District	12,900	0.00	12,900	0.00
Transit Services	Mass Transit	191,196	1.00	194,640	1.00
Permitting Services	Permitting Services	205,326	0.75	207,203	0.75
Environmental Protection	Water Quality Protection	4,048,836	32.29	4,103,822	32.29
Solid Waste Services	Solid Waste Disposal	270,168	2.90	278,502	2.90
CIP	Capital Fund	14,693,655	148.08	14,798,044	148.24
Cable Television Communications Plan	Cable TV	1,088,333	0.75	1,226,768	0.75
	Total	**20,565,414**	**185.77**	**20,876,879**	**185.93**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**45,714**	**45,714**	**45,714**	**45,714**	**45,714**	**45,714**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**342**	**342**	**342**	**342**	**342**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**45,714**	**46,056**	**46,056**	**46,056**	**46,056**	**46,056**
LEAF VACUUMING						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
EXPENDITURES						
FY19 Recommended	**6,205**	**6,205**	**6,205**	**6,205**	**6,205**	**6,205**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**36**	**36**	**36**	**36**	**36**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,205**	**6,241**	**6,241**	**6,241**	**6,241**	**6,241**

FY19-24 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Vacuum Leaf Collection						
FISCAL PROJECTIONS	**FY18 ESTIMATE**	**FY19 REC**	**FY20 PROJECTION**	**FY21 PROJECTION**	**FY22 PROJECTION**	**FY23 PROJECTION**	**FY24 PROJECTION**
ASSUMPTIONS							
Indirect Cost Rate	17.39%	**18.23%**	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.6%	**2.0%**	2.1%	2.2%	2.3%	2.4%	2.4%
Investment Income Yield	0.012	**0.017**	0.022	0.027	0.032	0.032	0.032
% of leaves attributed to single-family households	0.97244	**0.97244**	0.97244	0.97244	0.97244	0.97244	0.97244
% of leave attributed to multi-family units and townhome uni	0.02756	**0.02756**	0.02756	0.02756	0.02756	0.02756	0.02756
Charge per single-family household	$ 97.99	**$ 102.93**	$ 107.70	$ 112.58	$ 118.49	$ 125.17	$ 131.97
BEGINNING FUND BALANCE	**(83,322)**	**226,612**	**261,577**	**273,177**	**292,732**	**318,578**	**343,576**
REVENUES							
Charges For Services	7,216,578	**7,595,788**	7,947,857	8,308,483	8,744,469	9,237,541	9,739,255
Miscellaneous	14,650	**20,750**	26,850	32,950	39,050	39,050	39,050
Subtotal Revenues	**7,231,228**	**7,616,538**	**7,974,707**	**8,341,433**	**8,783,519**	**9,276,591**	**9,778,305**
INTERFUND TRANSFERS (Net Non-CIP)	**(577,855)**	**(1,376,852)**	**(1,573,360)**	**(1,779,643)**	**(2,059,292)**	**(2,393,317)**	**(2,731,727)**
Transfers To The General Fund	(577,855)	(621,852)	(643,360)	(658,643)	(674,292)	(690,317)	(706,727)
Indirect Costs	(577,855)	(621,852)	(643,360)	(658,643)	(674,292)	(690,317)	(706,727)
Transfers To Special Fds: Non-Tax + ISF	0	(755,000)	(930,000)	(1,121,000)	(1,385,000)	(1,703,000)	(2,025,000)
To Solid Waste Disposal	0	(755,000)	(930,000)	(1,121,000)	(1,385,000)	(1,703,000)	(2,025,000)
TOTAL RESOURCES	**6,570,051**	**6,466,298**	**6,662,924**	**6,834,967**	**7,016,959**	**7,201,852**	**7,390,154**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,343,439)	**(6,204,721)**	(6,353,634)	(6,506,122)	(6,662,268)	(6,822,163)	(6,985,895)
Labor Agreement	n/a	**0**	(36,113)	(36,113)	(36,113)	(36,113)	(36,113)
Subtotal PSP Oper Budget Approp / Exp's	**(6,343,439)**	**(6,204,721)**	**(6,389,747)**	**(6,542,235)**	**(6,698,381)**	**(6,858,276)**	**(7,022,008)**
TOTAL USE OF RESOURCES	**(6,343,439)**	**(6,204,721)**	**(6,389,747)**	**(6,542,235)**	**(6,698,381)**	**(6,858,276)**	**(7,022,008)**
YEAR END FUND BALANCE	**226,612**	**261,577**	**273,177**	**292,732**	**318,578**	**343,576**	**368,146**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**3.4%**	**4.0%**	**4.1%**	**4.3%**	**4.5%**	**4.8%**	**5.0%**

Assumptions:

1. Leaf Vacuuming rates are adjusted to achieve cost recovery.
2. The Vacuum Leaf Collection fund balance policy target is $250,000. In future years, rates will be adjusted annually to fund the approved service program and to maintain the appropriate ending balance.

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Parking District Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$27,829,266	48.53

AL ROSHDIEH, DIRECTOR

MISSION STATEMENT

The mission of Parking District Services is to:

- Support the role of public parking in commercial areas throughout the County, as 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, and Wheaton 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.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Parking Districts is $27,829,266, an increase of $51,360 or 0.18 percent from the FY18 Approved Budget of $27,777,906. Personnel Costs comprise 18.87 percent of the budget for 53 full-time position(s) and no part-time position(s), and a total of 48.53 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 81.13 percent of the FY19 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:

- **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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- The new Wheaton Reedie/Grandview Ave. Garage will feature new LED lighting fixtures (standard for our garages), Electric Vehicle (EV) charging stations, low emission vehicles preferred parking spaces, and increased security measures through additional cameras and panic buttons. The Wheaton Office building will be the first LEED Platinum certified government facility in Maryland featuring a geothermal system and solar panels in the roof areas.
- Joint development partnership with Fairfield Residential Company, LLC to redevelop Fenton Village Public Parking (Lot 3) into a vibrant mixed-use development at Studio Plaza with approximately 152 public parking spaces.
- Implementing garage automation systems to effectively monitor electrical and mechanical systems to enhance service delivery.
- Upgrade and consolidate control and monitoring systems for electrical, elevators, communications, and ventilation systems.
- Expand the EV Charging Station program to additional facilities.
- Complete the Silver Spring Parking Demand Study.
- Conduct the biennial parking customer service survey.
- Conversion of parking cashier system to pay-on-foot system in all Parking Lot Districts (PLDs).

ACCOMPLISHMENTS

- ☑ Managed the Wheaton Redevelopment project to include mitigation and closure activities including community outreach and communication.
- ☑ Implemented a demand pricing model in the Bethesda PLD to redistribute parking demand to underutilized facilities and increasing space availability in high demand facilities. The objective is to decrease traffic circulation and increase customer satisfaction.
- ☑ Converted single-space meters to multi-space meters in Parking Lot Districts that provide customers multiple and convenient payment options (coins, bills, credit card, and pay-by-cell) and a customer friendly parking experience.
- ☑ Launched Garage Advertisement Program at four public parking garages. Advertising space is available at the Woodmont Corner and Bethesda/Elm Garages in Bethesda and the Cameron St. and Town Square Garages in Silver Spring.
- ☑ Installed EV charging stations in parking garages located in Bethesda, Silver Spring, and Wheaton. Additional facilities pre-wired for installation of EV charging stations.
- ☑ Enhanced remote monitoring for all PLDs to monitor live and recorded footage for risk and safety assessments, contractor operations, internal revenue control and audits.
- ☑ Enhanced pay-by-cell payment options by introducing a new pay-by-cell vendor, ParkMobile in addition to the existing pay-by-cell vendor MobileNOW. Negotiated multiple payment methods including a pay-as-you-go option and a mobile

wallet option and reduced service fees.

- ☑ Upgraded pay-on-foot systems in three parking garages to enhance data security, provide data redundancy, and improve level of service.
- ☑ Consolidated the Montgomery Hills PLD into the Silver Spring PLD to improve parking operations and management.
- ☑ Launched a new responsive design for the Division of Parking Management homepage. The website enhances the visitor's experience by enabling content to be viewed effectively using multiple devices such as mobile, laptop or desktop computer.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 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

Administration

This program supports the Parking Services program objectives through the management of Information Technology and customer service to optimize organizational effectiveness and the delivery of services to the public. 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 redevelopment projects.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**782,350**	**5.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	303,870	2.90
FY19 Recommended	**1,086,220**	**8.70**

Financial Management

The Financial Management Program has overall responsibility for the recordation, reconciliation, and audit of all parking district revenue. In addition, this program has primary responsibility for the development and execution of the Division Budget and Capital Improvements Program in coordination with other programs and the associated Six-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 three Parking Lot District enterprise funds and in responding to any inquiries from the auditors of those statements.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Customer satisfaction rate for Parking Lot Districts (PLDs) [1]	2.91	N/A	2.92	N/A	2.95
Parking Management cost efficiency (ratio of expenses to revenues)	61	70	71	72	72
Parking Management revenue generated ($ millions)	43.5	37.7	37.9	38	38
Parking Management operating expenditures ($ millions)	26.3	26.4	27	27.2	27.4

[1] *Rating on a scale of 1 to 4 with 4=best*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,306,522**	**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.	(262,010)	(1.90)
FY19 Recommended	**9,044,512**	**5.10**

Engineering and Capital Management

The Capital Projects Team provides engineering and project Management for 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. The Planning Team administers advertising in PLD garages, outreach to users, and the Division's innovation initiatives. Additionally, the program participates in planning for all components of the growth and redevelopment of PLD properties to promote economic growth and stability of associated urban districts. This is done using short-term demand studies and long-term strategic plans and usage projections. The Maintenance Team 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,670,060**	**20.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,749	(1.00)
FY19 Recommended	**6,674,809**	**19.50**

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 (PLDs), 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 Montgomery

County Police Department, 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**11,018,974**	**15.23**
Decrease Cost: Solid Waste chargebacks - Wheaton PLD	(58)	0.00
Decrease Cost: Solid Waste Chargebacks - Silver Spring PLD	(132)	0.00
Decrease Cost: Solid Waste Chargebacks - Bethesda PLD	(24,497)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,438	0.00
FY19 Recommended	**11,023,725**	**15.23**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,589,222	1,656,092	1,538,015	1,681,710	1.6 %
Employee Benefits	567,453	612,605	586,411	591,079	-3.5 %
Parking District - Bethesda Personnel Costs	**2,156,675**	**2,268,697**	**2,124,426**	**2,272,789**	**0.2 %**
Operating Expenses	7,646,738	8,034,571	8,182,232	7,990,045	-0.6 %
Capital Outlay	32,223	0	0	0	—
Debt Service Other	4,564,347	4,633,604	4,649,910	4,653,194	0.4 %
Parking District - Bethesda Expenditures	**14,399,983**	**14,936,872**	**14,956,568**	**14,916,028**	**-0.1 %**
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.39	19.88	19.88	19.88	—
REVENUES					
Investment Income	88,792	66,330	122,460	173,490	161.6 %
Land Sale	0	900,000	900,000	0	-100.0 %
Miscellaneous Revenues	130,026	284,120	284,120	284,120	—
Parking Fees	15,949,411	15,555,081	15,555,081	15,555,081	—
Parking Fines	3,812,117	3,250,000	3,250,000	3,250,000	—
Property Rentals	407,757	160,000	160,000	75,000	-53.1 %
Property Tax	(44,085)	0	0	0	—
Parking District - Bethesda Revenues	**20,344,018**	**20,215,531**	**20,271,661**	**19,337,691**	**-4.3 %**
PARKING DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,570,190	1,889,648	1,726,643	1,897,809	0.4 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Employee Benefits	566,663	691,859	640,102	692,583	0.1 %
Parking District - Silver Spring Personnel Costs	**2,136,853**	**2,581,507**	**2,366,745**	**2,590,392**	**0.3 %**
Operating Expenses	7,988,100	8,851,735	9,069,408	8,917,139	0.7 %
Capital Outlay	40,049	0	0	0	—
Parking District - Silver Spring Expenditures	**10,165,002**	**11,433,242**	**11,436,153**	**11,507,531**	**0.6 %**
PERSONNEL					
Full-Time	20	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	24.30	25.23	25.23	25.23	—
REVENUES					
Investment Income	119,279	222,240	199,750	282,980	27.3 %
Miscellaneous Revenues	254,349	0	0	0	—
Parking Fees	11,687,828	10,706,253	10,706,253	10,663,333	-0.4 %
Parking Fines	2,182,734	1,897,689	1,897,689	1,897,689	—
Property Rentals	14,302	0	0	0	—
Property Tax	(887)	0	0	0	—
Parking District - Silver Spring Revenues	**14,257,605**	**12,826,182**	**12,803,692**	**12,844,002**	**0.1 %**

PARKING DISTRICT - MONTGOMERY HILLS

EXPENDITURES					
Salaries and Wages	25,557	0	0	0	—
Employee Benefits	10,327	0	0	0	—
Parking District - Montgomery Hills Personnel Costs	**35,884**	**0**	**0**	**0**	**—**
Operating Expenses	24,780	0	0	0	—
Parking District - Montgomery Hills Expenditures	**60,664**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.42	0.00	0.00	0.00	—
REVENUES					
Investment Income	2,406	0	0	0	—
Miscellaneous Revenues	(8,728)	0	0	0	—
Parking Fees	42,104	0	0	0	—
Parking Fines	33,919	0	0	0	—
Property Tax	(119)	0	0	0	—
Parking District - Montgomery Hills Revenues	**69,582**	**0**	**0**	**0**	**—**

PARKING DISTRICT - WHEATON

EXPENDITURES

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Salaries and Wages	263,260	281,955	261,402	284,682	1.0 %
Employee Benefits	94,933	107,129	101,512	102,302	-4.5 %
Parking District - Wheaton Personnel Costs	**358,193**	**389,084**	**362,914**	**386,984**	**-0.5 %**
Operating Expenses	921,305	1,018,708	1,044,214	1,018,723	—
Capital Outlay	2,115	0	0	0	—
Parking District - Wheaton Expenditures	**1,281,613**	**1,407,792**	**1,407,128**	**1,405,707**	**-0.1 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.42	3.42	3.42	3.42	—
REVENUES					
Investment Income	6,015	14,660	9,870	13,980	-4.6 %
Miscellaneous Revenues	17,245	0	0	0	—
Parking Fees	928,783	725,000	725,000	725,000	—
Parking Fines	549,994	476,000	476,000	476,000	—
Property Tax	(671)	0	0	0	—
Parking District - Wheaton Revenues	**1,501,366**	**1,215,660**	**1,210,870**	**1,214,980**	**-0.1 %**

DEPARTMENT TOTALS

Total Expenditures	**25,907,262**	**27,777,906**	**27,799,849**	**27,829,266**	**0.2 %**
Total Full-Time Positions	**52**	**53**	**53**	**53**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**48.53**	**48.53**	**48.53**	**48.53**	**—**
Total Revenues	**36,172,571**	**34,257,373**	**34,286,223**	**33,396,673**	**-2.5 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY18 ORIGINAL APPROPRIATION	**14,936,872**	**19.88**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	57,543	0.00
Increase Cost: OPEB Adjustment	570	0.00
Increase Cost: Printing and Mail	375	0.00
Decrease Cost: Risk Management Adjustment	(1,384)	0.00
Decrease Cost: Retirement Adjustment	(13,710)	0.00
Decrease Cost: Solid Waste Chargebacks - Bethesda PLD [Parking Operations]	(24,497)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(39,741)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 RECOMMENDED	**14,916,028**	**19.88**

PARKING DISTRICT - SILVER SPRING

FY18 ORIGINAL APPROPRIATION	**11,433,242**	**25.23**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY18 Operating Expenses	65,968	0.00
Increase Cost: FY19 Compensation Adjustment	62,970	0.00
Increase Cost: OPEB Adjustment	390	0.00
Decrease Cost: Solid Waste Chargebacks - Silver Spring PLD [Parking Operations]	(132)	0.00
Decrease Cost: Risk Management Adjustment	(822)	0.00
Decrease Cost: Retirement Adjustment	(15,577)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(38,508)	0.00
FY19 RECOMMENDED	**11,507,531**	**25.23**

PARKING DISTRICT - MONTGOMERY HILLS

FY18 ORIGINAL APPROPRIATION	**0**	**0.00**
FY19 RECOMMENDED	**0**	**0.00**

PARKING DISTRICT - WHEATON

FY18 ORIGINAL APPROPRIATION	**1,407,792**	**3.42**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	9,474	0.00
Increase Cost: OPEB Adjustment	60	0.00
Increase Cost: Risk Management Adjustment	13	0.00
Decrease Cost: Solid Waste chargebacks - Wheaton PLD [Parking Operations]	(58)	0.00
Decrease Cost: Retirement Adjustment	(2,809)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(8,765)	0.00
FY19 RECOMMENDED	**1,405,707**	**3.42**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Administration	782,350	5.80	1,086,220	8.70
Financial Management	9,306,522	7.00	9,044,512	5.10
Engineering and Capital Management	6,670,060	20.50	6,674,809	19.50

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Parking Operations	11,018,974	15.23	11,023,725	15.23
Total	**27,777,906**	**48.53**	**27,829,266**	**48.53**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY19 Recommended	**14,916**	**14,916**	**14,916**	**14,916**	**14,916**	**14,916**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**2**	**2**	**3**	**3**	**3**
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	**14,916**	**14,948**	**14,948**	**14,949**	**14,949**	**14,949**
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY19 Recommended	**11,508**	**11,508**	**11,508**	**11,508**	**11,508**	**11,508**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**1**	**1**	**2**	**2**	**2**
Labor Contracts	**0**	**33**	**33**	**33**	**33**	**33**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,508**	**11,542**	**11,542**	**11,543**	**11,543**	**11,543**
Subtotal Expenditures	**0**	**0**	**0**	**0**	**0**	**0**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY19 Recommended	**1,406**	**1,406**	**1,406**	**1,406**	**1,406**	**1,406**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**0**	**0**	**0**	**0**
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	**1,406**	**1,411**	**1,411**	**1,411**	**1,411**	**1,411**

FY19-24 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2018	2019	2020	2021	2022	2023	2024
Assumptions							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.60%	1.95%	2.07%	2.20%	2.30%	2.38%	2.43%
Investment Income Yield	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
Beginning Fund Balance	$ 15,478,181	$ 15,622,918	$ 12,549,422	$ 13,525,384	$ 13,284,296	$ 13,349,904	$ 12,329,512
Revenues							
Charges for Services	$ 15,555,081	$ 15,555,081	$ 15,555,081	$ 15,555,081	$ 15,555,081	$ 15,555,081	$ 14,755,081
Fines & Forfeits	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000
Miscellaneous	$ 1,466,580	$ 532,610	$ 6,208,640	$ 634,670	$ 685,700	$ 685,700	$ 2,685,700
Subtotal Revenues	$ 20,271,661	$ 19,337,691	$ 25,013,721	$ 19,439,751	$ 19,490,781	$ 19,490,781	$ 20,690,781
Transfers	$ (2,078,355)	$ (2,340,159)	$ (5,100,436)	$ (1,873,740)	$ (2,646,181)	$ (3,019,704)	$ (1,890,204)
Transfers to General Fund	$ (407,325)	$ (427,128)	$ (422,906)	$ (432,210)	$ (442,151)	$ (452,674)	$ (463,674)
Indirect Costs	$ (394,526)	$ (414,329)	$ (422,906)	$ (432,210)	$ (442,151)	$ (452,674)	$ (463,674)
Telecommunications NDA	$ (12,799)	$ (12,799)	$ -	$ -	$ -	$ -	$ -
Transfers to Special Funds : Tax Supported	$ (1,671,030)	$ (1,513,030)	$ (1,577,530)	$ (1,541,530)	$ (1,504,030)	$ (1,467,030)	$ (1,426,530)
Bethesda Urban District	$ (1,671,030)	$ (1,513,030)	$ (1,577,530)	$ (1,541,530)	$ (1,504,030)	$ (1,467,030)	$ (1,426,530)
Transfers to Other Funds	$ -	$ (400,000)	$ (3,100,000)	$ 100,000	$ (700,000)	$ (1,100,000)	$ -
Transfer to Wheaton PLD	$ -	$ (400,000)	$ (100,000)	$ 100,000	$ 400,000	$ -	$ -
Transfer to Silver Spring PLD	$ -	$ -	$ (3,000,000)	$ -	$ (1,100,000)	$ (1,100,000)	$ -
Total Resources	$ 33,671,487	$ 32,620,450	$ 32,462,707	$ 31,091,395	$ 30,128,896	$ 29,820,980	$ 31,130,088
CIP Current Revenue Appropriation Expenditure	$ (3,092,000)	$ (5,155,000)	$ (3,790,000)	$ (2,435,000)	$ (2,690,000)	$ (3,155,000)	$ (3,155,000)
Other CIP Revenue Appropriation Expenditure	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Appropriations/Expenditures							
Operating Budget	$ (10,306,658)	$ (10,262,834)	$ (10,475,275)	$ (10,705,731)	$ (10,951,963)	$ (11,212,619)	$ (11,485,086)
Existing Debt Service	$ (4,649,910)	$ (4,653,194)	$ (4,640,400)	$ (4,634,250)	$ (3,104,192)	$ (3,091,012)	$ (3,078,709)
Retiree Health Insurance Pre-Funding	$ -	$ -	$ (1,580)	$ (2,050)	$ (2,770)	$ (2,770)	$ (2,770)
Labor Agreement	$ -	$ -	$ (30,068)	$ (30,068)	$ (30,068)	$ (30,068)	$ (30,068)
Subtotal PSP Operating Budget Appropriation	$ (14,956,569)	$ (14,916,028)	$ (15,147,323)	$ (15,372,099)	$ (14,088,992)	$ (14,336,469)	$ (14,596,633)
Total Use of Resources	$ (18,048,569)	$ (20,071,028)	$ (18,937,323)	$ (17,807,099)	$ (16,778,992)	$ (17,491,469)	$ (17,751,633)
Year End Fund Balance	$ 15,622,918	$ 12,549,422	$ 13,525,384	$ 13,284,296	$ 13,349,904	$ 12,329,512	$ 13,378,455
Bond Restricted Reserve	$ (7,953,944)	$ (8,542,531)	$ (8,593,352)	$ (8,841,256)	$ (8,898,705)	$ (8,956,603)	$ (9,015,562)
Year End Available Fund Balance	$ 7,668,973	$ 4,006,891	$ 4,932,032	$ 4,443,039	$ 4,451,199	$ 3,372,908	$ 4,362,893
Available Fund Balance As A Percent of Next Year's PSP Expenses	51%	26%	32%	32%	31%	23%	30%
Target Balance	$ 3,729,007	$ 3,786,831	$ 3,843,025	$ 3,522,248	$ 3,584,117	$ 3,649,158	$ 3,649,158

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 195 percent in FY19. The minimum requirement is 125 percent.
2. Revenue for the air rights lease for Garage 49 is assumed in FY16 through FY24.
3. Revenue growth in FY24 projected as a result of increased occupancy of existing facilities associated with the Marriott development.
4. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY20-24 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.

FY19-24 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2018	2019	2020	2021	2022	2023	2024
Assumptions							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.60%	1.95%	2.07%	2.20%	2.30%	2.38%	2.43%
Investment Income Yield	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
Beginning Fund Balance	**$ 18,172,362**	**$ 13,132,931**	**$ 5,329,272**	**$ 3,899,600**	**$ 3,589,318**	**$ 4,219,341**	**$ 4,592,101**
Revenues							
Charges for Services	$ 10,706,253	$ 10,663,333	$ 10,663,333	$ 14,923,333	$ 14,923,333	$ 14,923,333	$ 14,923,333
Fines & Forfeits	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689
Miscellaneous	$ 199,750	$ 282,980	$ 366,210	$ 449,440	$ 532,670	$ 532,670	$ 532,670
Subtotal Revenues	**$ 12,803,692**	**$ 12,844,002**	**$ 12,927,232**	**$ 17,270,462**	**$ 17,353,692**	**$ 17,353,692**	**$ 17,353,692**
Transfers	**$ (2,466,970)**	**$ (3,040,130)**	**$ 123,286**	**$ (2,841,818)**	**$ (1,708,148)**	**$ (1,673,141)**	**$ (2,737,178)**
Transfers to General Fund	**$ (536,116)**	**$ (559,420)**	**$ (487,004)**	**$ (497,608)**	**$ (508,938)**	**$ (520,931)**	**$ (533,468)**
Indirect Costs	$ (448,924)	$ (472,228)	$ (482,004)	$ (492,608)	$ (503,938)	$ (515,931)	$ (528,468)
To RSC	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)
Telecommunications NDA	$ (82,192)	$ (82,192)	$ -	$ -	$ -	$ -	$ -
Transfers to Special Funds : Tax Supported	**$ (1,930,854)**	**$ (2,480,710)**	**$ 610,290**	**$ (2,344,210)**	**$ (1,199,210)**	**$ (1,152,210)**	**$ (2,203,710)**
Silver Spring Urban District	$ (1,989,710)	$ (2,480,710)	$ (2,389,710)	$ (2,344,210)	$ (2,299,210)	$ (2,252,210)	$ (2,203,710)
Transfer from Bethesda PLD	$ -	$ -	$ 3,000,000	$ -	$ 1,100,000	$ 1,100,000	$ -
Transfer from Montgomery Hills PLD	$ 58,856	$ -	$ -	$ -	$ -	$ -	$ -
Total Resources	**$ 28,509,084**	**$ 22,936,803**	**$ 18,379,790**	**$ 18,328,244**	**$ 19,234,863**	**$ 19,899,892**	**$ 19,208,614**
CIP Current Revenue Appropriation Expenditure	**$ (3,940,000)**	**$ (6,100,000)**	**$ (2,700,000)**	**$ (2,700,000)**	**$ (2,700,000)**	**$ (2,700,000)**	**$ (2,700,000)**
Appropriations/Expenditures							
Operating Budget	$ (11,436,153)	$ (11,507,531)	$ (11,745,737)	$ (12,004,143)	$ (12,280,238)	$ (12,572,508)	$ (12,878,020)
Labor Agreement	$ -	$ -	$ (33,373)	$ (33,373)	$ (33,373)	$ (33,373)	$ (33,373)
Retiree Health Benefits Pre-Funding	$ -	$ -	$ (1,080)	$ (1,410)	$ (1,910)	$ (1,910)	$ (1,910)
Subtotal PSP Operating Budget Appropriation	**$ (11,436,153)**	**$ (11,507,531)**	**$ (11,780,190)**	**$ (12,038,926)**	**$ (12,315,521)**	**$ (12,607,791)**	**$ (12,913,303)**
Total Use of Resources	**$ (15,376,153)**	**$ (17,607,531)**	**$ (14,480,190)**	**$ (14,738,926)**	**$ (15,015,521)**	**$ (15,307,791)**	**$ (15,613,303)**
Year End Available Fund Balance	**$ 13,132,931**	**$ 5,329,272**	**$ 3,899,600**	**$ 3,589,318**	**$ 4,219,341**	**$ 4,592,101**	**$ 3,595,311**
Available Fund Balance As A Percent of Next Year's PSP Expenses	**114%**	**45%**	**32%**	**29%**	**33%**	**36%**	**28%**
Target Balance	**$ 2,876,883**	**$ 2,945,047**	**$ 3,009,732**	**$ 3,078,880**	**$ 3,151,948**	**$ 3,228,326**	**$ 3,228,326**

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY20-24 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. Increases to revenue from FY20-24 are based on a combination of increased hours of enforcement in lots and garages and overall rates, with the details to be determined in collaboration with the Silver Spring Chamber of Commerce and the County Council.
3. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.

FY19-24 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2018	2019	2020	2021	2022	2023	2024
Assumptions							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.60%	1.95%	2.07%	2.20%	2.30%	2.38%	2.43%
Investment Income Yield	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
Beginning Fund Balance	$ 900,350	$ 451,008	$ 392,133	$ 432,030	$ 639,018	$ 510,547	$ 552,262
Revenues							
Charges for Services	$ 725,000	$ 725,000	$ 1,325,000	$ 1,825,000	$ 1,825,000	$ 1,825,000	$ 1,825,000
Fines & Forfeits	$ 476,000	$ 476,000	$ 476,000	$ 476,000	$ 476,000	$ 476,000	$ 476,000
Miscellaneous	$ 9,870	$ 13,980	$ 18,090	$ 22,200	$ 26,310	$ 26,310	$ 26,310
Subtotal Revenues	$ 1,210,870	$ 1,214,980	$ 1,819,090	$ 2,323,200	$ 2,327,310	$ 2,327,310	$ 2,327,310
Transfers	$ (96,084)	$ 288,852	$ (8,545)	$ (310,129)	$ (611,821)	$ (313,613)	$ (315,486)
Transfers to General Fund	$ (71,726)	$ (74,611)	$ (72,008)	$ (73,592)	$ (75,284)	$ (77,076)	$ (78,949)
Indirect Costs	$ (67,662)	$ (70,547)	$ (72,008)	$ (73,592)	$ (75,284)	$ (77,076)	$ (78,949)
Telecommunications NDA	$ (4,064)	$ (4,064)	$ -	$ -	$ -	$ -	$ -
Transfers to Special Funds : Tax Supported	$ (24,358)	$ 363,463	$ 63,463	$ (236,537)	$ (536,537)	$ (236,537)	$ (236,537)
Wheaton Urban District	$ (24,358)	$ (36,537)	$ (36,537)	$ (136,537)	$ (136,537)	$ (236,537)	$ (236,537)
Transfer from Bethesda PLD	$ -	$ 400,000	$ 100,000	$ (100,000)	$ (400,000)	$ -	$ -
Total Resources	$ 2,015,136	$ 1,954,840	$ 2,202,678	$ 2,445,101	$ 2,354,507	$ 2,524,244	$ 2,564,086
CIP Current Revenue Appropriation Expenditure	$ (157,000)	$ (157,000)	$ (157,000)	$ (157,000)	$ (157,000)	$ (245,000)	$ (245,000)
Appropriations/Expenditures							
Operating Budget	$ (1,407,128)	$ (1,405,707)	$ (1,608,405)	$ (1,643,790)	$ (1,681,597)	$ (1,721,619)	$ (1,763,455)
Retiree Health Insurance Pre-Funding	$ -	$ -	$ (160)	$ (210)	$ (280)	$ (280)	$ (280)
Labor Agreement	$ -	$ -	$ (5,083)	$ (5,083)	$ (5,083)	$ (5,083)	$ (5,083)
Subtotal PSP Operating Budget Appropriation	$ (1,407,128)	$ (1,405,707)	$ (1,613,648)	$ (1,649,083)	$ (1,686,960)	$ (1,726,982)	$ (1,768,818)
Total Use of Resources	$ (1,564,128)	$ (1,562,707)	$ (1,770,648)	$ (1,806,083)	$ (1,843,960)	$ (1,971,982)	$ (2,013,818)
Year End Available Fund Balance	$ 451,008	$ 392,133	$ 432,030	$ 639,018	$ 510,547	$ 552,262	$ 550,268
Available Fund Balance As A Percent of Next Year's PSP Expenses	32%	24%	26%	38%	30%	31%	31%
Target Balance	$ 351,427	$ 403,412	$ 412,271	$ 421,740	$ 431,746	$ 442,204	$ 442,204

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY20-24 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. Increases to revenue from FY20-24 are based on the completion of the Wheaton Revitalization Program in FY20, and a combination of increased hours of enforcement in lots and garages and overall rates starting in FY21, with the details to be determined in collaboration with the Wheaton Chamber of Commerce and the County Council.
3. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.

Transit Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$137,511,283	875.37

AL ROSHDIEH, DIRECTOR

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 FY19 Operating Budget for the Division of Transit Services is $137,511,283, an increase of $218,687 or 0.16 percent from the FY18 Approved Budget of $137,292,596. Personnel Costs comprise 57.48 percent of the budget for 858 full-time position(s) and no part-time position(s), and a total of 875.37 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 42.52 percent of the FY19 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 $21,894,010 is required.

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

LINKAGE TO COUNTY RESULT AREAS

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

- **An Effective and Efficient Transportation Network**
- **Healthy and Sustainable Neighborhoods**
- **Vital Living for All of Our Residents**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Starting in January 2019, Ride On will operate a new pilot neighborhood service from Olney into Rockville with smaller circulator buses that are more reasonable and flexible to operate along small neighborhood roads.The new circulator routes will run every 10 minutes during rush hour and will take all current forms of fare media like other larger Ride On buses. Transferability to other buses and Metrorail will be easier. The opportunity to get closer into the neighborhoods and utilize a new "app" to arrange for pickup should attract new riders and revitalize transit use in these areas. Even with smaller buses all of the buses will be ADA accessible.
- Starting in May 2018, provide new US 29 Ride On overlay service to alleviate traffic congestion in this major thoroughfare.

ACCOMPLISHMENTS

- ☑ Successfully implemented Ride On ExtRa, a new limited stop service from Lakeforest Mall in Gaithersburg to the Medical Center Metrorail Station in Bethesda.
- ☑ Enhanced Seniors Ride Free program with extended hours of service on Saturdays for both Ride On and Metrobus service riders in Montgomery County.
- ☑ Increased Ride On service in the Clarksburg area to shopping outlets and Shady Grove Metrorail.
- ☑ Successfully competed for and obtained a Federal bus emissions grant to support infrastructure and purchase costs for new electric buses in FY19.

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

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. 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,236,572**	**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.	148,490	1.00
FY19 Recommended	**1,385,062**	**5.00**

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

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**7,947,429**	**12.60**
Technical Adj: Senior Transportation Grant	0	(1.10)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	161,201	1.00
FY19 Recommended	**8,108,630**	**12.50**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Hours of service	1,133,064	1,144,238	1,179,904	1,195,529	1,216,894
Number of reported collisions between Ride On buses and a person or object, per 100,000 miles driven	3.7	3.6	3.6	3.6	3.6
On time performance for Ride On buses	87.5%	88.5%	88.9%	89.3%	89.7%
Passengers per hour of service	21.6	20.1	18.9	18.7	18.7
Passengers transported (millions)	24.512	22.984	22.362	22.383	22.689
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]	24.6	23.0	22.23	22.14	22.3
Percent of Ride On customers who report a satisfactory customer service experience	N/A	N/A	N/A	TBD	TBD
Ride On complaints per 100,000 bus riders	23.5	20.5	20.5	20.5	20.5

[1] *Definition: This measure is calculated annually comparing the number of Ride On passengers to the Montgomery County Population. It indicates whether Ride On is maintaining a constant share of Montgomery County residents.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**112,265,373**	**801.69**
Add: Annualization of MD 355 ExtRa Service	442,000	0.00
Add: Hours of Service on Route 52	192,027	0.00
Add: Annualization of Route 75 Enhancement to Clarksburg Outlets	118,000	0.00
Increase Cost: Bethesda Circulator Contract	38,236	0.00
Add: Annualization of Seniors Ride Free Expansion	5,000	0.00
Reduce: Annualize Eliminations of Poor Performing Routes Discontinued in FY18	(116,930)	0.00

FY19 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.	(989,605)	(0.20)
FY19 Recommended	**111,954,101**	**801.49**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,097,206**	**18.19**
Increase Cost: Grant Increase - COG Grant	13,491	0.00
Technical Adj: Privatization of Commuter Services Trip Store (Grant Fund)	0	(2.19)
Technical Adj: Privatization of Commuter Services Trip Store (Mass Transit Fund)	0	2.19
Decrease Cost: Transportation Management District Biennial reports	(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.	(92,176)	(1.80)
FY19 Recommended	**3,998,521**	**16.39**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**674,176**	**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.	15,673	0.00
FY19 Recommended	**689,849**	**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). 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,854,105**	**5.63**
Add: Bus Rapid Transit Outreach and Education	175,000	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.	103,899	0.00
FY19 Recommended	**2,133,004**	**5.63**

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; adjusts schedules three times a year; and coordinates bus service with the Washington Metropolitan Area Transit Authority.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,852,691**	**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.	56,119	0.00
FY19 Recommended	**2,908,810**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**397,974**	**1.28**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,247	0.00
FY19 Recommended	**400,221**	**1.28**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,782,756**	**0.00**
Decrease Cost: Risk Management Adjustment	(296,285)	0.00
FY19 Recommended	**2,486,471**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,184,314**	**18.98**
Technical Adj: Technical Adjustment Staffing	11,278	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.	251,022	2.00
FY19 Recommended	**3,446,614**	**21.08**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	52,900,234	54,870,880	53,841,384	57,500,615	4.8 %
Employee Benefits	17,423,881	19,079,425	17,201,578	19,915,863	4.4 %
Mass Transit Personnel Costs	**70,324,115**	**73,950,305**	**71,042,962**	**77,416,478**	**4.7 %**
Operating Expenses	53,379,346	58,250,652	55,723,108	54,989,675	-5.6 %
Capital Outlay	85	26,000	26,000	26,000	—
Mass Transit Expenditures	**123,703,546**	**132,226,957**	**126,792,070**	**132,432,153**	**0.2 %**
PERSONNEL					
Full-Time	17	840	840	843	0.4 %
Part-Time	0	0	0	0	—
FTEs	826.08	857.98	857.98	862.27	0.5 %
REVENUES					
Bus Advertising	1,092,399	1,035,000	960,000	1,007,900	-2.6 %
Investment Income	237,298	120,250	389,530	551,830	358.9 %
Miscellaneous Revenues	39,048	0	0	0	—
Motor Pool Charges/Fees	2,626,949	0	0	0	—
Other Charges/Fees	2,629,179	1,162,194	1,162,194	2,492,142	114.4 %
Other Fines/Forfeitures	11,376	0	0	0	—
Parking Fees	884,733	661,385	661,385	661,385	—
Parking Fines	597,528	405,000	405,000	405,000	—
Property Tax	96,813,423	112,620,948	112,466,470	115,015,892	2.1 %
Ride On Fare Revenue	21,149,894	21,559,302	21,510,302	21,704,451	0.7 %
State Aid: Call N' Ride	379,107	379,110	387,911	387,911	2.3 %
State Aid: Damascus Fixed Route	309,958	309,950	309,950	309,950	—
State Aid: Ride On	40,656,348	38,764,000	39,628,000	39,628,000	2.2 %
Taxi Licensing Fees	522,354	531,000	425,000	425,000	-20.0 %
Mass Transit Revenues	**167,949,594**	**177,548,139**	**178,305,742**	**182,589,461**	**2.8 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,085,387	1,471,943	1,471,943	1,322,697	-10.1 %
Employee Benefits	378,357	387,991	387,991	296,065	-23.7 %
Grant Fund - MCG Personnel Costs	**1,463,744**	**1,859,934**	**1,859,934**	**1,618,762**	**-13.0 %**
Operating Expenses	2,969,111	3,205,705	3,205,705	3,460,368	7.9 %
Grant Fund - MCG Expenditures	**4,432,855**	**5,065,639**	**5,065,639**	**5,079,130**	**0.3 %**
PERSONNEL					
Full-Time	17	17	17	15	-11.8 %
Part-Time	0	0	0	0	—
FTEs	16.39	16.39	16.39	13.10	-20.1 %
REVENUES					
Federal Grants	1,791,124	1,939,693	1,939,693	1,939,693	—
State Grants	2,285,987	3,125,946	3,125,946	3,139,437	0.4 %
Grant Fund - MCG Revenues	**4,077,111**	**5,065,639**	**5,065,639**	**5,079,130**	**0.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**128,136,401**	**137,292,596**	**131,857,709**	**137,511,283**	**0.2 %**
Total Full-Time Positions	**34**	**857**	**857**	**858**	**0.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**842.47**	**874.37**	**874.37**	**875.37**	**0.1 %**
Total Revenues	**172,026,705**	**182,613,778**	**183,371,381**	**187,668,591**	**2.8 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY18 ORIGINAL APPROPRIATION	**132,226,957**	**857.98**
Changes (with service impacts)		
Add: Annualization of MD 355 ExtRa Service [Ride On]	442,000	0.00
Add: Hours of Service on Route 52 [Ride On]	192,027	0.00
Add: Bus Rapid Transit Outreach and Education [Customer Service]	175,000	0.00
Add: Annualization of Route 75 Enhancement to Clarksburg Outlets [Ride On]	118,000	0.00
Add: Annualization of Seniors Ride Free Expansion [Ride On]	5,000	0.00
Reduce: Annualize Eliminations of Poor Performing Routes Discontinued in FY18 [Ride On]	(116,930)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	2,081,045	0.00
Increase Cost: Annualization of FY18 Personnel Costs	1,448,018	2.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Bethesda Circulator Contract [Ride On]	38,236	0.00
Technical Adj: Technical Adjustment Staffing [Administration]	11,278	0.10
Increase Cost: Printing and Mail	5,936	0.00
Technical Adj: Privatization of Commuter Services Trip Store (Mass Transit Fund) [Commuter Services]	0	2.19
Decrease Cost: Transportation Management District Biennial reports [Commuter Services]	(20,000)	0.00
Decrease Cost: Retirement Adjustment	(166,916)	0.00
Decrease Cost: Risk Management Adjustment [Fixed Costs]	(296,285)	0.00
Decrease Cost: Motor Pool Adjustment	(3,711,213)	0.00
FY19 RECOMMENDED	**132,432,153**	**862.27**

GRANT FUND - MCG

FY18 ORIGINAL APPROPRIATION	**5,065,639**	**16.39**
Other Adjustments (with no service impacts)		
Increase Cost: Grant Increase - COG Grant [Commuter Services]	13,491	0.00
Technical Adj: Senior Transportation Grant [Medicaid and Senior Programs]	0	(1.10)
Technical Adj: Privatization of Commuter Services Trip Store (Grant Fund) [Commuter Services]	0	(2.19)
FY19 RECOMMENDED	**5,079,130**	**13.10**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Passenger Facilities	1,236,572	4.00	1,385,062	5.00
Medicaid and Senior Programs	7,947,429	12.60	8,108,630	12.50
Ride On	112,265,373	801.69	111,954,101	801.49
Commuter Services	4,097,206	18.19	3,998,521	16.39
Taxi Regulation	674,176	5.00	689,849	5.00
Customer Service	1,854,105	5.63	2,133,004	5.63
Transit Operations Planning	2,852,691	7.00	2,908,810	7.00
Transit Parking Facility Maintenance	397,974	1.28	400,221	1.28
Fixed Costs	2,782,756	0.00	2,486,471	0.00
Administration	3,184,314	18.98	3,446,614	21.08
Total	**137,292,596**	**874.37**	**137,511,283**	**875.37**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
MASS TRANSIT						
EXPENDITURES						
FY19 Recommended	**132,432**	**132,432**	**132,432**	**132,432**	**132,432**	**132,432**
No inflation or compensation change is included in outyear projections.						
Route 52 Restructuring	**0**	**192**	**192**	**192**	**192**	**192**
Additional service hours created by restructuring the route to incorporate microtransit vehicles						
Labor Contracts	**0**	**1,087**	**1,087**	**1,087**	**1,087**	**1,087**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**132,432**	**133,711**	**133,711**	**133,711**	**133,711**	**133,711**

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Health and Human Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$316,672,040	1,660.86

UMA AHLUWALIA, DIRECTOR

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 FY19 Operating Budget for the Department of Health and Human Services is $316,672,040, an increase of $3,710,644 or 1.19 percent from the FY18 Approved Budget of $312,961,396. Personnel Costs comprise 55.17 percent of the budget for 1,423 full-time position(s) and 342 part-time position(s), and a total of 1,660.86 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 44.83 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Weighted percentage of HHS customers satisfied with the services they received from HHS staff	96	98	95	95	95
Weighted composite of HHS client cases that demonstrate beneficial impact from received services: Improved health and wellness (1-100 scale)	55	56	56	56	56
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Greater independence (1-100 scale)	76	82	80	80	80
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Risk mitigation (1-100 scale)	84	77	80	80	80
Percentage of reviewed HHS client cases that demonstrate beneficial impact from received services [1]	57	N/A	N/A	N/A	N/A
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Quality Service Review) [2]	71	N/A	N/A	N/A	N/A
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Service Integration Cases) [3]	97	90	93	93	93
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Quality Service Review) [4]	43	N/A	N/A	N/A	N/A
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Service Integration Cases) [5]	79	80	80	80	80

[1] *This measure is being revised to take advantage of new systems and methods. FY17 was spent revising the QSR tools; FY18 will be used to pilot the new tools; Full implementation is anticipated in FY19.*

[2] *This measure is being revised to take advantage of new systems and methods. FY17 was spent revising the QSR tools; FY18 will be used to pilot the new tools; Full implementation is anticipated in FY19.*

[3] *The goal is for integrated service delivery to begin at any point of entry into Department services, and represent an on-going process throughout the client's involvement with DHHS.*

[4] *This measure is being revised to take advantage of new systems and methods. FY17 was spent revising the QSR tools; FY18 will be used to pilot the new tools; Full implementation is anticipated in FY19.*

[5] *The goal is for integrated service delivery to begin at any point of entry into Department services, and represent an on-going process throughout the client's involvement with DHHS.*

INITIATIVES

- Add funds to support the Strong Families Initiative, a joint project with the Catholic Charities of the Archdiocese of Washington. This program seeks to enhance family resilience in an effort to address risk factors that increase the likelihood of a young person joining a gang.
- Add funds to create a new Paint Branch and Springbrook Cluster Project to implement a comprehensive approach to improve student achievement in the East County Area.
- Add funds to increase support for the wages of adult medical day care workers and public service interns due to the increase in the County's minimum wage, and provide funding to developmental disabilities providers to pay direct service professionals at 123 percent of the increased County minimum wage (on average).

- Add funds to support School Health Room staffing for the new Richard Montgomery Elementary School.
- Add funds to enhance services in the Mobile Integrated Health Program.
- The Asian American Health Initiative (AAHI) developed the Friends' Corner program, an innovative approach using a social determinants lens to address the unique barriers to care for Asian American older adults. As part of Friends' Corner, AAHI hosted a series of educational workshops and resource tables at various Asian American senior gathering points.
- Child and Adolescent Behavioral Health Services (CABHS) participates in the monthly meetings of the Children Fleeing Violence Work Group to assess the needs of recent immigrants and provide resources to assist the newcomers.

ACCOMPLISHMENTS

- ☑ Expanded the County's permanent supportive housing project called the Housing Initiative Program. Policy and structural changes were made to better align with Housing First principles and meet the service needs of households experiencing chronic homelessness.
- ☑ The expansion and restructuring of the Rapid Re-housing (RRH) Program increased system capacity to serve families and youth in RRH by shortening the length of stay, enhancing support services, and offering more flexibility in rental assistance. Through new funding from the State, Special Needs Housing could serve an additional 15 youth households in RRH.
- ☑ Bone Builders, a senior health promotion program implemented by the Department, won a National Council on Aging Award.
- ☑ The County continues its efforts to tackle veteran homelessness through its support of Veterans Affairs Supportive Housing (VASH) vouchers and the Zero 16 Campaign to End Veteran Homelessness. Recurring funding is available for non-VASH vouchers for housing and supportive services to ten Veterans who are homeless in the County and are not eligible for VA vouchers due to discharge status. The County has received 93 VASH vouchers between 2008 and 2016, each worth an average of $12,828 per year or $1.19 million per year in housing subsidies.
- ☑ The Pregnant and Parenting Teen Speaker Series was expanded to additional high schools. Partners in this program include Montgomery County Public Schools (MCPS), Generation Hope, Montgomery County Public Libraries (MCPL), Holy Cross Maternal Health, CCI TAYA, the State Attorney's Office, WIC, and Aspire Counseling.
- ☑ Strengthened efforts to ensure all youth have a permanent, safe home resulting in 15 adoptions and 36 cases closed to custody and guardianship. In collaboration with MCPS, implemented a shared data platform so that social workers, and foster and adoptive parents can track and improve educational outcomes for their children.
- ☑ Managed the health needs of 18,093 children in MCPS with chronic conditions including asthma, diabetes, and life threatening allergic reactions; and handled 656,410 student visits to MCPS health rooms.
- ☑ Provided prenatal care to 1,749 County women through partnerships with 4 hospital-based clinics, with home visiting case management provided by County staff. This program achieved an excellent health outcome: 97 percent of the babies born to women delivering through the Maternity Partnership program had a healthy birth weight.
- ☑ The Montgomery Cares Program's network of 12 community-based clinics (including one pilot project clinic) provided primary care for over 25,500 uninsured adults.
- ☑ The Asian American Health Initiative worked with community organizations to host mental health first aid trainings that certified individuals who educated an additional 119 individuals on mental health.
- ☑ The African American Health Program and Healing Our Village delivered diabetes education and cardiovascular classes to 1,127 African American residents.

- ☑ The Community Action Agency's free, year-round Volunteer Income Tax Assistance (VITA) program returned $5.5 million in refunds and credits. In addition, VITA expanded multilingual outreach in Amharic, French, and Spanish for its Earned Income Tax Credit campaign, "Get all your Money."
- ☑ The Welcome Back Center of Suburban Maryland offered services to 154 internationally-trained health professionals (103 nurses, 18 physicians, and 33 behavioral health professionals) who are working towards licensure and/or certification in the healthcare field to secure jobs in Maryland.
- ☑ Doubled grant funding for services such as on-site behavioral health screenings and groups for youth on topics of substance use prevention and coping skills. In FY17, 125 youth participated in groups.
- ☑ The Office of Vital Records successfully launched the issuance of birth certificates in Montgomery County. This service was not previously available in Montgomery County, and residents were traveling to other Maryland jurisdictions for this service.
- ☑ Established on-site behavioral health treatment at Kennedy High School, White Oak Middle School, and Montgomery Blair High School during FY17 and FY18.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Community Support Network for People with Disabilities worked with the Inter Agency Coordinating Committee /Developmentally Disabled (DD Inter ACC) to revise the annual DD Supplement Wage Survey to establish more accountability and capture better data.
- The Adult Evaluations Review Service (AERS) program added personnel to assist the nurses and increase program efficiency. Over the past four years the program has grown 63 percent, with an additional 405 cases added.
- Data analysis of the Linkages to Learning Program was enhanced by evaluating the Family Case Management services using the Massachusetts Family Self-Sufficiency Ladders and Assessment Scale, a nationally recognized standard. There were statistically significant improvements found in the proportion of clients who were "thriving," "stable," or "safe" after 6 to 12 months of intervention.
- The Working Parents Assistance (WPA) Program received additional funding in FY17 for WPA Subsidies and supplemental vouchers to the State Child Care Subsidy Program. The funding provided an additional 556 children with WPA vouchers, and 555 children with supplemental vouchers to their State Child Care subsidy.
- A family housing screening instrument was developed to train and pilot a common screening and assessment tool embraced by national experts called the Family Vulnerability Index - Service Prioritization Decision Assistance Tool (Family VI-SPDAT) to accurately and objectively determine the most appropriate housing intervention for each household and place them in permanent housing as quickly as possible. An Acuity Scale was also developed to assess the complex strengths and challenges in clients in permanent supportive housing programs.

COLLABORATION AND PARTNERSHIPS

- Mental Health First Aid

  The Asian American Health Initiative partners with various community and faith-based organizations to organize Mental Health First Aid trainings for local community leaders. Mental Health First Aid teaches participants how to identify, understand, and respond to signs of mental illness and substance use disorders in the community.

  Partners

  Non-Profits

Culturally Based Family Reunification Services

The Latino Health Initiative partners with several Montgomery County Public Schools programs and services; the Gilchrist Center; Identity, Inc.; and the TESS Center to provide culturally based family reunification services.

Partners

Community Engagement Cluster, Montgomery County Public Schools, Non-Profits

Diabetes Education and Cardiovascular Classes

The African American Health Program teams with Healing Our Village to deliver diabetes education and cardiovascular classes to meet the needs of African American residents. Also, in collaboration with Shoppers Food Pharmacy, pharmacists provide a "Bring Your Brown Bag" Medication Review Therapy for program participants.

Partners

Non-Profits

Graduation from Permanent Supportive Housing

Implemented a "Move-up" strategy in partnership with the Housing Opportunities Commission (HOC) to create a true continuum of care that allows ebb and flow as a household's housing support needs change. The "Move-up" effort enabled stable tenants who are currently in a permanent supportive housing (PSH) program but no longer need regular social services to transition to non-PSH subsidized housing with limited after care.

Partners

Housing Opportunities Commission

Medicaid Waiver Demonstration Assistance in Community Integrations Services Pilot Program

Partnered with the Maryland Department of Health by applying for the Medicaid Waiver Demonstration Assistance in Community Integrations Services Pilot Program that utilizes Medicaid funding for housing support services to individuals experiencing chronic homelessness or returning to homelessness from long-term institutionalization. By leveraging Federal resources for support services, local funding can be reallocated to other housing needs.

Child and Adolescent Outpatient Behavioral Health Services

Established relationships with the Latin American Youth Center and the City of Rockville afterschool program, and continued to provide services at the Clarksburg Correctional Facility Youthful Offenders Program. Services include on-site behavioral health screenings and groups for youth on topics of substance use prevention and coping skills.

Partners

Department of Correction and Rehabilitation, Non-Profits

PROGRAM CONTACTS

Contact Victoria Buckland of the Department of Health and Human Services at 240.777.1211 or Erika Lopez-Finn and Joshua Watters of the Office of Management and Budget at 240.777.2800 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	84,707,642	91,395,008	88,698,764	95,006,435	4.0 %
Employee Benefits	29,446,285	32,127,400	31,081,359	32,834,195	2.2 %
County General Fund Personnel Costs	**114,153,927**	**123,522,408**	**119,780,123**	**127,840,630**	**3.5 %**
Operating Expenses	102,501,121	110,562,432	110,861,934	109,695,841	-0.8 %
County General Fund Expenditures	**216,655,048**	**234,084,840**	**230,642,057**	**237,536,471**	**1.5 %**
PERSONNEL					
Full-Time	834	852	852	869	2.0 %
Part-Time	293	309	309	313	1.3 %
FTEs	1,185.92	1,211.74	1,211.74	1,227.71	1.3 %
REVENUES					
Core Health Services Funding	4,554,327	4,554,327	4,554,327	4,554,327	—
Federal Financial Participation Reimbursements	15,903,091	14,252,920	14,333,640	14,333,640	0.6 %
Health and Human Services Fees	1,492,745	1,059,600	1,100,000	1,100,000	3.8 %
Health Inspection: Restaurants	1,863,150	1,834,900	2,000,000	2,000,000	9.0 %
Health Inspections: Living Facilities	258,735	254,470	254,470	254,470	—
Health Inspections: Swimming Pools	551,780	566,250	566,250	566,250	—
Indirect Costs: Grants	1,812	0	0	0	—
Marriage Licenses	270,630	300,000	300,000	300,000	—
Medicaid/Medicare Reimbursement	3,353,638	3,498,580	3,500,000	2,341,220	-33.1 %
Miscellaneous Revenues	(42)	100,000	100,000	100,000	—
Nursing Home Reimbursement	714,137	704,020	704,020	697,130	-1.0 %
Other Charges/Fees	2,437	442,560	435,550	435,550	-1.6 %
Other Fines/Forfeitures	3,800	1,650	1,650	1,650	—
Other Intergovernmental	2,204,760	2,635,360	2,196,010	3,483,090	32.2 %
Other Licenses/Permits	80,585	53,230	53,230	263,230	394.5 %
County General Fund Revenues	**31,255,585**	**30,257,867**	**30,099,147**	**30,430,557**	**0.6 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	34,443,554	34,724,026	34,724,026	34,428,593	-0.9 %
Employee Benefits	12,036,827	11,745,301	11,745,301	12,423,692	5.8 %
Grant Fund - MCG Personnel Costs	**46,480,381**	**46,469,327**	**46,469,327**	**46,852,285**	**0.8 %**
Operating Expenses	37,647,441	32,407,229	32,407,229	32,283,284	-0.4 %
Grant Fund - MCG Expenditures	**84,127,822**	**78,876,556**	**78,876,556**	**79,135,569**	**0.3 %**
PERSONNEL					
Full-Time	552	557	557	554	-0.5 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Part-Time	37	36	36	29	-19.4 %
FTEs	433.46	436.97	436.97	433.15	-0.9 %
REVENUES					
Federal Grants	23,989,693	17,110,729	17,931,159	21,364,867	24.9 %
HB669 Social Services State Reimbursement	37,082,236	37,548,400	37,548,400	37,731,200	0.5 %
Medicaid/Medicare Reimbursement	3,050,416	0	0	0	—
Miscellaneous Revenues	352,124	0	0	0	—
Other Charges/Fees	137,253	0	0	0	—
State Grants	18,751,026	24,217,430	23,397,000	20,039,502	-17.3 %
Grant Fund - MCG Revenues	**83,362,748**	**78,876,559**	**78,876,559**	**79,135,569**	**0.3 %**

DEPARTMENT TOTALS

Total Expenditures	**300,782,870**	**312,961,396**	**309,518,613**	**316,672,040**	**1.2 %**
Total Full-Time Positions	**1,386**	**1,409**	**1,409**	**1,423**	**1.0 %**
Total Part-Time Positions	**330**	**345**	**345**	**342**	**-0.9 %**
Total FTEs	**1,619.38**	**1,648.71**	**1,648.71**	**1,660.86**	**0.7 %**
Total Revenues	**114,618,333**	**109,134,426**	**108,975,706**	**109,566,126**	**0.4 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**234,084,840**	**1,211.74**
Changes (with service impacts)		
Add: Short Term Residential Rental Licensing and Regulation - Bill 2-16 [Environmental Health Regulatory Services]	210,165	1.00
Add: Strong Families Initiative [Positive Youth Development]	175,000	0.00
Add: New Paint Branch & Springbrook Cluster Project [Child & Adolescent School & Community Based Services]	134,190	3.00
Add: School Health Room Staffing for New Richard Montgomery Elementary School [School Health Services]	130,990	1.56
Reduce: Montgomery Cares Contractual Personnel Services [Health Care for the Uninsured]	(58,022)	0.00
Reduce: Montgomery Cares Behavioral Health Contractual Services [Health Care for the Uninsured]	(64,000)	0.00
Eliminate: MCPS Emotional Disabilities Contract [Child & Adolescent School & Community Based Services]	(65,829)	0.00
Reduce: Transition Community Health Nurse II Position to Tree House Child Advocacy Center [Child Welfare Services]	(80,000)	(1.00)
Reduce: Montgomery Cares Patient Access for Follow-up Care [Health Care for the Uninsured]	(81,225)	0.00
Eliminate: Child Care Provider Scholarships [Early Childhood Services]	(111,000)	0.00
Reduce: Working Parents Assistance Program Subsidy [Child Care Subsidies]	(333,432)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	3,391,341	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Due to County Minimum Wage Increase, Adjust Funding for Developmental Disabilities Providers to Pay Direct Service Professionals at 123 Percent of New Minimum Wage (on Average) [Community Support Network for People with Disabilities]	1,297,546	0.00
Increase Cost: Due to Work Hours Increase, Adjust Funding for Developmental Disabilities Providers to Pay Direct Service Professionals at 123 Percent of New Minimum Wage (on Average) [Community Support Network for People with Disabilities]	1,218,033	0.00
Increase Cost: Support for Adult Medical Day Care Workers' Wages at the New Minimum Wage [Assessment & Continuing Case Management Services]	813,759	0.00
Increase Cost: Annualization of the Mental Health Court [Forensic Services - Adult]	358,776	4.00
Increase Cost: Risk Management Adjustment [Office of the Chief Operating Officer]	248,458	0.00
Increase Cost: Annualization of FY18 Lapsed Positions	240,817	0.00
Increase Cost: Contracted Security Services [Office of the Chief Operating Officer]	175,000	0.00
Increase Cost: Annualization of the Mobile Integrated Health Program [Assessment & Continuing Case Management Services]	169,405	2.00
Increase Cost: Annualization of the Secured Monitored Exchange and Supervised Visitation Center [Trauma Services]	110,354	0.00
Increase Cost: Annualization of FY18 Personnel Costs	90,759	0.00
Increase Cost: Support for Public Service Interns' Wages at the New Minimum Wage [Community Support Network for People with Disabilities]	61,786	0.00
Increase Cost: Printing and Mail [Office of the Chief Operating Officer]	9,957	0.00
Increase Cost: Motor Pool Adjustment [Office of the Chief Operating Officer]	360	0.00
Technical Adj: Technical Adjustment	0	5.62
Decrease Cost: Temporary Clerical Services [Chief Public Health]	(10,000)	0.00
Re-align: Adjust Senior Program Transportation to Reflect Actual Usage [Senior Community Services]	(14,000)	0.00
Decrease Cost: Departmental Postage Costs [Office of the Chief Operating Officer]	(16,319)	0.00
Re-align: Adjust Emergency Services Spending to Reflect Actual Expenditures [Community Support Network for People with Disabilities]	(34,000)	0.00
Re-align: Adjust Funding for Sign Language Interpreters to Reflect Historical Trends [Community Support Network for People with Disabilities]	(35,008)	0.00
Decrease Cost: Children's Opportunity Fund Administrative Overhead [Chief Children, Youth & Families]	(40,000)	0.00
Re-align: Adjust Handicap Rental Assistance Program Funding to Reflect Historical Trends [Permanent Housing]	(40,781)	0.00
Shift: Montgomery Cares Preventive Screenings to Grant Funding [Health Care for the Uninsured]	(43,320)	0.00
Re-align: Drugs and Medicine Required for Treatment of an Outbreak to Reflect Historical Spending [Communicable Disease & Epidemiology]	(49,000)	0.00
Re-align: Adjust Funding for George B. Thomas Sr. Learning Academy to Reflect Actual Service Level [Child & Adolescent School & Community Based Services]	(50,000)	0.00
Re-align: Adjust Public Health Services Workforce and Contractual Costs to Reflect Actual Spending [STD/HIV Prevention & Treatment Program]	(54,789)	(0.21)
Decrease Cost: Office of the Chief Operation Officer Administrative Overhead [Office of the Chief Operating Officer]	(76,000)	0.00
Decrease Cost: Adjust Residential Rehabilitation General Fund Supplement [Behavioral Health Planning & Management]	(111,172)	0.00
Re-align: Adjust Funding for Respite Program Contract to Reflect Program Redesign [Positive Youth Development]	(126,429)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: Adjust Funding for Maternity Partnership Program to Reflect Service Demand [Health Care for the Uninsured]	(133,450)	0.00
Decrease Cost: Retirement Adjustment	(259,304)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(311,805)	0.00
Decrease Cost: Realize eICM Web Hosting Savings [Office of the Chief Operating Officer]	(1,000,000)	0.00
Shift: FY18 Head Start Program Expansion Funding to MCPS - Resolution 18-887 [Office of Community Affairs]	(2,186,180)	0.00
FY19 RECOMMENDED	**237,536,471**	**1,227.71**

GRANT FUND - MCG

FY18 ORIGINAL APPROPRIATION	**78,876,556**	**436.97**
Other Adjustments (with no service impacts)		
Increase Cost: Systems of Care [Outpatient Behavioral Health Services - Child]	999,387	0.00
Increase Cost: Victims of Crime/General [Trauma Services]	469,583	0.00
Technical Adj: Technical Adjustment	288,173	(5.52)
Increase Cost: Opioid Operations Command Center [Outpatient Behavioral Health Services - Child]	191,964	0.00
Increase Cost: House Bill 669 Funding	182,800	2.00
Increase Cost: Emergency Preparedness [Public Health Emergency Preparedness & Response Program]	157,878	(1.00)
Increase Cost: Homeless Services Grant [Homeless Family Services]	121,740	0.00
Decrease Cost: Infants and Toddlers Grant [Infants & Toddlers]	(211,415)	3.70
Decrease Cost: STD/HIV Grants [STD/HIV Prevention & Treatment Program]	(1,941,097)	(3.00)
FY19 RECOMMENDED	**79,135,569**	**433.15**

FUNCTION SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Aging and Disability Services	47,408,184	170.09	51,345,737	172.09
Behavioral Health and Crisis Services	43,165,219	216.45	45,773,057	221.45
Children, Youth and Family Services	86,678,402	543.73	86,520,770	546.73
Public Health Services	75,964,225	498.88	74,182,009	495.74
Special Needs Housing	21,162,100	65.50	22,295,260	70.50
Administration and Support	38,583,266	154.06	36,555,207	153.85
Total	**312,961,396**	**1,648.71**	**316,672,040**	**1,660.36**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
Police	General Fund	0	0.00	73,369	1.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**237,536**	**237,536**	**237,536**	**237,536**	**237,536**	**237,536**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY19	**0**	**134**	**134**	**134**	**134**	**134**
New positions in the FY19 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 FY19	**0**	**(80)**	**(80)**	**(80)**	**(80)**	**(80)**
Items recommended for one-time funding in FY19, including the remaining funding associated with transitioning the Community Health Nurse II position to the Tree House Child Advocacy Center, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**1,666**	**1,666**	**1,666**	**1,666**	**1,666**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**237,536**	**239,256**	**239,256**	**239,256**	**239,256**	**239,256**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY19 Recommended		FY20 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Paint Branch & Springbrook Cluster Project	131,190	3.00	265,380	3.00
Total	**131,190**	**3.00**	**265,380**	**3.00**

Aging and Disability Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$51,345,737	172.09

UMA AHLUWALIA, DIRECTOR

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 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

Chief Aging & Disability Services

This program area provides leadership and direction for administration of Aging and Disability Services.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**463,388**	**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.	117	0.00
FY19 Recommended	**463,505**	**3.00**

Aging & 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of callers to the Aging and Disability Resource Unit that received the referrals/information they need	96	95	95	95	95

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,000,772**	**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.	(15,270)	0.00
FY19 Recommended	**985,502**	**9.00**

Home & Community Based MA Waiver Services

This program area administers and operates Maryland's 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,762,252**	**11.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(48,985)	(1.00)
FY19 Recommended	**2,713,267**	**10.00**

Assessment & 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, financial 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of seniors and adults with disabilities that avoid institutional placement while receiving case management services	86	94	94	94	94
Number on Social Services to Adults (SSTA) waiting list	184	205	205	205	205

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,044,122**	**67.55**
Increase Cost: Support for Adult Medical Day Care Workers' Wages at the New Minimum Wage	813,759	0.00
Increase Cost: Annualization of the Mobile Integrated Health Program	169,405	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.	129,855	0.00
FY19 Recommended	**10,157,141**	**69.55**

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 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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 [1]	99	100	99	99	99

[1] *This program was restored in the FY16 budget. The program has a cap of 500 clients.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**19,324,614**	**36.75**
Increase Cost: Due to County Minimum Wage Increase, Adjust Funding for Developmental Disabilities Providers to Pay Direct Service Professionals at 123 Percent of New Minimum Wage (on Average)	1,297,546	0.00
Increase Cost: Due to Work Hours Increase, Adjust Funding for Developmental Disabilities Providers to Pay Direct Service Professionals at 123 Percent of New Minimum Wage (on Average)	1,218,033	0.00
Increase Cost: Support for Public Service Interns' Wages at the New Minimum Wage	61,786	0.00
Re-align: Adjust Emergency Services Spending to Reflect Actual Expenditures	(34,000)	0.00
Re-align: Adjust Funding for Sign Language Interpreters to Reflect Historical Trends	(35,008)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	122,512	0.00
FY19 Recommended	**21,955,483**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Assisted Living Services - Percentage of clients remaining in community placement (i.e., not entering institutional setting) [1]	93	95	95	95	95

[1] *Assisted Living Services derives referrals from Adult Protective Services, which is constantly receiving new cases. The percentage of clients served is projected to remain at 95 percent from FY18-FY20.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,380,940**	**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.	84,610	0.00
FY19 Recommended	**2,465,550**	**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, and escorted transportation.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Home Care Services - Number of clients served annually [1]	357	326	312	312	312
Home Care Services - Percentage of clients with no unmet personal care needs	92	94	95	95	95

[1] *In FY17, the Occupational Therapy budget was reduced by 50 percent causing the number served to decline.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,390,475**	**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.	25,717	0.00
FY19 Recommended	**4,416,192**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Ombudsman Services - Percentage of complaints resolved and partially resolved	93	90	90	90	90

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**779,357**	**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.	48,755	0.00
FY19 Recommended	**828,112**	**6.50**

Respite Care

This program area provides temporary, occasional care of frail seniors, adults and children with disabilities, and children with severe behavioral and/or medical issues to give relief to families and other primary caregivers.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,226,887**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1)	0.00
FY19 Recommended	**1,226,886**	**0.00**

Senior Community Services

This program area provides funds for services that help seniors 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 other services.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of Representative Payee clients who report that the volunteer money management service has enabled them to have adequate funds for shelter, food, medical care, and clothes	98	93	93	93	93

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,991,360**	**10.22**
Re-align: Adjust Senior Program Transportation to Reflect Actual Usage	(14,000)	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.	19,571	0.00
FY19 Recommended	**2,996,931**	**10.22**

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 non-profit organizations.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of unduplicated customers served in the Senior Nutrition Program	5,219	5,760	5,743	5,743	5,743

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,044,017**	**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.	93,151	1.00
FY19 Recommended	**3,137,168**	**4.50**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Aging & Disability Resource Unit	1,000,772	9.00	985,502	9.00
Assessment & Continuing Case Management Services	9,044,122	67.55	10,157,141	69.55
Chief Aging & Disability Services	463,388	3.00	463,505	3.00
Home & Community Based MA Waiver Services	2,762,252	11.00	2,713,267	10.00
Community Support Network for People with Disabilities	19,324,614	36.75	21,955,483	36.75
Assisted Living Services	2,380,940	7.57	2,465,550	7.57
Home Care Services	4,390,475	15.00	4,416,192	15.00
Ombudsman Services	779,357	6.50	828,112	6.50
Respite Care	1,226,887	0.00	1,226,886	0.00
Senior Community Services	2,991,360	10.22	2,996,931	10.22
Senior Nutrition Program	3,044,017	3.50	3,137,168	4.50
Total	**47,408,184**	**170.09**	**51,345,737**	**172.09**

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Behavioral Health and Crisis Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$45,773,057	221.45

UMA AHLUWALIA, DIRECTOR

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 promote mental wellness, prevent substance abuse and suicide, and to ensure access to a comprehensive treatment and recovery 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 Behavioral Health Administration, 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 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

Chief Behavioral Health & Crisis Services

This program provides leadership, oversight, and guidance for the administration of Behavioral Health and Crisis Services; and coordinates the strategic alignment and development of the County Behavioral Health continuum.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**556,213**	**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.	6,531	0.00
FY19 Recommended	**562,744**	**3.50**

Behavioral Health Planning & Management

As the State mandated local mental health authority, this program is responsible for planning, management, and monitoring of Public Behavioral Health Services for children with serious, social, emotional and behavioral health challenges, adults with a serious

and persistent mental illness, and seniors living with behavioral health needs. 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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	94.2	93	96	96	96
Percent of adults served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education [1]	76.7	78	77	77	77

[1] *Consistent with prior years, Maryland Public Behavioral Health System (PBHS) OMS data has not been released. We anticipate the release sometime in the fall of the calendar year.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,261,959**	**18.50**
Decrease Cost: Adjust Residential Rehabilitation General Fund Supplement	(111,172)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(198,547)	2.00
FY19 Recommended	**8,952,240**	**20.50**

24-Hours 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	96	94	96	96	96

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,204,026**	**36.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	106,173	0.00
FY19 Recommended	**5,310,199**	**36.90**

Mental Health Services Seniors & Persons with Disabilities

This program provides mental health outreach services for seniors who cannot, or will not, access office-based services as well as persons experiencing caregiver stress. It provides Prevention and Early Intervention services for seniors by providing drop in groups at senior centers; psycho education; consultation to assisted living providers, Housing Opportunities Commission resident counselors, and senior center directors; and mental health training 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of surveyed homebound seniors reporting an improvement in their quality of life as measured by Mental Health Statistics Improvement Program Consumer Survey Scale [1]	78	84	85	85	85

[1] *The clients evaluated are those who were evaluated by clinicians during face-to-face visits or by clinician impression after discharge.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**778,326**	**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.	(2,040)	0.00
FY19 Recommended	**776,286**	**1.00**

Treatment Services - Admin

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of decrease in substance abuse for patients completing treatment (Level 1 Outpatient Treatment) [1]	75	90	74	74	74

[1] *Percent decrease in substance abuse goal is set at 74 percent by the State of Maryland.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,631,951**	**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.	286,866	0.00
FY19 Recommended	**4,918,817**	**3.00**

Access To Behavioral Health Services

Access to Behavioral Health Services connects uninsured and low-income consumers with mental health and/or substance abuse problems to the appropriate community services. Staff provide information and referral, and behavioral health screenings and assessments. 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. More intensive social work services are provided 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 program offers services at a central office and is collocated with HHS Income Supports offices and the Department of Correction and Rehabilitation Pre-trial Services. The Federal/State

Projects for Assistance in Transition from Homelessness funds some services to target 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,661,397**	**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.	(53,129)	(2.00)
FY19 Recommended	**3,608,268**	**30.00**

Forensic Services - Adult

Adult Forensic Services is composed of four programs: Clinical Assessment and Transition Services (CATS); Jail Addiction Services (JAS); Stop, Triage, Engage, Educate, Rehabilitate (STEER); and, the Mental Health Court (MHC) Team. 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 ASAM II.5 level jail-based residential addiction treatment program for inmates who suffer from substance related disorders at the Montgomery County Correctional Facility. The STEER program responds with referrals to treatment for minor offenders referred by: (1) the police in lieu of criminal charges; and (2) victims of overdose. The MHC Team provides clinical assessment, care planning, and care-coordination to the clients of Mental Health Court.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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	75	75	78	78	78

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,680,472**	**21.00**
Increase Cost: Annualization of the Mental Health Court	358,776	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.	274,654	1.00
FY19 Recommended	**3,313,902**	**26.00**

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 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of clients who reported decreased emotional distress and improvement in depressive symptoms [1]	72	73	75	76	77
Percentage of clients that completed treatment plan upon discharge (% is based on discharged clients)	29	24	40	40	40

[1] *This measure has been revised from previous years to better measure and report outcomes.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,990,092**	**20.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(72,592)	0.00
FY19 Recommended	**2,917,500**	**20.25**

Outpatient Behavioral Health Services - Child

Child and Adolescent Outpatient Behavioral Health Services offers comprehensive substance use prevention, substance use and mental health screenings, 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. The program 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 Service, while Family Intervention Services (previously known as the Violence Prevention Initiative) serves youth and families involved with the Department of Juvenile Services. The Prevention Program works to prevent substance use and suicide, and promotes healthy behaviors and lifestyles. In addition, Screening and Assessment Services for Children and Adolescents (SASCA) provides substance use and mental health screening and referral for Montgomery County youth, and collaborates with the State Attorney's Office and the Montgomery County Police Department to divert youth from involvement with the Department of Juvenile Services.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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]	91	90	90	90	90
Percentage of clients who showed symptom reduction at posttest or upon discharge [2]	79	65	81	81	81

[1] *This measure is by definition a 12-month follow-up of clients, so actual FY17 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY16.*

[2] *This measure has been revised from previous years to measure outcomes based on a standardized assessment tool which has been included in our electronic health record data management system.*

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,826,870**	**29.25**
Increase Cost: Systems of Care	999,387	0.00
Increase Cost: Opioid Operations Command Center	191,964	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(10,732)	0.50
FY19 Recommended	**7,007,489**	**29.75**

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, including services to surviving family members of homicide and tragic/traumatic deaths. 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 counseling, victim advocacy, 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 shelters. 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of adult victims of sexual assault and general crime that show a decrease in symptoms (as measured by Post-Traumatic Stress Disorder Checklist - Civilian clinical scales) [1]	84	85	82	82	82
Percentage of child victims of sexual assault and general crime that show a decrease in symptoms (as measured by the Child's Reaction to Traumatic Events Scale clinical scales) [2]	86	81	83	83	83
Percentage of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [3]	90	91	80	80	80

[1] *Post Traumatic Stress Disorder Check List- Civilian(PCL-C) was developed by Weathers, Litz, Huska, & Keene National Center for PTSD-Behavioral Science Division.*

[2] *Child's Reaction to Traumatic Events Scale (CRTES) Scale was developed by Russell T. Jones, Ph.D, Stress and Coping Lab, Department of Psychology, Virginia Tech University.*

[3] *Rating scale developed by Jacqueline Dienemann and Jacquelyn Campbell, Johns Hopkins University, School of Nursing, March 1999.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,310,540**	**29.55**
Increase Cost: Victims of Crime/General	469,583	0.00
Increase Cost: Annualization of the Secured Monitored Exchange and Supervised Visitation Center	110,354	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(68,619)	0.00
FY19 Recommended	**5,821,858**	**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 outpatient treatment services to chronic substance abusing offenders who are before the 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 have a history of opioid dependence, are uninsured or on Medical Assistance, and have not been able to succeed in other treatment settings. The MAT program is a comprehensive opioid treatment program and methadone maintenance. Both MAT and the Adult Drug Court Treatment Program provide psychiatric treatment services for those with co-occurring mental health disorders. Treatment services include individual, group, and family therapy; drug testing; case management; crisis services; discharge planning; and pharmacotherapy.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,263,373**	**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.	320,381	(0.50)
FY19 Recommended	**2,583,754**	**21.00**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
24-Hours Crisis Center	5,204,026	36.90	5,310,199	36.90
Behavioral Health Planning & Management	9,261,959	18.50	8,952,240	20.50
Chief Behavioral Health & Crisis Services	556,213	3.50	562,744	3.50
Mental Health Services Seniors & Persons with Disabilities	778,326	1.00	776,286	1.00
Treatment Services - Admin	4,631,951	3.00	4,918,817	3.00
Access To Behavioral Health Services	3,661,397	32.00	3,608,268	30.00
Forensic Services - Adult	2,680,472	21.00	3,313,902	26.00
Outpatient Behavioral Health Services - Adult	2,990,092	20.25	2,917,500	20.25
Outpatient Behavioral Health Services - Child	5,826,870	29.25	7,007,489	29.75
Trauma Services	5,310,540	29.55	5,821,858	29.55
Specialty Behavioral Health Services	2,263,373	21.50	2,583,754	21.00
Total	**43,165,219**	**216.45**	**45,773,057**	**221.45**

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Children, Youth and Family Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$86,520,770	546.73

UMA AHLUWALIA, DIRECTOR

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 Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Chief Children, Youth & Families

This program provides leadership and direction for the administration of Children, Youth, and Family Services.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**803,341**	**4.50**
Decrease Cost: Children's Opportunity Fund Administrative Overhead	(40,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	39,998	0.00
FY19 Recommended	**803,339**	**4.50**

Child & Adolescent School & 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. The cluster projects and East County Initiative helps families in crisis through a multi-agency approach, connecting them to resources for homelessness, mental health, food stamps and other social services to reduce barriers to school engagement, and supporting improved school achievement.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,425,161**	**6.50**
Add: New Paint Branch & Springbrook Cluster Project	134,190	3.00
Re-align: Adjust Funding for George B. Thomas Sr. Learning Academy to Reflect Actual Service Level	(50,000)	0.00
Eliminate: MCPS Emotional Disabilities Contract	(65,829)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	340,371	1.00
FY19 Recommended	**3,783,893**	**10.50**

Infants & 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 Montgomery County Public Schools, HHS, and private community service providers.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of children served	5,127	5,208	4,600	5,000	5,000

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,820,327**	**24.03**
Decrease Cost: Infants and Toddlers Grant	(211,415)	3.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(80,574)	(3.20)
FY19 Recommended	**6,528,338**	**24.53**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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	93	97	97	97

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**24,108,976**	**204.80**
Reduce: Transition Community Health Nurse II Position to Tree House Child Advocacy Center	(80,000)	(1.00)

FY19 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.	382,802	0.00
FY19 Recommended	**24,411,778**	**203.80**

Linkages To Learning

Linkages to Learning is a community school partnership with an integrated focus on health, social services, and community development and engagement to support student learning, strong families, and healthy 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of clients receiving mental health services that demonstrated maintained or improved behavior at termination of treatment, regardless of reason for termination	71	72	72	72	72
Percentage of clients satisfied with services	99	98	99	99	99

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,445,062**	**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.	17,515	0.00
FY19 Recommended	**6,462,577**	**5.00**

Positive Youth Development

This program focuses on providing culturally-based and trauma-informed positive youth development services, including violence prevention; gang prevention; and intervention for those youth who are at-risk of gang involvement and those already involved in gang activity; and youth and their families who may have been involved in 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, the Safe Space Program, 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 Department, other HHS divisions, Libraries, and other community groups to address gang and youth violence issues throughout the County.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,582,594**	**18.00**
Add: Strong Families Initiative	175,000	0.00
Re-align: Adjust Funding for Respite Program Contract to Reflect Program Redesign	(126,429)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(241,838)	0.00
FY19 Recommended	**6,389,327**	**18.00**

Early Childhood Services

This program focuses on increasing the quality of early care and education programs available to young children throughout the 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, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of families that are receiving parent support services that do not have involvement with child welfare by the time the child is five years old	100	100	100	100	100

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,763,332**	**13.00**
Eliminate: Child Care Provider Scholarships	(111,000)	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.	423,929	0.50
FY19 Recommended	**4,076,261**	**13.50**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of families authorized to receive a subsidy [1]	850	763	850	805	805

[1] *Includes the number of families authorized to receive a subsidy for the WPA Program and families with children 0-8 on the State Child Care Subsidy Program that were issued a supplemental voucher from Montgomery County, as a result of additional funding provided.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,865,545**	**7.50**
Reduce: Working Parents Assistance Program Subsidy	(333,432)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,910	0.00
FY19 Recommended	**6,571,023**	**7.50**

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; Supplemental Nutrition Assistance Program (SNAP- formerly known as Food Stamps); Medical Assistance for the Aged, Blind, and Disabled to include Long-Term Care 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) and determines eligibility for the County's healthcare for the uninsured (Maternity Partnership, Care for Kids, Senior Dental Program, and Montgomery Cares).

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities	39	46	48	50	50
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)	230	200	200	200	200

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**27,864,064**	**260.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(369,830)	(1.00)
FY19 Recommended	**27,494,234**	**259.40**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Chief Children, Youth & Families	803,341	4.50	803,339	4.50
Child & Adolescent School & Community Based Services	3,425,161	6.50	3,783,893	10.50
Infants & Toddlers	6,820,327	24.03	6,528,338	24.53
Child Welfare Services	24,108,976	204.80	24,411,778	203.80
Linkages To Learning	6,445,062	5.00	6,462,577	5.00
Positive Youth Development	6,582,594	18.00	6,389,327	18.00
Early Childhood Services	3,763,332	13.00	4,076,261	13.50
Child Care Subsidies	6,865,545	7.50	6,571,023	7.50
Office of Eligibility and Support Services	27,864,064	260.40	27,494,234	259.40
Total	**86,678,402**	**543.73**	**86,520,770**	**546.73**

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Public Health Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$74,182,009	495.74

UMA AHLUWALIA, DIRECTOR

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 Victoria Buckland of the HHS - Public Health Services at 240.777.1211 or Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Communicable Disease & 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 Zika, 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 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 birth/death certificate issuance. Immunizations, outreach, and education are available to residents, private medical providers, schools, childcare providers, and other community groups.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,848,218**	**17.10**
Re-align: Drugs and Medicine Required for Treatment of an Outbreak to Reflect Historical Spending	(49,000)	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.	15,300	(2.60)
FY19 Recommended	**1,814,518**	**14.50**

Tuberculosis Program

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. The Migrant Health Program is also provided in compliance with Federal laws governing migrant laborers.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of clients with active infectious tuberculosis that receive and are scheduled to complete Directly Observed Therapy and successfully complete the treatment regimen	91	96	95	95	95

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,918,354**	**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.	(9,954)	0.00
FY19 Recommended	**1,908,400**	**17.00**

STD/HIV Prevention & Treatment Program

The Sexually Transmitted Diseases (STD)/Human Immunodeficiency Virus (HIV) 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, and 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. This program also includes an HIV Dental Program, which provides comprehensive oral health services to HIV-positive clients.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,881,518**	**41.90**
Re-align: Adjust Public Health Services Workforce and Contractual Costs to Reflect Actual Spending	(54,789)	(0.21)
Decrease Cost: STD/HIV Grants	(1,941,097)	(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.	181,475	4.51
FY19 Recommended	**8,067,107**	**43.20**

Public Health Emergency Preparedness & Response Program

This program is responsible for the planning, readiness, and response activities 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 Department of Fire and Rescue Service; 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,003,290**	**9.30**
Increase Cost: Emergency Preparedness	157,878	(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.	124,327	0.10
FY19 Recommended	**1,285,495**	**8.40**

Health Care & Group Residential Services

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of nursing homes with actual harm deficiencies	23	13	12	12	12

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,589,822**	**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.	(101,449)	0.00
FY19 Recommended	**1,488,373**	**12.00**

Cancer & 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.

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,242,229**	**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.	(1,011)	0.00
FY19 Recommended	**1,241,218**	**3.00**

Women's Health Services

This program provides care coordination services for women and children in the Medical Assistance-managed care program. Referral services are provided for individuals with specific health issues (i.e., sexually transmitted diseases). Screening for early detection of breast cancer and cervical cancer including gynecological examinations, clinical breast examinations, mammograms, ultrasounds of the breast and related case management services are offered through the Women's Cancer Control Program to eligible women aged forty years and older.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,734,740**	**21.65**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	48,071	(0.50)
FY19 Recommended	**2,782,811**	**21.15**

Chief Public Health

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,775,780**	**12.00**
Decrease Cost: Temporary Clerical Services	(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.	(56,953)	0.00
FY19 Recommended	**1,708,827**	**12.00**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of vulnerable populations that have a primary care visit - Children [1]	53	61	41	41	41

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of vulnerable populations that have a primary care visit - Adults [2]	22	27	26	26	26
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] *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] *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.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**15,143,477**	**9.00**
Shift: Montgomery Cares Preventive Screenings to Grant Funding	(43,320)	0.00
Reduce: Montgomery Cares Contractual Personnel Services	(58,022)	0.00
Reduce: Montgomery Cares Behavioral Health Contractual Services	(64,000)	0.00
Reduce: Montgomery Cares Patient Access for Follow-up Care	(81,225)	0.00
Re-align: Adjust Funding for Maternity Partnership Program to Reflect Service Demand	(133,450)	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.	(827,177)	(4.00)
FY19 Recommended	**13,936,283**	**5.00**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of Infants At Risk (IAR) referrals that received a follow-up visit within 10 days by Community Health Service (CHS) nurse [1]	95	82	80	80	80

[1] *Based on the implementation of the electronic health record and the resultant improved data collection, FY17 should be considered the new baseline year and is not comparable with prior years.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,892,648**	**43.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(118,808)	(1.00)
FY19 Recommended	**4,773,840**	**42.60**

Dental Services

This program provides dental services to promote oral health in five 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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Dental Services - Percentage of children that complete their dental treatment plan	55	46	46	46	46

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,830,376**	**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.	31,264	(1.00)
FY19 Recommended	**2,861,640**	**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 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of swimming pools found to be in compliance upon regular inspection	96	93	90	90	90

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,439,324**	**30.00**
Add: Short Term Residential Rental Licensing and Regulation - Bill 2-16	210,165	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.	45,034	0.00
FY19 Recommended	**3,694,523**	**31.00**

School Health Services

This program provides health services to 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; and hearing, vision, and Lead Certification screenings. 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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of students that return to class and are ready to learn after a health room visit	88	87	87	87	87

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**27,664,449**	**265.33**
Add: School Health Room Staffing for New Richard Montgomery Elementary School	130,990	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.	823,535	3.00
FY19 Recommended	**28,618,974**	**269.89**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Cancer & Tobacco Prevention	1,242,229	3.00	1,241,218	3.00
Chief Public Health	1,775,780	12.00	1,708,827	12.00
Communicable Disease & Epidemiology	1,848,218	17.10	1,814,518	14.50
Health Care & Group Residential Services	1,589,822	12.00	1,488,373	12.00
Public Health Emergency Preparedness & Response Program	1,003,290	9.30	1,285,495	8.40
STD/HIV Prevention & Treatment Program	9,881,518	41.90	8,067,107	43.20
Tuberculosis Program	1,918,354	17.00	1,908,400	17.00
Women's Health Services	2,734,740	21.65	2,782,811	21.15
Health Care for the Uninsured	15,143,477	9.00	13,936,283	5.00
Community Health Services	4,892,648	43.60	4,773,840	42.60
Dental Services	2,830,376	17.00	2,861,640	16.00
Environmental Health Regulatory Services	3,439,324	30.00	3,694,523	31.00
School Health Services	27,664,449	265.33	28,618,974	269.89
Total	**75,964,225**	**498.88**	**74,182,009**	**495.74**

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Special Needs Housing

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$22,295,260	70.50

UMA AHLUWALIA, DIRECTOR

FUNCTION

The vision of the staff of Special Needs Housing (SNH) is a community where all persons have access to safe, affordable housing and the opportunity to achieve a higher quality of life. The mission of SNH is to make homelessness a rare, brief, and non-recurring event by operating from a Housing First philosophy. Housing First recognizes that people are most successful when they have choice in housing and seeks to eliminate barriers such as sobriety requirements or treatment compliance. SNH provides a full continuum of services including housing stabilization, homeless diversion, and permanent housing; and employs evidence-based and promising practices. The mission cannot be achieved without collaborating with public and private partners through the Interagency Commission on Homelessness. Special needs populations include veterans, individuals and families, persons with behavioral health challenges, individuals with developmental disabilities, and transitioning youth and seniors with disabilities experiencing or at risk of homelessness.

PROGRAM CONTACTS

Contact Amanda Harris of the HHS - Special Needs Housing at 240.777.1179 or Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Homeless Family Services

Homeless Family Services provides emergency shelter and transitional housing to families with children experiencing homelessness. Services include intake and assessment, case management, and housing location to link families experiencing homelessness to housing, behavioral health, financial, and legal programs. All services are housing-focused with a goal of connecting families with permanent housing as quickly as possible and removing systemic barriers to accessing housing and services. All homeless service providers participate in the Coordinated Entry System which uses a coordinated assessment to prioritize families for housing.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of households remaining housed at least 12 months after placement in permanent supportive housing	96	95	93	93	93

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,032,888**	**9.90**
Increase Cost: Homeless Services Grant	121,740	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.	921,263	2.00
FY19 Recommended	**4,075,891**	**11.90**

Notes: *In FY18, the Special Needs Housing Division was reorganized. As a result, services for homeless single adults and homeless families were separated into distinct programs, homeless diversion and homeless prevention services were separated into distinct programs, and the Healthcare for the Homeless Program was transferred from the Public Health Services Division to the Special Needs Housing Division. The multi-program adjustments above reflect this reorganization.*

Chief Special Needs Housing

This program provides leadership and direction for the administration of Special Needs Housing, and advises the Interagency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**406,830**	**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.	323,423	0.00
FY19 Recommended	**730,253**	**3.00**

Notes: *In FY18, the Special Needs Housing Division was reorganized. As a result, services for homeless single adults and homeless families were separated into distinct programs, homeless diversion and homeless prevention services were separated into distinct programs, and the Healthcare for the Homeless Program was transferred from the Public Health Services Division to the Special Needs Housing Division. The multi-program adjustments above reflect this reorganization.*

Permanent Housing

Permanent Supportive Housing provides permanent housing and long-term support services to single adults and families. The single adult or head of household must have a documented disability. Flexible and individualized case management services are provided to support clients in maintaining housing and fostering independence. All permanent supportive housing programs use a Housing First approach where housing is offered without preconditions such as sobriety or treatment compliance.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average number of households receiving a rental subsidy each month	1,668	1,720	1,720	1,720	1,720

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,715,700**	**15.00**
Re-align: Adjust Handicap Rental Assistance Program Funding to Reflect Historical Trends	(40,781)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	969,725	(4.50)
FY19 Recommended	**5,644,644**	**10.50**

Notes: *In FY18, the Special Needs Housing Division was reorganized. As a result, services for homeless single adults and homeless families were separated into distinct programs, homeless diversion and homeless prevention services were separated into distinct programs, and the Healthcare for the Homeless Program was transferred from the Public Health Services Division to the Special Needs Housing Division. The multi-program adjustments above reflect this reorganization.*

Homeless Single Adult Services

Homeless Single Adult Services provides emergency shelter, street outreach, safe haven, and transitional housing to adults experiencing homelessness. Services include street outreach and engagement, comprehensive needs assessments, and case management to link persons experiencing homelessness to housing, behavioral health, financial, and legal programs. All services are housing-focused with a goal of connecting adults with permanent housing as quickly as possible and removing systemic barriers to accessing housing and services. All homeless service providers participate in the Coordinated Entry System which uses a coordinated assessment to prioritize individuals for housing.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average length of stay in days by homeless families in emergency shelter	91	92	90	90	90
Number of families placed in emergency shelters	129	124	124	124	124

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**7,809,226**	**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.	(3,457,095)	(1.00)
FY19 Recommended	**4,352,131**	**2.00**

Notes: *In FY18, the Special Needs Housing Division was reorganized. As a result, services for homeless single adults and homeless families were separated into distinct programs, homeless diversion and homeless prevention services were separated into distinct programs, and the Healthcare for the Homeless Program was transferred from the Public Health Services Division to the Special Needs Housing Division. The multi-program adjustments above reflect this reorganization.*

Prevention

Homelessness Prevention provides intake and assessment for County households that 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 income support programs such as Temporary Cash Assistance. Case Management services are provided to help at-risk households develop and implement plans to prevent a future housing crisis.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,197,456**	**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.	1,082,868	4.50
FY19 Recommended	**6,280,324**	**39.10**

Notes: *In FY18, the Special Needs Housing Division was reorganized. As a result, services for homeless single adults and homeless families were separated into distinct programs, homeless diversion and homeless prevention services were separated into distinct programs, and the Healthcare for the Homeless Program was transferred from the Public Health Services Division to the Special Needs Housing Division. The multi-program adjustments above reflect this reorganization.*

Diversion

Homelessness Diversion provides conflict resolution, mediation, financial assistance and case management to County residents experiencing homelessness. The program's focus is to divert individuals and families from the homeless system by finding creative resolutions to their housing crisis. Unlike homelessness prevention services, diversion is only offered to households who do not

have an active lease.

FY19 Recommended Changes	Expenditures	FTEs
FY18 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.	150,000	0.00
FY19 Recommended	**150,000**	**0.00**

Notes: *In FY18, the Special Needs Housing Division was reorganized. As a result, services for homeless single adults and homeless families were separated into distinct programs, homeless diversion and homeless prevention services were separated into distinct programs, and the Healthcare for the Homeless Program was transferred from the Public Health Services Division to the Special Needs Housing Division. The multi-program adjustments above reflect this reorganization.*

Healthcare for the Homeless

Healthcare for the Homeless provides medical and dental services to individuals experiencing homelessness in emergency shelters, street outreach, and transitional housing. Medical services are also provided to individuals and families served in permanent supportive housing programs. Healthcare for the Homeless is committed to reducing the health disparities for people experiencing homelessness by providing low barrier access to services and reducing re-admissions to hospitals.

FY19 Recommended Changes	Expenditures	FTEs
FY18 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.	1,062,017	4.00
FY19 Recommended	**1,062,017**	**4.00**

Notes: *In FY18, the Special Needs Housing Division was reorganized. As a result, services for homeless single adults and homeless families were separated into distinct programs, homeless diversion and homeless prevention services were separated into distinct programs, and the Healthcare for the Homeless Program was transferred from the Public Health Services Division to the Special Needs Housing Division. The multi-program adjustments above reflect this reorganization.*

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Chief Special Needs Housing	406,830	3.00	730,253	3.00
Homeless Family Services	3,032,888	9.90	4,075,891	11.90
Permanent Housing	4,715,700	15.00	5,644,644	10.50
Homeless Single Adult Services	7,809,226	3.00	4,352,131	2.00
Prevention	5,197,456	34.60	6,280,324	39.10
Diversion	0	0.00	150,000	0.00
Healthcare for the Homeless	0	0.00	1,062,017	4.00
Total	**21,162,100**	**65.50**	**22,295,260**	**70.50**

Administration and Support

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$36,555,207	153.85

UMA AHLUWALIA, DIRECTOR

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 ensure effective management and delivery of services.

PROGRAM CONTACTS

Contact Victoria Buckland of the HHS - Administration and Support at 240.777.1211 or Joshua Watters of the Office of Management and Budget at 240.777.2768 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, the formation and maintenance of partnerships with non-governmental service providers, and human resource management. Further, the Office of the Director facilitates external liaison and communications, provides overall guidance and leadership of health and social service initiatives, and ensures compliance with relevant laws and regulations including the Americans with Disabilities Act (ADA) and the Health Insurance Portability and Accountability Act (HIPAA).

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,016,975**	**28.05**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(114,634)	(0.20)
FY19 Recommended	**4,902,341**	**27.85**

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, and information technology support and development.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**21,957,528**	**92.51**
Increase Cost: Risk Management Adjustment	248,458	0.00
Increase Cost: Contracted Security Services	175,000	0.00
Increase Cost: Printing and Mail	9,957	0.00
Increase Cost: Motor Pool Adjustment	360	0.00
Decrease Cost: Departmental Postage Costs	(16,319)	0.00
Decrease Cost: Office of the Chief Operation Officer Administrative Overhead	(76,000)	0.00
Decrease Cost: Realize eICM Web Hosting Savings	(1,000,000)	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.	588,788	(1.01)
FY19 Recommended	**21,887,772**	**91.50**

Office of Community Affairs

This Office supports the Department's vision of building a healthy, safe, and strong community. Its mission is to promote health equity, improve quality of services, and increase individual and family self-sufficiency, especially among racial and ethnic minorities and low-income communities. The Office accomplishes its mission by fostering strong partnerships to provide education, outreach, system navigation, effective referrals, language assistance, and policy advocacy. It consists of the Community Action Agency, Head Start, Takoma-East Silver Spring (TESS) Center, the Leadership Institute of Equity and Elimination of Disparities, the African American Health Program, the Latino Health Initiative, and the Asian American Health Initiative.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**11,608,763**	**33.50**
Shift: FY18 Head Start Program Expansion Funding to MCPS - Resolution 18-887	(2,186,180)	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.	342,511	1.00
FY19 Recommended	**9,765,094**	**34.50**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Office of the Director	5,016,975	28.05	4,902,341	27.85
Office of the Chief Operating Officer	21,957,528	92.51	21,887,772	91.50
Office of Community Affairs	11,608,763	33.50	9,765,094	34.50
Total	**38,583,266**	**154.06**	**36,555,207**	**153.85**

Community Use of Public Facilities

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$12,669,899	31.07

GINNY GONG, DIRECTOR

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 FY19 Operating Budget for the Office of Community Use of Public Facilities is $12,669,899, an increase of $978,755 or 8.37 percent from the FY18 Approved Budget of $11,691,144. Personnel Costs comprise 26.41 percent of the budget for 30 full-time position(s) and one part-time position(s), and a total of 31.07 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 73.59 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Program Measures					
Percentage of available time in school auditoriums, gyms, all purpose rooms/cafeterias used by the community	45	45	45	45	45

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of available use time in County buildings used by the community [1]	50	47	50	50	50
Percentage of Interagency Coordinating Board (ICB) members satisfied with CUPF's support of ICB	91	100	95	95	95
Percentage of School Childcare Selection Committee members who felt the selection process resulted in placement of a highly-qualified provider	85	82	82	82	82
Hours of paid school use	540,379	563,754	565,000	565,000	565,000
Hours of paid school field use	65,203	63,023	64,500	64,500	64,500
Hours of paid community use on Maryland National Capital Park and Planning Commission (M-NCPPC) fields	102,383	107,792	108,000	108,000	108,000
Hours of use for government buildings	12,329	15,789	15,800	15,800	15,800
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza [2]	9,063	11,924	12,000	12,000	12,000
Percentage of school, field, and government building users satisfied with the reservation process	80	83	85	85	85
Percentage of government building free use	91	88	90	90	90

[1] *Several libraries (ex. Wheaton, Davis, Aspen Hill), Council Office Building and Mid-County Regional Center closed for construction.*

[2] *Release of Veterans Plaza for community use on Saturdays and Friday night fee reduction increased accessibility.*

INITIATIVES

- In collaboration with Montgomery County Public Schools (MCPS), enhance safe use of schools with updated polices and information resources posted online that support initiatives related to youth protection, concussions, synthetic turf, and compliance with facility use guidelines.
- Increase financial accessibility for use of schools and government meeting rooms with implementation of an expanded facility fee assistance program under Executive Regulation 25-16AM (Administration - Office of Community Use of Public Facilities - Vulnerable Youth and Low-Income Families) for nonprofit groups that serve this population. During a FY17 program pilot, thirteen groups were assisted. CUPF expects to double the number of groups assisted in FY18.
- Enhance community's awareness of the role of the Interagency Coordinating Board and CUPF's mission using social media and assignment of staff dedicated to outreach and public information.
- Enhanced safety and playability conditions on renovated school ballfields as a result of CUPF funding.
- Improve tracking of community use issues and response to customer questions and concerns to identify and address reoccurring problems.

ACCOMPLISHMENTS

- ☑ During FY17, administered a before and after school childcare selection bid process at 18 sites, in collaboration with MCPS, as required by Executive Regulation 15-14AMV, Before and After School Childcare in Public Schools.
- ☑ During FY17, assisted a total of 99 groups, of which 42% were new users, who received financial support in their use of the Silver Spring Civic Building and Veterans Plaza through the Community Access Program.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Fee consolidations and increased availability of Veterans Plaza on Saturdays resulted in increased accessibility by the community to the Silver Spring Civic Building. Hours of paid Saturday use of the plaza increased from 141 hours in FY16 to 220 in FY17.

- Reduced the amount of time to process online customer reservations during the peak application periods in schools and other public buildings from an average of 6.8 days in summer/fall 2016 to 4.4 days in summer/fall 2017. Before implementation of ActiveMONTGOMERY, processing took a number of weeks. Overall community use hours increased 4%.

COLLABORATION AND PARTNERSHIPS

ActiveMONTGOMERY

Community Use of Public Facilities, Montgomery County Department of Recreation and M-NCPPC Montgomery Parks share the same cloud-based software solution for activity registration and facility reservation. Each contribute to the salary of a Senior Information Technology Specialist who serves as the System Administrator and the liaison with the software vendor, in addition to a County Senior Accountant to manage the distribution of funds. Representatives from each entity participate on various committees to make decisions that impact the operation of the other partners to include configuration, marketing, communications with users, and finance. A joint survey of ActiveMONTGOMERY users in December 2016 indicated that 90% of respondents indicated that a shared site was very or somewhat useful.

PROGRAM CONTACTS

Contact Elizabeth Habermann of the Office of Community Use of Public Facilities at 240.777.2713 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

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, M-NCPPC 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: 1.) general management and staff support to the Interagency Coordinating Board (ICB), which is CUPF's policy-making authority, and its Citizens' Advisory Committee; and 2.) 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 FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	2,255,511	2,374,240	2,325,777	2,503,476	5.4 %
Employee Benefits	735,074	797,118	763,634	842,937	5.8 %
Community Use of Public Facilities Personnel Costs	**2,990,585**	**3,171,358**	**3,089,411**	**3,346,413**	**5.5 %**
Operating Expenses	7,603,364	8,519,786	8,478,643	9,323,486	9.4 %
Capital Outlay	5,246	0	0	0	—
Community Use of Public Facilities Expenditures	**10,599,195**	**11,691,144**	**11,568,054**	**12,669,899**	**8.4 %**
PERSONNEL					
Full-Time	28	29	29	30	3.5 %
Part-Time	1	1	1	1	—
FTEs	29.07	30.07	30.07	31.07	3.3 %
REVENUES					
Facility Rental Fees	11,199,159	11,003,765	11,003,765	11,512,996	4.6 %
Investment Income	108,892	72,364	72,364	108,083	49.4 %
Parking Permits	(37)	0	0	0	—
Recreation Fees	950	0	0	0	—
Community Use of Public Facilities Revenues	**11,308,964**	**11,076,129**	**11,076,129**	**11,621,079**	**4.9 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY18 ORIGINAL APPROPRIATION	**11,691,144**	**30.07**
Changes (with service impacts)		
Enhance: Athletic Fields Maintained by M-NCPPC [Community Access to Public Space]	500,000	0.00
Enhance: Special Maintenance at the Silver Spring Civic Building and Other Highly Used Government Buildings [Community Access to Public Space]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Utility Reimbursements to MCPS [Community Access to Public Space]	143,152	0.00
Increase Cost: FY19 Compensation Adjustment [Community Access to Public Space]	79,963	0.00
Increase Cost: Add Staff for Silver Spring Civic Building [Community Access to Public Space]	77,971	1.00
Increase Cost: Annualization of FY18 Personnel Costs [Community Access to Public Space]	31,296	0.00
Increase Cost: Maintenance Reimbursement to MCPS [Community Access to Public Space]	23,214	0.00
Increase Cost: MCPS Reimbursable Staff Costs [Community Access to Public Space]	15,326	0.00
Increase Cost: Custodial Services at Silver Spring Civic Building [Community Access to Public Space]	7,089	0.00
Increase Cost: Custodial Supply Reimbursements to MCPS [Community Access to Public Space]	6,121	0.00
Increase Cost: Office Lease [Community Access to Public Space]	4,472	0.00
Increase Cost: ActiveMONTGOMERY Transaction Fees Rate Increase [Community Access to Public Space]	2,027	0.00
Increase Cost: Motor Pool Adjustment [Community Access to Public Space]	1,524	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: OPEB Adjustment [Community Access to Public Space]	570	0.00
Increase Cost: Labor Contracts Adjustment [Community Access to Public Space]	500	0.00
Increase Cost: Printing and Mail [Community Access to Public Space]	205	0.00
Decrease Cost: Retirement Adjustment [Community Access to Public Space]	(14,675)	0.00
FY19 RECOMMENDED	**12,669,899**	**31.07**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY19 Recommended	**12,670**	**12,670**	**12,670**	**12,670**	**12,670**	**12,670**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**(74)**	**(74)**	**(74)**	**(74)**	**(74)**
Items recommended for one-time funding in FY19, including ActiveMONTGOMERY Fiscal Assistant term position, will be eliminated from the base in the outyears.						
Athletic Fields Maintained by M-NCPPC	**0**	**(750)**	**(750)**	**(750)**	**(750)**	**(750)**
Eliminates expenses for the initiative to renovate athletic fields maintained by M-NCPPC Montgomery Parks.						
Custodial Services at Silver Spring Civic Building	**0**	**1**	**3**	**5**	**6**	**6**
Maintain healthy building conditions and provide support to customers using the Silver Spring Civic building.						
Custodial Supply Reimbursements to MCPS	**0**	**3**	**5**	**8**	**10**	**10**
CUPF is required to reimburse MCPS for the custodial supply costs of community Use.						
Maintenance Reimbursement to MCPS	**0**	**9**	**18**	**27**	**36**	**36**
CUPF is required to reimburse MCPS for the maintenance costs of community use.						
MCPS Reimbursable Staff Costs	**0**	**12**	**25**	**38**	**51**	**51**
Reimbursements to MCPS for staff, maintenance, and supplies are periodically adjusted to reflect increases in those costs.						
Office Lease	**0**	**5**	**0**	**0**	**0**	**0**
The costs currently in this FFI assume the current lease remains in effect through the end of FY20, when CUPF expects to move to the Wheaton Redevelopment facility.						
Retiree Health Insurance Pre-funding	**0**	**2**	**2**	**3**	**3**	**3**
Special maintenance at Silver Spring Civic Building and other highly used government buildings	**0**	**(500)**	**(500)**	**(500)**	**(500)**	**(500)**
Eliminates expenses for the initiative that provides special maintenance at the Silver Spring Civic Building and other highly used government buildings.						
Utility Reimbursements to MCPS	**0**	**62**	**125**	**190**	**257**	**257**
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
Wheaton Redevelopment	**0**	**0**	**197**	**190**	**180**	**171**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
Expenses at the Wheaton facility include utilities, maintenance, parking, and debt service net against savings from the current 255 Rockville Pike office lease.						
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	**12,670**	**11,483**	**11,764**	**11,850**	**11,932**	**11,923**

FY19-24 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Community Use of Public Facilities						
FISCAL PROJECTIONS	FY18 ESTIMATE	FY19 REC	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.6%	2.0%	2.1%	2.2%	2.3%	2.4%	2.4%
Investment Income Yield	1.2%	1.7%	2.2%	2.7%	3.2%	3.2%	3.2%
BEGINNING FUND BALANCE	6,919,320	5,796,363	4,058,050	3,441,543	2,439,401	1,241,455	367,094
REVENUES							
Charges For Services	11,003,765	11,512,996	11,751,315	12,009,844	12,286,070	13,131,352	14,172,668
Miscellaneous	72,364	108,083	108,399	101,245	94,095	58,894	25,737
Subtotal Revenues	11,076,129	11,621,079	11,859,714	12,111,089	12,380,165	13,190,246	14,198,405
INTERFUND TRANSFERS (Net Non-CIP)	(631,032)	(689,493)	(665,223)	(665,223)	(665,223)	(665,223)	(665,223)
Transfers To The General Fund	(791,032)	(849,493)	(825,223)	(825,223)	(825,223)	(825,223)	(825,223)
Indirect Costs	(551,499)	(609,960)	(617,893)	(617,893)	(617,893)	(617,893)	(617,893)
Community Access Program	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
DCM	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
Telecommunications NDA	(32,203)	(32,203)	0	0	0	0	0
Transfers From The General Fund	160,000	160,000	160,000	160,000	160,000	160,000	160,000
After School	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Elections	135,000	135,000	135,000	135,000	135,000	135,000	135,000
TOTAL RESOURCES	17,364,417	16,727,949	15,252,541	14,887,409	14,154,343	13,766,478	13,900,277
CIP CURRENT REVENUE APPROP.	0	0	0	0	0	0	0
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(11,568,054)	(12,669,899)	(12,999,098)	(13,354,728)	(13,734,460)	(14,137,040)	(14,559,586)
Labor Agreement	n/a	0	(43,016)	(43,016)	(43,016)	(43,016)	(43,016)
Increase in MCPS Reimbursable Staff Costs	n/a	n/a	(12,360)	(24,991)	(37,904)	(51,108)	(51,108)
Utility Reimbursements to MCPS	n/a	n/a	(61,534)	(124,915)	(190,197)	(257,437)	(257,437)
Maintenance Reimbursement to MCPS	n/a	n/a	(8,788)	(17,702)	(26,743)	(35,915)	(35,915)
Custodial Supply Reimbursements to MCPS	n/a	n/a	(2,516)	(5,069)	(7,658)	(10,283)	(10,283)
Custodial Services at Silver Spring Civic Building	n/a	n/a	(1,466)	(2,999)	(4,602)	(6,277)	(6,277)
Office Lease	n/a	n/a	(5,102)	0	0	0	0
Wheaton Redevelopment	n/a	n/a	0	(197,000)	(190,000)	(180,000)	(171,000)
Retiree Health Insurance Pre-Funding	n/a	n/a	(1,580)	(2,050)	(2,770)	(2,770)	(2,770)
ActiveMONTGOMERY Fiscal Assistant	n/a	n/a	74,462	74,462	74,462	74,462	74,462
Field Maintenance	n/a	n/a	750,000	750,000	750,000	750,000	750,000
Special Maintenance Projects	n/a	n/a	500,000	500,000	500,000	500,000	500,000
Subtotal PSP Oper Budget Approp / Exp's	(11,568,054)	(12,669,899)	(11,810,998)	(12,448,008)	(12,912,888)	(13,399,384)	(13,812,930)
OTHER CLAIMS ON FUND BALANCE	0	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(11,568,054)	(12,669,899)	(11,810,998)	(12,448,008)	(12,912,888)	(13,399,384)	(13,812,930)
YEAR END FUND BALANCE	5,796,363	4,058,050	3,441,543	2,439,401	1,241,455	367,094	87,347
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	33.4%	24.3%	22.6%	16.4%	8.8%	2.7%	0.6%

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. A 4.5% fee increase is assumed in FY23 and 5.5% in FY24.
3. The fiscal plan assumes additional programmed expenses for ballfield maintenance and high use building maintenance using surplus funds in FY19.
4. CUPF's move to the Wheaton Redevelopment facility is assumed to be in FY21, with expenses through FY20 of its current office lease at 255 Rockville Pike. Debt service is assumed to begin in FY21. Timing of the move to Wheaton Redevelopment and the financing schedule for the project have not yet been finalized.

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

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$42,860,115	395.51

ANITA VASSALLO, ACTING DIRECTOR

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 MCPL 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: MCPL 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 FY19 Operating Budget for the Department of Public Libraries is $42,860,115, an increase of $134,962 or 0.32 percent from the FY18 Approved Budget of $42,725,153. Personnel Costs comprise 79.62 percent of the budget for 222 full-time position(s) and 213 part-time position(s), and a total of 395.51 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 20.38 percent of the FY19 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:

- **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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Total use of library services (number of services provided) [1]	26,972,212	26,546,388	27,896,339	29,383,423	30,865,545
Average annual use of library services for children, for each child under 5 in the County [2]	41.5	51.7	58.9	67.1	76.5
Total use of library adult learning programs, services, and events [3]	168,452	179,512	202,428	228,381	257,786
Average cost per total library usage [4]	$1.63	$1.57	$1.52	$1.47	$1.43

[1] *Total use of library services includes circulation, visits, program and event attendance, information questions answered, and use of technology, among a range of services available in MCPL branches and online.*

[2] *Average use of library services for each child under age 5 includes the circulation of picture books and other early literacy material, use of Go! Kits, attendance at story times and other programs designed for pre-school age children.*

[3] *This new measure shows the total use of services for adult learning such as English conversation clubs, business counseling, book groups, online courses, and bilingual programs. Projections are based upon observed increases in use, strategic use of programming resources, and MCPL's Strategic Plan Goal to increase workforce development materials and programs through the work of a targeted position to promote workforce development programming.*

[4] *This measure shows the total use of library services in relation to MCPL's budget.*

INITIATIVES

- Sponsor the Big Read literature event in Montgomery County in Spring 2018.
- Implement 1,000 Books before Kindergarten Reading Program in March 2018.
- Hosted FY18 MoComCon comic convention in January 2018.
- Hold MCPL Expeditions, Virtual Reality programs.
- Sponsor Job Clinics with WorkSource Montgomery.
- Offer Streaming Video Services.
- Offer Online Classes in Business, Software, and Technology.
- Implement Program to Lend WiFi Hotspots and Laptop Computers for Home Usage.

ACCOMPLISHMENTS

- ☑ Awarded 2017 Top Innovator Honorable Mention Award from the Urban Libraries Council for Workforce Development Programs.

- ☑ Awarded 2017 NACo Achievement Awards for:
  - What Do I Check Out Next? - Online Readers' Advisory Services;
  - Building Community Bridges During Crisis - Flower Branch Apartment Explosion Response;
  - Connecting Communities through Social Media; and
  - One Student, One School & One Library Card at a Time - Library Link partnership with MCPS.
- ☑ Awarded a National Endowment for the Arts (NEA) Big Read grant for Montgomery County.
- ☑ First students graduated from Career Online High School, online high school diploma program.
- ☑ In Early Literacy and Children's Services, Montgomery County Public Libraries:
  - completed distribution of library cards to all students at 133 Elementary Schools;
  - hired an Early Literacy and Children's Services Program Manager;
  - held area-wide Diversity in Children's Literature Symposium;
  - implemented revised and improved Go! Kits to branches;
  - introduced STEM learning activity crates for programming;
  - trained library staff on digital media;
  - expanded Early Literacy Center at the Silver Spring Library; and
  - established the Jan Jablonski Early Literacy Training Center.
- ☑ Hosted Contemporary Conversations speakers series throughout Montgomery County.
- ☑ Completed facility refresh project at Davis Library.
- ☑ Seniors learned to digitally connect to friends and family at MCPL's Social Media classes.
- ☑ Teens honed writing skills by attending Teen Writers, Poetry, and Book Club library programs across the County.
- ☑ MCPL events connected entrepreneurs to experts to expand their businesses.
- ☑ Thousands of residents developed new skills at Library programs of interest to seniors, such as job fairs, health care and computer events.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ Made bilingual (Spanish/English) Early Literacy tablets available to children in 12 library branches and English only Early Literacy tablets available in 4 branches. After School Edge tablets for elementary school-aged children are available in 11 branches.
- ✹ Working with Montgomery County Public Schools (MCPS) to make Chromebooks available to allow children and their parents in all branches to familiarize themselves with the technology they will be using in the MCPS classroom. MCPL and MCPS share information and assist with training.

COLLABORATION AND PARTNERSHIPS

- ✻ Technology and Programming

Media labs engage youth and older adults in using digital media, music, and multimedia production as a form of expression and developing their programming skills in libraries. Technology training classes are provided for older adults in English and Spanish at several libraries. Residents are provided with Makerspace and Science, Technology, Engineering, Art, and Mathematics (STEAM) programming that inspires and fosters innovative thinking.

Partners

Department of Technology Services, Non-Profits

Educational Literacy

Educational classes such as English as a Second Language (ESL), citizenship classes, English conversation clubs, and tutoring spaces are offered at libraries. Language learning materials are provided in a variety of formats and languages enabling communities to learn more about different cultures while sharing information. Residents are offered informative programs that cultivate an appreciation of individual and collective histories and inter-generational awareness.

Partners

Community Engagement Cluster, Montgomery College, Non-Profits

Strong and Vibrant Montgomery

Workforce development programs targeting job seekers will include workshops on job search strategies, resume writing, applying for jobs with Montgomery County, and career resources for skilled immigrants; classes in English and Spanish for entrepreneurs and small business owners on starting a business, business finance basics, social media for small businesses, and building a website for small business; and an online high school diploma program.

Partners

Office of Human Resources

Connected Communities

Ensure that all students have the opportunity to have a library card. Engage students and families with informative programs, library tours, and events that cultivate an appreciation of libraries and volunteer opportunities.

Partners

Montgomery County Public Schools, Non-Profits

PROGRAM CONTACTS

Contact Lennadene Bailey of the Department of Public Libraries at 240.777.0045 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

Library Services to the Public

The Montgomery County Public Libraries (MCPL) consists of 22 library sites including the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, plus the MCPL Express@Mid-County Recreational Center kiosk, and

the Materials Management Center.

Library services are available to all County residents, Maryland residents, and those working in Montgomery County, free of charge. Library customers use MCPL services including information services for children and adults delivered in person, over the telephone, by chat, in the stacks, and outside the walls; a Public Access Catalog for access to indices and full text materials; automated phone renewal and online catalog and customer account access (24 hours, 7 days a week); programming for children, teens, seniors, and adults; technologies such as 3D printers, digital labs, makerspaces, Science, Technology, Engineering, and Mathematics (STEM) kits, loanable laptops and eReaders, meeting rooms, and collaboration spaces for public use.

The Assistant Director team oversees and supports the day-to-day operations of MCPL's branches.

- The Assistant Director for Collection and Technology oversees four branches, the Collection Management and Inter-Library Loan divisions, the Digital Strategies unit, the Technology Management unit, the Deaf Culture Digital Library, social media, digital media labs, and special projects.
- The Assistant Director for Facilities and Americans with Disabilities Act (ADA) oversees nine branches, ADA compliance, refresh project coordination, facilities maintenance, workplace safety, continuity of operations, and is liaison to the Department of General Services.
- The Assistant Director for Outreach and Programs oversees nine branches, workforce development, early literacy, marketing and branding, outreach, policies and procedures, partnership programs, after-school programs, Summer Read and Learn events, and program funding.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of items checked out (circulation) and materials used in a library [1]	11,305,357	11,218,955	11,892,047	12,803,849	13,499,219
Number of library visits [2]	4,888,572	4,621,274	4,943,412	5,166,803	5,591,247
Information questions answered [3]	1,511,664	2,069,558	2,131,645	2,195,594	2,261,462
Total hours of rooms booked	133,720	146,442	167,296	171,003	179,164

[1] *This measure includes physical items and e-books / e-audiobooks checked out, and items used in a branch (combining two separately listed measures in prior publications). Projected measures account for 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 net estimated effects of library closures for Refresh and Renovation, including use of nearby branches and interim facilities, as well as anticipated increased use after refresh projects.*

[3] *The decrease in FY16 information questions answered reflected methodological challenges in gathering online, real time statistics on information transactions.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**28,765,174**	**339.91**
Increase Cost: Extension of Lease for Wheaton Interim Library	215,424	0.00
Increase Cost: Annualization of FY18 Lapsed Positions	131,367	0.00
Increase Cost: Library Operations Expense	95,000	0.00
Add: Staff Development Grant	18,000	0.00
Decrease Cost: Salary Lapse Increase	(339,307)	0.00
Decrease Cost: Turnover Savings	(603,582)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	126,934	(2.00)

FY19 Recommended Changes	Expenditures	FTEs
FY19 Recommended	**28,409,010**	**337.91**

Administration, Outreach, and Support Services

The Office of the Director has the responsibility for the overall management and leadership of the department. The Director's Office also oversees strategic planning and evaluation of services, public relations with the community, marketing the department's services, partnerships, Memoranda of Understanding (MOUs), and the Library Board. The Director's Office directly manages the Human Resources and Accountability Unit, the Business Office, and three Assistant Directors.

- The Human Resources and Accountability Management unit oversees human resources, staff development and training, Sunday and Substitute Services, planning and evaluation, data and statistics, customer accounts, circulation services, workplace competency, Equal Employment Opportunity (EEO) issues, recruitment and training, staff recognition, and labor/management relations.
- The Business Office oversees preparation and management of the Department's budget, contracts and procurement, fiscal administration including Materials Management's Fiscal Unit (Drivers, Acquisition), revenue, grants, equipment management, and Council liaison.

Through interviews, focus groups, and meetings with community representatives, a strategic plan was developed which identified ways in creating vital, thriving communities to support County residents and the County Executive's core values. MCPL's strategic plan positions MCPL as a resource to build Literate, Connected, Strong and Vibrant, and Delighted communities.

- Literate Montgomery - MCPL will provide opportunities to encourage language and life-skills literacies and lifelong learning through Early Literacy, English Language Literacy, Health Literacy, Financial Literacy, Digital Literacy, Environmental Literacy, and Lifelong Learning.
- Connected Montgomery - MCPL will provide opportunities to encourage inclusive and engaging communities through diversity programs, civic engagement, customer reach, and collaborative spaces.
- Strong and Vibrant Montgomery - MCPL will provide opportunities to develop, increase, and hone workforce skills that will enhance skills for gainful employment, job seekers, and business support.
- Delighted Montgomery - MCPL will provide exceptional customer experience by supporting and training staff, and reinforcing our infrastructure through enhanced programming, inviting spaces, responsive materials processes, effective information service, 21st century technology, effective partnerships, enhancing staff skills and support, and engagement with the community.

Montgomery County Public Libraries is committed to providing state-of-the art library facilities and new models of service to encourage lifelong learning and to meet the needs of a diverse population whose needs are changing rapidly.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Attendance at library programs [1]	237,247	261,299	282,203	304,779	329,161
Number of visits to the library's homepage	3,795,142	3,543,252	3,649,550	3,759,036	3,871,807

[1] *Projected measures account for the net estimated effects of library closures for Refresh and renovation, including use of nearby branches and interim facilities.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,111,228**	**27.00**
Increase Cost: Printing and Mail	1,555	0.00
Decrease Cost: Motor Pool Adjustment	(8,401)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	309,247	1.00
FY19 Recommended	**4,413,629**	**28.00**

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 and 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 inter-library 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Library electronic database usage	893,090	908,595	935,853	963,928	992,846
eBooks and eAudioBooks borrowed [1]	1,156,149	1,307,096	1,437,806	1,581,586	1,739,745

[1] *E-book and E-audiobook use is expected to increase as (1) more customers acquire the devices and skills to download materials, (2) possible customer behavior changes in response to branch refresh temporary closures, and (3) more titles are made available in digital formats.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,848,751**	**28.35**
Increase Cost: Community Services for Autistic Adults and Children (CSAAC) Contract for Book Sorting Services	14,090	0.00
Increase Cost: SirsiDynix Contract for Integrated Library System	5,740	0.00
Technical Adj: Office Services Coordinator Position	0	0.25
Decrease Cost: Library of Things	(6,140)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	175,035	1.00
FY19 Recommended	**10,037,476**	**29.60**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	21,999,436	23,888,404	23,406,644	23,793,826	-0.4 %
Employee Benefits	9,443,124	10,224,666	9,650,650	10,118,938	-1.0 %
County General Fund Personnel Costs	**31,442,560**	**34,113,070**	**33,057,294**	**33,912,764**	**-0.6 %**
Operating Expenses	8,305,209	8,324,506	8,403,767	8,641,774	3.8 %
County General Fund Expenditures	**39,747,769**	**42,437,576**	**41,461,061**	**42,554,538**	**0.3 %**
PERSONNEL					
Full-Time	215	220	220	220	—
Part-Time	209	212	212	213	0.5 %
FTEs	385.56	392.06	392.06	392.31	0.1 %
REVENUES					
Library Fees	18,957	20,000	20,000	20,000	—
Library Fines	868,481	1,000,000	870,000	870,000	-13.0 %
Miscellaneous Revenues	296,264	240,000	280,000	280,000	16.7 %
Other Fines/Forfeitures	0	10,000	10,000	0	-100.0 %
Other Intergovernmental	0	20,000	20,000	0	-100.0 %
Parking Fees	78,058	0	0	80,000	—
State Reimbursement: Library Operations	3,017,175	3,120,000	3,120,000	3,236,000	3.7 %
State Reimbursement: Library Staff Retirement	3,161,233	3,132,000	3,132,000	3,194,819	2.0 %
County General Fund Revenues	**7,440,168**	**7,542,000**	**7,452,000**	**7,680,819**	**1.8 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	40,274	169,671	169,671	171,263	0.9 %
Employee Benefits	14,631	41,393	41,393	42,764	3.3 %
Grant Fund - MCG Personnel Costs	**54,905**	**211,064**	**211,064**	**214,027**	**1.4 %**
Operating Expenses	44,067	76,513	76,513	91,550	19.7 %
Grant Fund - MCG Expenditures	**98,972**	**287,577**	**287,577**	**305,577**	**6.3 %**
PERSONNEL					
Full-Time	0	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	1.00	3.20	3.20	3.20	—
REVENUES					
Federal Grants	25,970	0	0	0	—
State Grants	66,907	287,577	287,577	305,577	6.3 %
Grant Fund - MCG Revenues	**92,877**	**287,577**	**287,577**	**305,577**	**6.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**39,846,741**	**42,725,153**	**41,748,638**	**42,860,115**	**0.3 %**

Total Full-Time Positions	**215**	**222**	**222**	**222**	**—**
Total Part-Time Positions	**209**	**212**	**212**	**213**	**0.5 %**
Total FTEs	**386.56**	**395.26**	**395.26**	**395.51**	**0.1 %**
Total Revenues	**7,533,045**	**7,829,577**	**7,739,577**	**7,986,396**	**2.0 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**42,437,576**	**392.06**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	1,110,032	0.00
Increase Cost: Extension of Lease for Wheaton Interim Library [Library Services to the Public]	215,424	0.00
Increase Cost: Annualization of FY18 Lapsed Positions [Library Services to the Public]	131,367	0.00
Increase Cost: Library Operations Expense [Library Services to the Public]	95,000	0.00
Increase Cost: Community Services for Autistic Adults and Children (CSAAC) Contract for Book Sorting Services [Collection Management]	14,090	0.00
Increase Cost: SirsiDynix Contract for Integrated Library System [Collection Management]	5,740	0.00
Increase Cost: Printing and Mail [Administration, Outreach, and Support Services]	1,555	0.00
Technical Adj: Office Services Coordinator Position [Collection Management]	0	0.25
Decrease Cost: Library of Things [Collection Management]	(6,140)	0.00
Decrease Cost: Motor Pool Adjustment [Administration, Outreach, and Support Services]	(8,401)	0.00
Decrease Cost: Retirement Adjustment	(185,063)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(313,753)	0.00
Decrease Cost: Salary Lapse Increase [Library Services to the Public]	(339,307)	0.00
Decrease Cost: Turnover Savings [Library Services to the Public]	(603,582)	0.00
FY19 RECOMMENDED	**42,554,538**	**392.31**
GRANT FUND - MCG		
FY18 ORIGINAL APPROPRIATION	**287,577**	**3.20**
Federal/State Programs		
Add: Staff Development Grant	18,000	0.00
FY19 RECOMMENDED	**305,577**	**3.20**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Library Services to the Public	28,765,174	339.91	28,409,010	337.91
Administration, Outreach, and Support Services	4,111,228	27.00	4,413,629	28.00
Collection Management	9,848,751	28.35	10,037,476	29.60

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Total	**42,725,153**	**395.26**	**42,860,115**	**395.51**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	169,325	1.70	173,468	1.70

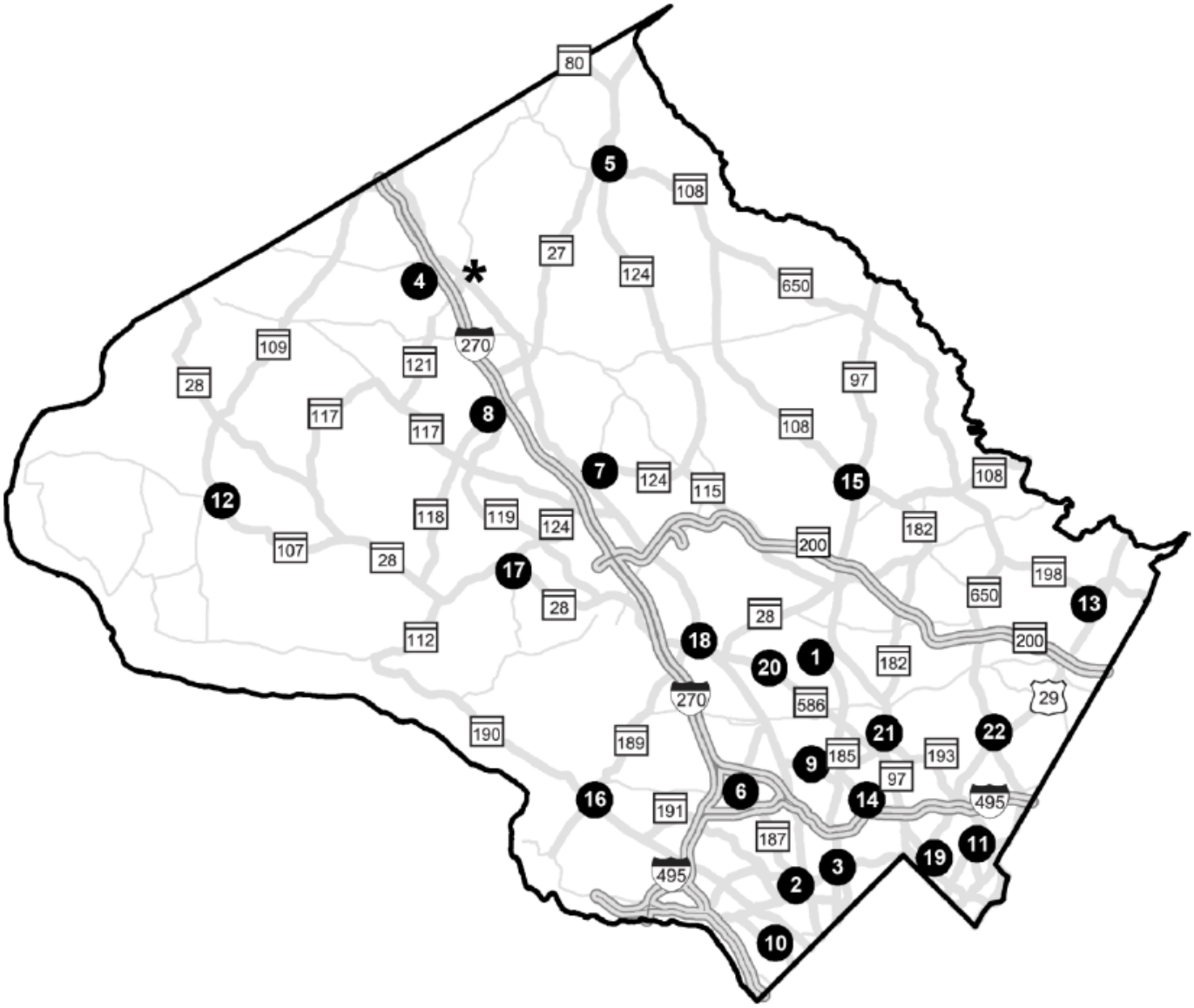
FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**42,555**	**42,555**	**42,555**	**42,555**	**42,555**	**42,555**
No inflation or compensation change is included in outyear projections.						
Elimination of Lease for Wheaton Interim Library	**0**	**(215)**	**(215)**	**(215)**	**(215)**	**(215)**
The current Wheaton Interim Library lease expires at the end of FY18. The Wheaton Library and Community Recreation Center is expected to re-open in FY20, so the lease was extended through the end of FY19 in Libraries' FY19 operating budget. This eliminates the lease cost in FY20 and beyond.						
SirsiDynix Contract	**0**	**6**	**12**	**18**	**24**	**24**
Annual maintenance contract increase for Montgomery County Public Libraries' Integrated Library System (SirsiDynix) per the contract agreement.						
Labor Contracts	**0**	**478**	**478**	**478**	**478**	**478**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**42,555**	**42,824**	**42,830**	**42,836**	**42,842**	**42,842**

Montgomery County, Maryland

Public Libraries



1 Aspen Hill ❖
2 Bethesda ❖
3 Chevy Chase
4 Correctional Facility
5 Damascus ❖
6 Davis
7 Gaithersburg ❖
8 Germantown ❖
9 Kensington Park
10 Little Falls
11 Long Branch ❖
12 Maggie Nightingale
13 Marilyn J Praisner ❖
14 Noyes Library for Young Children
15 Olney ❖
16 Potomac
17 Quince Orchard ❖
18 Rockville Memorial ❖
19 Silver Spring ❖
20 Twinbrook
21 Wheaton Interim ❖
22 White Oak ❖
* 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.

Recreation

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$38,233,908	456.03

ROBIN RILEY, ACTING DIRECTOR

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 FY19 Operating Budget for the Department of Recreation is $38,233,908, an increase of $464,034 or 1.23 percent from the FY18 Approved Budget of $37,769,874. Personnel Costs comprise 65.50 percent of the budget for 140 full-time position(s) and eleven part-time position(s), and a total of 456.03 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 34.50 percent of the FY18 budget. The increase in FY19 funding is from the addition of several positive youth development initiatives and the re-opening of the Good Hope Neighborhood Recreation Center.

The Debt Service for the Recreation Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Recreation Fund to the Debt Service Fund of $11,068,100 is required to cover General Obligation bond and long-term lease costs. Additionally, it should be noted that the Department manages an estimated $7,852,815 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-Program Measures					
Total percent of County residents registered through the Department of Recreation	8.2%	8.3%	8.5%	8.5%	8.5%
Percentage of Recreation Registrants using ActiveMontgomery	60%	65%	70%	70%	70%

INITIATIVES

- Expanding a partnership with Strathmore for the East County Arts Initiative, including East County Strings, Bloom Concert Series, and beginning a programming partnership for the re-opening of the Good Hope Neighborhood Recreation Center in the Fall of 2018.
- Provide Camp Fairs and Summer Employment Fairs, including demonstrations, instructor booths, and on-site registration during February for Summer Camps.
- Implemented two new Excel Beyond the Bell (EBB) Elementary School sites - Harmony Hills Elementary School and JoAnn Leleck at Broad Acres Elementary School -- to bring EBB Elementary Schools to a total of four sites.
- Planning work is in progress for programming two new facilities - Wheaton Library and Community Recreation Center and South County Regional Recreation and Aquatic Center.

ACCOMPLISHMENTS

- ☑ Increased participation in the Move More Montgomery 100 Mile Challenge by 191% from 396 in FY16 to 1,153 in FY17.
- ☑ Received five Achievement Awards from The National Association of Counties for the following: 100 Mile Challenge Program; Tech Connect; Chill Snowboard program; Food, Fun, Fitness, and Fundamentals; and Safe Walk Home.
- ☑ Renamed and dedicated two outdoor pool facilities - the Hector L. Ayala Wheaton Glenmont Pool and the Sarah E. Auer Western County Pool.
- ☑ MOCO Got Talent Youth showcase at the Strathmore AMP theater helped young people raise more than $4,000 for Hurricane Relief for Texas and Florida.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded outreach and communication plan for RecAssist subsidy program to include reminders to customers and outreach for referrals to Health and Human Services, Linkages to Learning, Montgomery County Public Schools (MCPS), and other community agencies.
- Implementing "listening sessions" for residents to provide feedback on Recreation programs and services.
- Moving department business operations to a centralized business office model.

COLLABORATION AND PARTNERSHIPS

- Excel Beyond the Bell

In partnership with MCPS and the Collaboration Council, the Excel Beyond the Bell program serves over 2,400 youth and is continuously growing to help close the achievement opportunity gap among MCPS students.

Partners

Montgomery County Public Schools, Non-Profits

TeenWorks Program

- Partners with the Maryland Park Service, Conservation Jobs Corps (CJC) and the Maryland-National Capital Park and Planning Commission (M-NCPPC) to prepare young people for jobs in an increasingly green economy through conservation and environmental stewardship. The program provides participants ages 14-17 with opportunities for skill development and personal growth through a supportive, team-based environment, emphasizing the satisfaction of completing projects that benefit our County and the State's natural resources.
- Partners with Transcend, Maryland's Promise, and National Center for Children and Families to ensure vulnerable youth receive priority referrals for youth employment opportunities.
- Established a partnership to employ youth through the TeenWorks program to provide computer literacy training to seniors.
- Established a formal partnership with the Hispanic Business Foundation to provide employability and financial literacy skills to newly arrived Latino youth who earn a stipend for participation.
- Collaborate with Worksource Montgomery to provide referrals for disconnected youth (young adults not in school or working) to employment and training opportunities.

Partners

Department of Technology Services, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools, Non-Profits

Maryland Senior Olympics

The Senior Programs Team continues to work with MD Senior Olympics, Inc., other county and state recreation departments, M-NCPPC, and a number of senior sports organizations to program over 20 Senior Olympic events throughout the county and state on an annual basis.

Partners

Maryland-National Capital Park and Planning Commission, Non-Profits

Partner with Montgomery County Police

Partner with Montgomery County Police as a proactive prevention strategy to strengthen the relationship between youth and law enforcement, enhance trust and understanding within communities, discuss neighborhood issues, and deter youth from engaging in risky behavior. Police are participating in an arts-based initiative through the Excel Beyond the Bell program in partnership with Imagination Stage.

Partners

Department of Police

Truancy Prevention Program Partnership

Partnering with the States Attorney's Office Truancy Prevention Program (TPP) to establish a referral process for students with chronic absences to Excel Beyond the Bell. Additionally, partnering with TPP to collaboratively offer homework help and tutoring services within Excel Beyond the Bell.

Partners
Office of the State's Attorney

Youth Soccer Partnerships

Montgomery County Department of Recreation's expanded soccer program targets vulnerable youth with Identity, the City of Gaithersburg, and the Department of Health and Human Services' Street Outreach Network to provide instruction, coaching, transportation, enrichment, and other program supports to ensure youth are healthy, connected, and productive during out-of-school time. The partners work to remove barriers by building program schedules conducive to working youth, address language barriers which often prevent students from participating in school based programs, and remove economic and transportation barriers.

Partners
Department of Health and Human Services, Non-Profits

Senior Transportation

The Senior Programs Team works closely with the Department of Transportation (DOT) and the Department of Health and Human Services Aging and Disability Services to provide coordinated and efficient transportation services to seniors living in the county. This includes transportation to five senior centers and four Active Adult program locations.

Partners
Department of Health and Human Services, Department of Transportation

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 and four indoor aquatics facilities. The Piney Branch Elementary School Pool is operated through a contract with Adventist Community Services.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,495,347**	**120.15**
Restore: Delay Closure of Olney Swim Center for Energy Efficiency Improvements	104,139	0.47
Decrease Cost: Aquatics Operating Expenses	(4,351)	0.00
Reduce: Temporary Closure of MLK Indoor Swim Center for Renovations	(38,475)	(0.44)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	116,478	0.00
FY19 Recommended	**6,673,138**	**120.18**

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 and 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 times a year, or online at www.ActiveMontgomery.org.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of people with disabilities served by Therapeutic Recreation Programs	1,533	1,597	1,600	1,600	1,600

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,964,353**	**78.84**
Decrease Cost: Countywide Operating Expenses	(28,105)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	123,344	0.00
FY19 Recommended	**6,059,592**	**78.84**

Recreation Regions and Community Centers

The Department has 22 community recreation centers, located throughout the County. Two centers are currently under construction: Good Hope Neighborhood Recreation Center and Wheaton Library and Community Recreation Center. 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 sites offer after school programs for children and youth, such as Club Adventure and Club Friday, at affordable prices.

The section 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, and provide staff who 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,513,651**	**105.01**
Add: Re-opening Renovated Good Hope Neighborhood Recreation Center	137,119	2.06
Increase Cost: Club Adventure Snack Funding	3,452	0.00
Technical Adj: Recreation Coordinator Position	0	0.70
Reduce: Close Facilities New Year's Week due to Low Usage	(19,587)	(0.67)
Reduce: Extended Hours in Facilities due to Low Usage	(53,826)	(2.05)
Re-align: Programming with Usage for Therapeutic and Senior Programs in Wheaton Community	(81,075)	(2.72)
Decrease Cost: Operating Expenses in Regional Programs	(112,239)	0.00
Decrease Cost: Seasonal Personnel in Nine Facilities	(127,403)	(4.71)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	219,777	0.35
FY19 Recommended	**6,479,869**	**97.97**

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. A wide range of opportunities are designed to meet the needs of those who are very active to those who are isolated and more vulnerable. Senior programs are offered in 13 community centers, inclusive of classes, special events, and Senior Sneakers Program.

Senior Centers: The Department-operated senior centers 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 to five senior centers Monday to Thursday. 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 active senior individuals who meet in community recreation centers or other facilities near their homes one to two 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. It is also the organizer, promoter, and registrar for the Maryland Senior Olympics.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,190,222**	**27.20**
Re-align: Senior Transportation to the Level of Usage	(104,243)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	66,246	0.00
FY19 Recommended	**2,152,225**	**27.20**

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 the Department's larger events are the Fourth of July Celebrations, Pike's Peek 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 and contracts include the Arts and Humanities Council, Public Arts Trust, Black Rock Center for the Arts, and Black Box Theatre in Silver Spring.

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 to develop and implement accessible leisure, educational, and personal skill development activities for individuals with disabilities through mainstreaming inclusion, 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**511,619**	**5.92**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	83,414	0.00
FY19 Recommended	**595,033**	**5.92**

Management Services

This team includes the Department's infrastructure support group primarily engaged in furnishing 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 and 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 Department's website, fliers, brochures, 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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Utilization rate of Recreation Department Financial Assistance Program (Dollars used) [1]	71%	74%	80%	80%	80%

[1] *Dollars used vs dollars allocated*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,935,791**	**21.55**
Increase Cost: activeMontgomery Expenses - Transaction Rate Increase	2,803	0.00
Decrease Cost: Convert from IT Contractor to IT Merit Staff	(28,000)	1.00
Decrease Cost: Operating Expenses	(30,000)	0.00
Re-align: Distribution of Recreation Guides	(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.	(288,087)	0.00
FY19 Recommended	**2,547,507**	**22.55**

Planned Lifecycle Asset Replacement

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**877,272**	**0.50**
Reduce: Grounds Maintenance Expense	(30,000)	0.00
Reduce: Planned Lifecycle Asset Replacement (PLAR) Furniture, Fixtures, and Equipment	(50,000)	0.00
Reduce: Janitorial/Custodial Expense	(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.	(6,130)	0.00
FY19 Recommended	**721,142**	**0.50**

Fixed Costs

Fixed Costs include costs associated with utilities, property insurance, Workers' Compensation insurance, and grants to the City of Takoma Park.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,140,198**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	95,778	0.00
FY19 Recommended	**4,235,976**	**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, including the development of new facilities and the renovation and modernization of existing recreation facilities.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,912,711**	**14.92**
Increase Cost: Risk Management Adjustment	73,778	0.00
Enhance: Replace Senior Fellow with Contractor to Implement Montgomery County Sports Hall of Fame	32,500	(0.29)
Increase Cost: Printing and Mail	982	0.00
Decrease Cost: Elder Grant Adjustment	(3,490)	(0.41)
Decrease Cost: Operating Funding Reduction in Director's Office	(10,876)	0.00
Eliminate: Mini Grants	(75,000)	0.00
Eliminate: Health and Wellness Programming	(80,000)	0.00
Decrease Cost: Turnover Savings	(84,176)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	292,509	(0.33)
FY19 Recommended	**2,058,938**	**13.89**

Youth Development

In support of the County Executive's Positive Youth Development Initiative, Montgomery County Department of Recreation's Youth Development Team is generating an enhanced and vibrant approach to service delivery, which focuses on equity, reaching out to all young people while targeting vulnerable youth. Program staff work to change the landscape of communities by tackling pressing and diverse issues, reducing barriers to participation, and improving access to high quality out-of-school time opportunities through programs such as Rec Zone, EBB for Elementary and Middle Schools, Rec Extra, and TeenWorks.

The Youth Development Team uses recreation to ensure young people are healthy, connected, and productive during out-of-school time. The positive youth development strategies work to meet youth where they are and include opportunities, programs, and services which emphasize active and healthy living, youth leadership and social equity, engagement in learning, workforce readiness, and connection to caring adult role models. Programs take place in elementary schools, middle schools, high schools, community centers, public spaces, and neighborhoods across the County.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percentage of youth registered in positive youth development programs who report program participation benefits	92.1%	98.7%	98.7%	98.7%	99.7%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,228,710**	**90.70**
Enhance: Annualization of Operating Expenses for Excel Beyond the Bell for Elementary School Program Expansion	368,658	0.00

FY19 Recommended Changes	Expenditures	FTEs
Increase Cost: County Funding for Collaboration Council for Excel Beyond the Bell due to Changing Priorities of Governor's Office for Children	171,000	0.00
Increase Cost: Youth Development Instructors Contract Increases	62,043	0.00
Enhance: Expanded Parent Leadership Program in Excel Beyond the Bell for Elementary Schools	40,000	0.00
Decrease Cost: Lapse Principal Administrative Aide Position	(37,531)	0.00
Eliminate: Summer Excel Beyond the Bell Program due to Planning and Scheduling Challenges	(79,907)	0.00
Eliminate: Strathmore Elementary Programming	(86,970)	(1.70)
Eliminate: Contract with YMCA for Einstein Rec Zone due to Low Usage	(100,000)	0.00
Eliminate: Youth Coding	(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.	294,485	(0.02)
FY19 Recommended	**6,710,488**	**88.98**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	17,288,624	19,522,389	19,333,843	20,238,123	3.7 %
Employee Benefits	3,921,318	4,684,962	4,650,062	4,727,246	0.9 %
Recreation Personnel Costs	**21,209,942**	**24,207,351**	**23,983,905**	**24,965,369**	**3.1 %**
Operating Expenses	12,531,387	13,479,960	12,987,583	13,189,466	-2.2 %
Capital Outlay	87,456	0	0	0	—
Recreation Expenditures	**33,828,785**	**37,687,311**	**36,971,488**	**38,154,835**	**1.2 %**
PERSONNEL					
Full-Time	129	139	139	140	0.7 %
Part-Time	6	10	10	11	10.0 %
FTEs	436.95	461.67	461.67	453.32	-1.8 %
REVENUES					
Facility Rental Fees	740,193	794,600	794,600	794,600	—
Investment Income	44,006	35,970	72,240	72,240	100.8 %
Miscellaneous Revenues	212,776	84,365	84,365	84,365	—
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	—
Property Tax	37,270,977	40,622,929	40,523,909	44,080,173	8.5 %
Recreation Fee Subsidy	0	(1,000,000)	(1,000,000)	(800,000)	20.0 %
Recreation Fees	9,812,640	10,785,942	10,785,942	10,585,942	-1.9 %
Recreation Revenues	**48,080,592**	**51,369,038**	**51,306,288**	**54,862,552**	**6.8 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	89,743	76,696	76,696	73,454	-4.2 %
Employee Benefits	13,062	5,867	5,867	5,619	-4.2 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Grant Fund - MCG Personnel Costs	**102,805**	**82,563**	**82,563**	**79,073**	**-4.2 %**
Operating Expenses	2,494	0	0	0	—
Grant Fund - MCG Expenditures	**105,299**	**82,563**	**82,563**	**79,073**	**-4.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	3.82	3.12	3.12	2.71	-13.1 %
REVENUES					
Federal Grants	0	82,563	82,563	79,073	-4.2 %
State Grants	8,780	0	0	0	—
Grant Fund - MCG Revenues	**8,780**	**82,563**	**82,563**	**79,073**	**-4.2 %**

DEPARTMENT TOTALS

Total Expenditures	**33,934,084**	**37,769,874**	**37,054,051**	**38,233,908**	**1.2 %**
Total Full-Time Positions	**129**	**139**	**139**	**140**	**0.7 %**
Total Part-Time Positions	**6**	**10**	**10**	**11**	**10.0 %**
Total FTEs	**440.77**	**464.79**	**464.79**	**456.03**	**-1.9 %**
Total Revenues	**48,089,372**	**51,451,601**	**51,388,851**	**54,941,625**	**6.8 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY18 ORIGINAL APPROPRIATION	**37,687,311**	**461.67**
Changes (with service impacts)		
Enhance: Annualization of Operating Expenses for Excel Beyond the Bell for Elementary School Program Expansion [Youth Development]	368,658	0.00
Add: Re-opening Renovated Good Hope Neighborhood Recreation Center [Recreation Regions and Community Centers]	137,119	2.06
Enhance: Expanded Parent Leadership Program in Excel Beyond the Bell for Elementary Schools [Youth Development]	40,000	0.00
Enhance: Replace Senior Fellow with Contractor to Implement Montgomery County Sports Hall of Fame [Administration/Policy Management]	32,500	(0.29)
Reduce: Close Facilities New Year's Week due to Low Usage [Recreation Regions and Community Centers]	(19,587)	(0.67)
Reduce: Grounds Maintenance Expense [Planned Lifecycle Asset Replacement]	(30,000)	0.00
Reduce: Temporary Closure of MLK Indoor Swim Center for Renovations [Aquatics]	(38,475)	(0.44)
Reduce: Planned Lifecycle Asset Replacement (PLAR) Furniture, Fixtures, and Equipment [Planned Lifecycle Asset Replacement]	(50,000)	0.00
Reduce: Extended Hours in Facilities due to Low Usage [Recreation Regions and Community Centers]	(53,826)	(2.05)
Reduce: Janitorial/Custodial Expense [Planned Lifecycle Asset Replacement]	(70,000)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Eliminate: Mini Grants [Administration/Policy Management]	(75,000)	0.00
Eliminate: Summer Excel Beyond the Bell Program due to Planning and Scheduling Challenges [Youth Development]	(79,907)	0.00
Eliminate: Health and Wellness Programming [Administration/Policy Management]	(80,000)	0.00
Eliminate: Strathmore Elementary Programming [Youth Development]	(86,970)	(1.70)
Eliminate: Contract with YMCA for Einstein Rec Zone due to Low Usage [Youth Development]	(100,000)	0.00
Eliminate: Youth Coding [Youth Development]	(150,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	732,036	0.00
Increase Cost: Annualization of Positions Approved in FY18	340,512	0.00
Increase Cost: County Funding for Collaboration Council for Excel Beyond the Bell due to Changing Priorities of Governor's Office for Children [Youth Development]	171,000	0.00
Restore: Delay Closure of Olney Swim Center for Energy Efficiency Improvements [Aquatics]	104,139	0.47
Increase Cost: Labor Contracts Adjustment	79,000	0.00
Increase Cost: Risk Management Adjustment [Administration/Policy Management]	73,778	0.00
Increase Cost: Youth Development Instructors Contract Increases [Youth Development]	62,043	0.00
Increase Cost: Annualization of FY18 Personnel Costs	39,244	0.00
Increase Cost: Club Adventure Snack Funding [Recreation Regions and Community Centers]	3,452	0.00
Increase Cost: activeMontgomery Expenses - Transaction Rate Increase [Management Services]	2,803	0.00
Increase Cost: Printing and Mail [Administration/Policy Management]	982	0.00
Technical Adj: Recreation Coordinator Position [Recreation Regions and Community Centers]	0	0.70
Decrease Cost: Aquatics Operating Expenses [Aquatics]	(4,351)	0.00
Decrease Cost: Motor Pool Adjustment	(8,830)	0.00
Decrease Cost: Operating Funding Reduction in Director's Office [Administration/Policy Management]	(10,876)	0.00
Decrease Cost: Convert from IT Contractor to IT Merit Staff [Management Services]	(28,000)	1.00
Decrease Cost: Countywide Operating Expenses [Countywide Programs]	(28,105)	0.00
Decrease Cost: Operating Expenses [Management Services]	(30,000)	0.00
Decrease Cost: Lapse Principal Administrative Aide Position [Youth Development]	(37,531)	0.00
Re-align: Distribution of Recreation Guides [Management Services]	(45,000)	0.00
Re-align: Programming with Usage for Therapeutic and Senior Programs in Wheaton Community [Recreation Regions and Community Centers]	(81,075)	(2.72)
Decrease Cost: Elimination of One-Time Items Approved in FY18	(81,334)	0.00
Decrease Cost: Turnover Savings [Administration/Policy Management]	(84,176)	0.00
Decrease Cost: Retirement Adjustment	(102,814)	0.00
Re-align: Senior Transportation to the Level of Usage [Senior Adult Programs]	(104,243)	0.00
Decrease Cost: Operating Expenses in Regional Programs [Recreation Regions and Community Centers]	(112,239)	0.00
Decrease Cost: Seasonal Personnel in Nine Facilities [Recreation Regions and Community Centers]	(127,403)	(4.71)
FY19 RECOMMENDED	**38,154,835**	**453.32**

GRANT FUND - MCG

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FY18 ORIGINAL APPROPRIATION	**82,563**	**3.12**
Other Adjustments (with no service impacts)		
Decrease Cost: Elder Grant Adjustment [Administration/Policy Management]	(3,490)	(0.41)
FY19 RECOMMENDED	**79,073**	**2.71**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Aquatics	6,495,347	120.15	6,673,138	120.18
Countywide Programs	5,964,353	78.84	6,059,592	78.84
Recreation Regions and Community Centers	6,513,651	105.01	6,479,869	97.97
Senior Adult Programs	2,190,222	27.20	2,152,225	27.20
Recreation Outreach Services	511,619	5.92	595,033	5.92
Management Services	2,935,791	21.55	2,547,507	22.55
Planned Lifecycle Asset Replacement	877,272	0.50	721,142	0.50
Fixed Costs	4,140,198	0.00	4,235,976	0.00
Administration/Policy Management	1,912,711	14.92	2,058,938	13.89
Youth Development	6,228,710	90.70	6,710,488	88.98
Total	**37,769,874**	**464.79**	**38,233,908**	**456.03**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
RECREATION					
Urban Districts	Silver Spring Urban District	150,199	0.90	154,611	0.90
CIP	Capital Fund	64,787	0.50	65,955	0.50
	Total	**214,986**	**1.40**	**220,566**	**1.40**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
RECREATION						
EXPENDITURES						
FY19 Recommended	**38,155**	**38,155**	**38,155**	**38,155**	**38,155**	**38,155**
No inflation or compensation change is included in outyear projections.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
Annualization of Positions Recommended in FY19	**0**	**15**	**15**	**15**	**15**	**15**
New positions in the FY19 budget are generally assumed to be filled at least two months after the fiscal year begins. These amounts reflect the annualization of seasonal positions in the outyears associated with the re-opening of the Good Hope Neighborhood Recreation Center in FY19.						
Elimination of One-Time Items Recommended in FY19	**0**	**(62)**	**(62)**	**(62)**	**(62)**	**(62)**
Items recommended for one-time funding in FY19, including start-up costs for the re-opening of the Good Hope Neighborhood Recreation Center and contractor expenses for the Montgomery County Sports Hall of Fame, will be eliminated from the base in the outyears.						
Wheaton Redevelopment Office Move	**0**	**0**	**288**	**293**	**293**	**293**
The Department of Recreation's move to the Wheaton Redevelopment facility is assumed to be in FY21. Expenses at the Wheaton facility include utilities, maintenance, and parking.						
Labor Contracts	**0**	**226**	**226**	**226**	**226**	**226**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Kennedy Shriver Aquatic Center Building Envelope Improvement (P721503)	**0**	**(87)**	**(113)**	**0**	**0**	**0**
Reflects the impact from the closure of this facility for renovations in FY20 and FY21.						
Martin Luther King, Jr. Indoor Swim Center Renovation (P721902)	**0**	**(26)**	**38**	**38**	**38**	**38**
Reflects the impact from the closure of this facility for renovations in FY19 and FY20.						
South County Regional Recreation and Aquatic Center (P721701)	**0**	**0**	**2,974**	**2,974**	**2,974**	**2,974**
Reflects the opening of this facility in FY21.						
Wheaton Library and Recreation Center (P361202)	**0**	**1,044**	**1,004**	**1,004**	**1,004**	**1,004**
Reflects the planned opening of this facility in the Summer of 2019.						
Subtotal Expenditures	**38,155**	**39,265**	**42,525**	**42,643**	**42,643**	**42,643**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

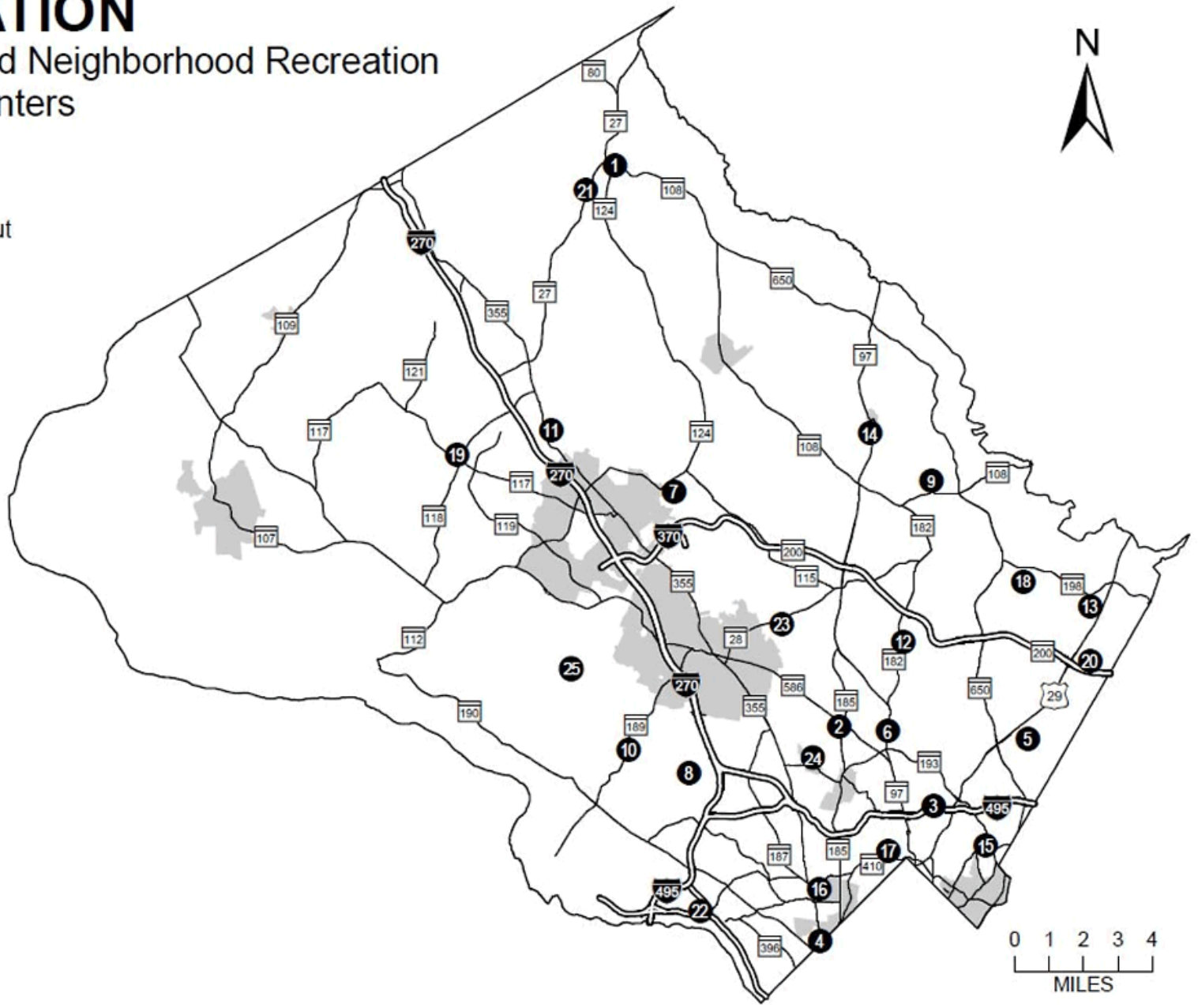
	FY19 Recommended		FY20 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Re-opening Renovated Good Hope Neighborhood Recreation Center	45,224	2.06	60,299	2.06
Total	**45,224**	**2.06**	**60,299**	**2.06**

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. Nancy H. Dacek North Potomac

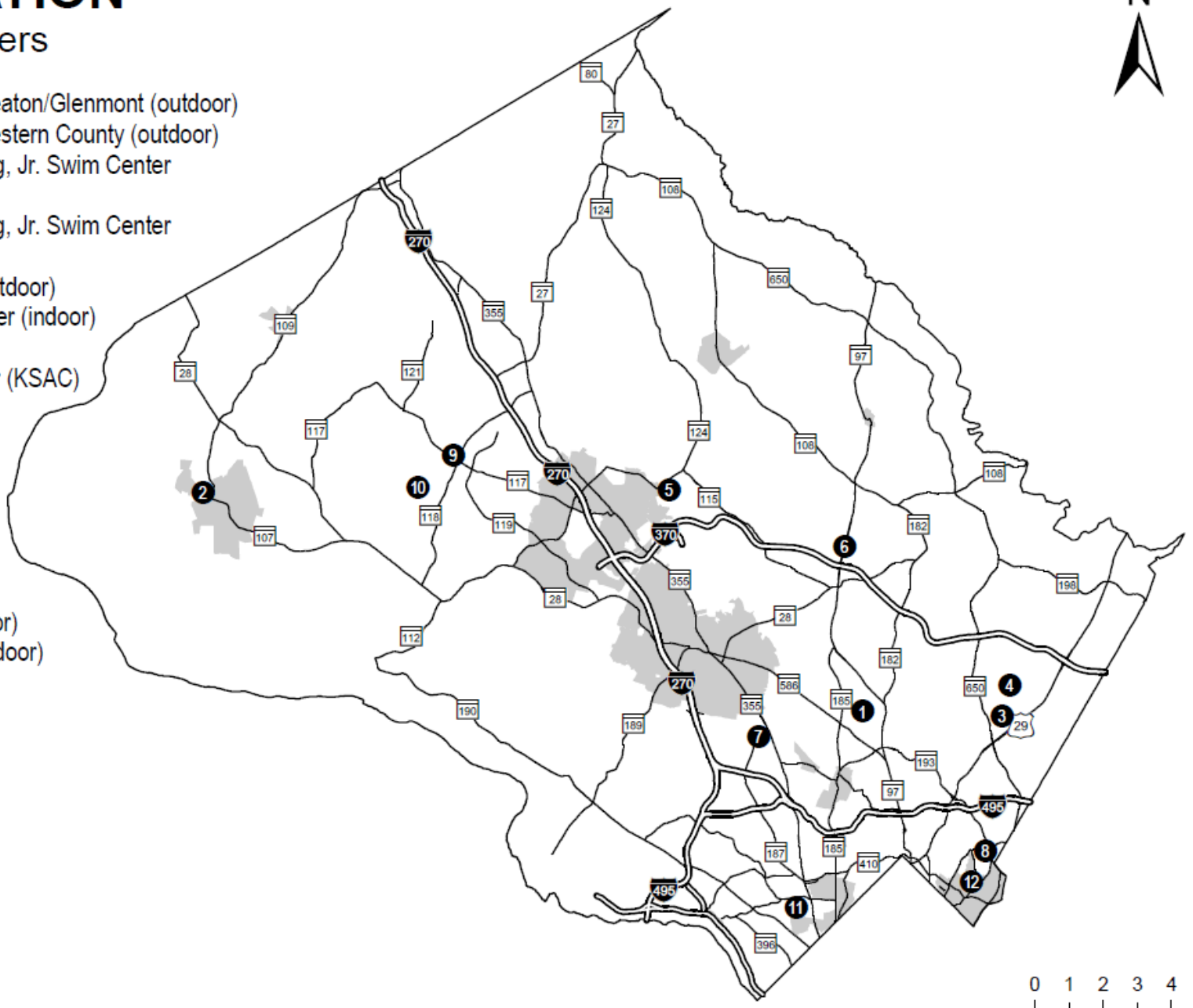


Map produced by: Montgomery County DTS GIS Team, Jan., 2018

RECREATION

Aquatic Centers

1. Hector Ayala Wheaton/Glenmont (outdoor)
2. Sarah E. Auer 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 DTS-GIS, MCG, Dec.,2017

Agriculture

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$972,187	4.15

JEREMY V. CRISS, DIRECTOR

MISSION STATEMENT

The Office of Agriculture (OAG) was created in July 2016 and exists to promote agriculture as a viable component of the County's economic sector, as well as to preserve farmland as a resource for future agricultural production. The goal of the OAG is to promote Montgomery County as a leader the agricultural industry by providing support to our farm community and working to educate our residents.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Office of Agriculture is $972,187, a decrease of $17,008 or 1.72 percent from the FY18 Approved Budget of $989,195. Personnel Costs comprise 68.61 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 31.39 percent of the FY19 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

- In partnership with the Maryland Agricultural & Resource-Based Industry Development Corporation (MARBIDCO), OAG will initiate a new cost share grant program for farmers. This public-private partnership will assist farmers in reducing their portion of the installation cost of deer fencing needed to reduce the economic losses resulting from deer related crop damage.
- The Maryland-National Capital Park and Planning Commission (MNCPPC), Department of Permitting Services (DPS), OAG, and Montgomery Countryside Alliance (MCA) are all stakeholders participating on the Agritourism Study Advisory Committee that was initiated in November 2017.

ACCOMPLISHMENTS

- ☑ In August 2017, OAG along with its agricultural agency partners shared an exhibit tent at the Montgomery County Fair to educate the public about the Agricultural Reserve, the County's agricultural industry, and the opportunities that exist to obtain fresh, local food. OAG is currently working on some additional marketing materials to further enhance the education component of the exhibit.
- ☑ In October 2017, approximately 4,000 fourth grade students visited the Agricultural History Farm Park to participate in the Close Encounters with Agriculture (CEWA) Program. This multi-phased, interactive program consists of three educational tracks (the Environment, Nutrition, Diet and Health) that are conducted with OAG staff assistance and all of its agency partners located at the Farm Park. The program evaluation responses illustrate the programs' success.
- ☑ In October 2017, OAG partnered with the Maryland Department of Agriculture (MDA) to host the Annual Legislative Farm Tour. During this all-day event, Joe Bartenfelder, Secretary of MDA, along with many of the Montgomery County Delegates had the opportunity to travel through the agriculture Reserve and learn about Agriculture in Montgomery County. Along the way, they stopped at three of the County's farms where the participants were able to meet and have a dialogue with the farmers.
- ☑ Continue working with Data Montgomery to transition its static, PDF-formatted informational documents into usable data sets for publication and use by the community. The enhanced 2017 farm tour interactive map is one example that received favorable response from the community. The Department is currently working on a second interactive map with searchable data, incorporating the farm directory and local food and beverage guide.
- ☑ Continue working with the Department of Technology Services to update and revise its website to make it more aesthetically pleasing, user-friendly, and interactive for both its internal and external clients. The website is a vital tool in achieving the OAG mission of promoting agriculture as a viable component of the County's economy, as well as, the preservation of farmland as a resource for future agricultural production.
- ☑ OAG is enhancing its agricultural marketing and educational outreach by forming partnerships, working on joint projects, and utilizing various social media in conjunction with the website.
- ☑ OAG is expanding the New Farmer Program, a program that includes new and small farmer training workshops, farm equipment share, and connecting new and small farmers with landowners for the production of table food.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ In October 2017, OAG completed an extensive IT infrastructure upgrade to expand internet access and improve the Voice Over Internet Protocol phone connections.

COLLABORATION AND PARTNERSHIPS

- ✻ Mobile Science Laboratory

  OAG is continuing its partnership with the Maryland Agricultural Education Foundation (MAEF) and Montgomery County Public Schools (MCPS) to promote agriculture in the classroom for the County's elementary students. This program involves the MAEF mobile laboratory visiting MCPS schools each week throughout the year to provide students with the opportunity to provide hands-on science projects focused on the topic of Food, Fiber, and You. In the two years since this partnership was established, the lab has visited 51 elementary schools and educated 35,000 students.

  Partners

  Montgomery County Public Schools, Non-Profits

Montgomery County Food Council

OAG will continue its collaboration with the Montgomery County Food Council to promote a local food economy and expand agriculture in both rural and urban areas. Transforming and combining both Montgomery County Food Council's printed Local Food and Beverage Guide and the OAG's Farm Directory into a searchable, interactive, GIS-based web based resource is one example of a collaborative project currently underway with the assistance of Data Montgomery and the GIS team.

Partners

Non-Profits

Tax Credit Programs

OAG will continue to work with the Montgomery County Department of Finance in the administration of the new Urban Agriculture Tax Credit as a result of Bill 31-16 which became effective in March 2017.

Partners

Department of Finance

Montgomery Soil Conservation District

OAG is partnering with the Montgomery Soil Conservation District to procure a contractor that will work with both agencies to expand their social media marketing presence.

PROGRAM CONTACTS

Contact Jeremy Criss of the Office of Agriculture at 240-590-2830 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

Agricultural Services

OAG is responsible for the coordination of programs offered by its partner agencies, which are all co-located at the Agricultural History Farm Park in Derwood. These Federal, State, and local partners include University of Maryland-Extension, the Montgomery Soil Conservation District, the Natural Resource Conservation Service, and the Farm Service Agency. In addition to program coordination, the OAG serves in a variety of capacities to provide the following services: implement agricultural policies and programs; technical assistance to farmers; manage Agricultural Education programs; financial and staff support to our partner agencies; serve as a liaison between the Executive Branch and the agricultural community via the Agricultural Advisory, Agricultural Preservation, and Montgomery County Farm Bureau Boards; oversee the various land preservation programs; co-sponsor farmers' markets, an annual farm tour, and other activities that promote agricultural businesses and products; and provide mentoring and specialized business training programs.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Acres of land under easements inspected by Agricultural Services	6,137	2,429	2,429	2,429	2,429
Number of farm businesses assisted	170	325	350	350	350

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**640,372**	**2.25**
Decrease Cost: Reduce Operating Expenses	(39,665)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(17,986)	0.00
FY19 Recommended	**582,721**	**2.25**

Soil Conservation

The Montgomery Soil Conservation District (MSCD) is a political subdivision of the State staffed by County, State, and Federal employees that assist farmers and landowners with Soil Conservation and Water Quality Plans designed to help protect local waterways and the Chesapeake Bay, as well as achieve State mandated nutrient reduction goals for farmland. They also provide technical assistance for conservation practices, and administer a variety of Federal and State cost-share programs that help fund projects to prevent soil erosion and improve water quality. The MSCD receives funding from the Department of Environmental Protection (DEP) through the Water Quality Protection Charge that is used to implement conservation practices required to meet Montgomery County's Watershed Implementation Plan (WIP), which is the rural equivalent to the County's MS4 Permit for the urban area.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**211,602**	**1.90**
Increase Cost: Position Reclassifications	14,241	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,402	0.00
FY19 Recommended	**232,245**	**1.90**

University of Maryland-Extension (UMD-Extention)

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 has 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**137,221**	**0.00**

FY19 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.	20,000	0.00
FY19 Recommended	**157,221**	**0.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	449,605	477,819	444,604	501,356	4.9 %
Employee Benefits	151,440	165,614	158,442	165,626	—
County General Fund Personnel Costs	**601,045**	**643,433**	**603,046**	**666,982**	**3.7 %**
Operating Expenses	360,639	345,762	326,816	305,205	-11.7 %
County General Fund Expenditures	**961,684**	**989,195**	**929,862**	**972,187**	**-1.7 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	4.15	4.15	4.15	4.15	—
REVENUES					
Miscellaneous Revenues	3,995	0	0	0	—
Other Intergovernmental	83,093	56,255	56,255	97,000	72.4 %
Other Licenses and Permits	5,555	0	0	0	—
County General Fund Revenues	**92,643**	**56,255**	**56,255**	**97,000**	**72.4 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**989,195**	**4.15**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	14,262	0.00
Increase Cost: Position Reclassifications [Soil Conservation]	14,241	0.00
Increase Cost: Annualization of FY18 Personnel Costs	3,095	0.00
Increase Cost: Printing and Mail	57	0.00
Decrease Cost: Motor Pool Adjustment	(949)	0.00
Decrease Cost: Retirement Adjustment	(8,049)	0.00
Decrease Cost: Reduce Operating Expenses [Agricultural Services]	(39,665)	0.00
FY19 RECOMMENDED	**972,187**	**4.15**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Agricultural Services	640,372	2.25	582,721	2.25
Soil Conservation	211,602	1.90	232,245	1.90
University of Maryland-Extension (UMD-Extention)	137,221	0.00	157,221	0.00
Total	**989,195**	**4.15**	**972,187**	**4.15**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND						
Environmental Protection	Water Quality Protection		324,683	2.10	325,715	2.10
CIP	Capital Fund		261,072	2.25	227,766	2.25
		Total	**585,755**	**4.35**	**553,481**	**4.35**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**972**	**972**	**972**	**972**	**972**	**972**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**8**	**8**	**8**	**8**	**8**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**972**	**980**	**980**	**980**	**980**	**980**

Economic Development Fund

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$4,919,317	1.00

ALEXANDRE A. ESPINOSA, DIRECTOR

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 the prospective applicants are identified by the Montgomery County Economic Development Corporation (MCEDC), a nonprofit economic development organization created by the County in 2015.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Economic Development Fund is $4,919,317, an increase of $808,579 or 19.67 percent from the FY18 Approved Budget of $4,110,738. Personnel Costs comprise 3.10 percent of the budget for no 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 96.90 percent of the FY19 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

- Enhance the Microlending Program by adding funds to provide County entrepreneurs with access to critical financing for their business expansion and growth.
- Enhance business retention and expansion services by adding funds to disburse grant payment for United Therapeutics Corporation, Inc.
- Continue funding support for the MOVE program to assist businesses, including craft breweries, cideries, wineries, and distillers, in leasing office space to support their growth.
- Add funds to the Small Business Assistance Program to assist eligible small businesses adversely impacted by the County's Wheaton Redevelopment project.

ACCOMPLISHMENTS

- ☑ Facilitated the retention and expansion of InfoZen, a provider of mission critical information technology services and solutions for the Federal government, to create 215 new jobs.
- ☑ Provided more than $466,000 in Biotechnology Investment Incentive Tax Credit supplement grants in 2017 to 70 investors that support investment in 13 County-based early stage biotech companies to grow the biotechnology industry in the County.
- ☑ Provided $110,895 in Cybersecurity Investment Incentive Tax Credit supplement grants in FY17 to two qualified cybersecurity companies for locating its headquarters and base operations in the County.
- ☑ Provided approximately $537,500 in MOVE grants in FY17 to attract 20 companies occupying over 72,000 square feet of Class A and B office space and bringing 128 jobs to the County.
- ☑ In FY18, the County has offered $1.3 million in incentives to six companies to facilitate $63 million in capital investment, retain 1,065 jobs, and bring 325 new jobs as of March 1, 2018.

PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this fund.

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. MCEDC identifies and develops prospects that meet the criteria for a grant or loan from the Economic Development Fund (EDF) and works with Finance to develop an assistance package. Frequently, MCEDC and Finance work 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,860,738**	**1.00**
Enhance: United Therapeutics	500,000	0.00
Enhance: Microlending Program	300,000	0.00
Decrease Cost: One-Time Incentive for Abt Associates, Inc.	(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.	8,579	0.00
FY19 Recommended	**3,419,317**	**1.00**

✺ MOVE Program

The MOVE Program, part of the Economic Development Fund, is designed to accelerate business attraction, thereby reducing vacant office spaces in the County. It also provides an additional benefit for leasing vacant office space and renovation of aging commercial buildings in targeted areas of the County. The program is limited to new businesses, including craft breweries, cideries, wineries, and distillers that occupy class A and B office space.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**750,000**	**0.00**
FY19 Recommended	**750,000**	**0.00**

Notes: *In FY19, $250,000 is allocated to provide the Incentive Area Lease Bonus for new businesses relocated to targeted County areas.*

Biotech Credit Supplement

The Biotech Credit Supplement Program authorizes the County to provide a local supplement to the State of Maryland's Biotechnology Investment Tax Credit Program. Applicants that have received final tax credits under the State program and have invested in a company that has located its headquarters and base operations in Montgomery County are eligible for a 'piggyback' grant payment from the County of up to 50 percent of the State tax credit, with the final amount dependent and subject to the annual appropriations by the County Council.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**500,000**	**0.00**
FY19 Recommended	**500,000**	**0.00**

Small Business Assistance Program

The Small Business Assistance Program (SBAP) assists certain small businesses located in the County who are adversely impacted by a County-funded redevelopment project or a redevelopment project located on County-owned property, as required by Bill 6-12 adopted by the Montgomery County Council in 2012. Currently, only the small businesses located near Parking Lot 13 in Wheaton are eligible under this Program.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
Enhance: Small Business Assistance Program	250,000	0.00
FY19 Recommended	**250,000**	**0.00**

Notes: *In FY18, $200,000 was allocated from the Economic Development Grant and Loan Program as the seed funding for the Small Business Assistance Program to provide financial assistance for eligible businesses adversely impacted by the Wheaton Redevelopment project.*

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Salaries and Wages	73,354	120,184	116,155	121,752	1.3 %
Employee Benefits	18,527	23,649	28,759	30,660	29.7 %
Economic Development Fund Personnel Costs	**91,881**	**143,833**	**144,914**	**152,412**	**6.0 %**
Operating Expenses	2,391,544	3,966,905	7,153,834	4,766,905	20.2 %
Economic Development Fund Expenditures	**2,483,425**	**4,110,738**	**7,298,748**	**4,919,317**	**19.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Investment Income	26,353	38,917	43,260	61,290	57.5 %
Loan Payments	168,306	134,438	134,438	134,438	—
Miscellaneous Revenues	26,000	0	0	0	—
Economic Development Fund Revenues	**220,659**	**173,355**	**177,698**	**195,728**	**12.9 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY18 ORIGINAL APPROPRIATION	**4,110,738**	**1.00**
Changes (with service impacts)		
Enhance: United Therapeutics [Economic Development Grant and Loan Program]	500,000	0.00
Enhance: Microlending Program [Economic Development Grant and Loan Program]	300,000	0.00
Enhance: Small Business Assistance Program [Small Business Assistance Program]	250,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY18 Personnel Costs	6,347	0.00
Increase Cost: FY19 Compensation Adjustment	2,232	0.00
Decrease Cost: One-Time Incentive for Abt Associates, Inc. [Economic Development Grant and Loan Program]	(250,000)	0.00
FY19 RECOMMENDED	**4,919,317**	**1.00**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Economic Development Grant and Loan Program	2,860,738	1.00	3,419,317	1.00
MOVE Program	750,000	0.00	750,000	0.00
Biotech Credit Supplement	500,000	0.00	500,000	0.00
Small Business Assistance Program	0	0.00	250,000	0.00

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Total	**4,110,738**	**1.00**	**4,919,317**	**1.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
ECONOMIC DEVELOPMENT FUND					
CIP	Capital Fund	120,000	1.00	120,000	1.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY19 Recommended	**4,919**	**4,919**	**4,919**	**4,919**	**4,919**	**4,919**
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	**4,919**	**4,920**	**4,920**	**4,920**	**4,920**	**4,920**

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Housing and Community Affairs

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$50,473,870	97.45

CLARENCE J. SNUGGS, DIRECTOR

MISSION STATEMENT

The mission of the Department of Housing and Community Affairs (DHCA) 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 FY19 Operating Budget for the Department of Housing and Community Affairs is $50,473,870, a decrease of $1,863,126 or 3.56 percent from the FY18 Approved Budget of $52,336,996. Personnel Costs comprise 20.96 percent of the budget for 102 full-time position(s) and two part-time position(s), and a total of 97.45 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 79.04 percent of the FY19 budget.

DHCA expects the total signed agreements for affordable housing projects through the Payment in lieu of Taxes (PILOT) program to abate $17.3 million in taxes in FY19.

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 FY18 estimates reflect funding based on the FY18

approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Invest $51.6 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, $1.01 billion has been invested in support of affordable housing, leveraging $1.17 billion in non-County funding.
- Continue the County's commitment to tenant rights by enhancing landlord-tenant outreach, tenant protections, tenant advocacy and housing code enforcement.
- Continue the County's commitment to affordable senior housing by providing gap financing for the Victory senior housing project in Damascus. This proposed 72-unit, newly-constructed, mixed-income senior rental property will contain 65 units affordable to seniors at between 30 and 60 percent of the Area Median Income (AMI).
- Provide a commitment of gap financing to the Housing Opportunities Commission (HOC) for 150 units of affordable senior housing to be developed as part of the Upton II development in downtown Rockville. This project will replace the senior housing at Towne Center in Rockville and provide 112 units of affordable senior housing serving residents at or below 60 percent of AMI.
- Provide gap financing for the development and construction of 110 units of affordable housing for households earning between 30 and 60 percent of the AMI near the Shady Grove metro station. The project is expected to begin construction in Fall of 2018.
- 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 3,000 households were assisted in FY18 and over 3,000 are projected to be assisted in FY19.
- Continue to receive funding from Federal grants (i.e., 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.
- Establish the Tiger Team Task Force to study and recommend legislative, regulatory, and other changes to prevent distressed common ownership communities and promote sustainability.
- Expand neighborhood revitalization activities into the Montgomery Village including Center Stage, Walker's Choice, Grover's Forge, and The Hamptons. Other potential neighborhoods in Montgomery Village will be evaluated for revitalization activities.

ACCOMPLISHMENTS

- ☑ Completed the recapitalization of the Hamptons at Town Center to preserve 238 affordable units, or 30 percent of the 764-unit property.
- ☑ Secured 38 affordable units at Towne Crest Apartment and Townhomes by executing a multiyear rental assistance agreement.
- ☑ Received two National Association of Counties (NACo) awards for the development of case management systems (Multifamily Loans and Licensing and Registration).

- ☑ Launched an enhanced weatherization program aimed at reducing the energy-related expenses of limited-income residents. This program combines local and Federal funding with proceeds from the PEPCO / Exelon merger to provide deeper, more extensive weatherization improvements.
- ☑ Preserved over 80 units of Moderately Priced Dwelling Units (MPDUs) at the Morgan and Milestone Apartments through the MPDU Preservation Initiative.
- ☑ Completed Churchill Apartments II, a 133-unit independent senior living property in Germantown. The property provides 121 affordable units to seniors earning between 50 and 60 percent of AMI.
- ☑ Utilized the Right of First Refusal to secure 70 units of affordable housing at Seneca Village and to purchase a six-unit property that will support families at risk or experiencing homelessness.
- ☑ Launched the "Renters Have Rights" marketing campaign to educate renters about County services that help to ensure housing safety, mediate conflicts, and provide tenant advocacy. This campaign included a press event, radio public service announcements, local television spots, bilingual bus ads, doorhangers, social media, apartment lobby signs in six languages, and flyers distributed to elementary schools.
- ☑ Conducted over 25,000 housing code inspections, mediated nearly 650 landlord-tenant disputes, and conducted nearly 70 first-time / MPDU homebuyer classes for nearly 4,000 households interested in becoming homeowners.
- ☑ Conducted the first set of a continuing series of public common ownership community training seminars. The training subjects include community financial management, managing a reserve fund, holding elections, conducting meetings, common area maintenance issues, and compliance with Federal, State and county regulations.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ Developed a native iOS app (Apple iPhone/iPad) to be used by housing code inspectors. The app integrates with the department's Code Case Management System and provides staff with an efficient tool to provide timely and accurate information while carrying out housing inspections.
- ✹ Developed a departmental data warehouse system to support business intelligence and reporting, which provides operational and analytical dashboards to support effective and timely decision making.
- ✹ Based on the data generated from the Annual Rent Survey, DHCA relaunched the *Rental Housing Guide*, a browser-based, user-friendly listing of each multifamily rental complex in the County sortable by rent range, location, and whether properties are affordable or senior.

COLLABORATION AND PARTNERSHIPS

- ✻ Rental Assistance

  Utilize resources from the MHI fund to support rental assistance programs in DHCA, HHS, and the HOC. Over 3,000 households are projected to be assisted in FY19.

  Partners

  Department of Health and Human Services, Housing Opportunities Commission

- ✻ Office of the County Attorney

  DHCA works with OCA in order to assure the legal suitability of housing development project documents and other housing service programs.

  Partners

Office of the County Attorney

Regional Service Centers

Provide educational materials for landlords and tenants to the service centers.

For-profit and non-profit developers

Continue to provide funding to a variety of for-profit and non-profit developers to produce and preserve affordable housing units, and to provide housing-related services and programs

Partners

Housing Opportunities Commission, Non-Profits

State & Federal Agencies

DHCA works closely with the Maryland Department of Housing and Community Development, the Maryland Department of Labor Licensing and Regulation, the U. S. Department of Housing and Urban Development, and other regulatory agencies regarding a variety of housing-related issues.

Letter Agreement Between DEP (Solid Waste) and DHCA (Housing Code Enforcement)

This agreement states that DHCA is responsible for the enforcement of laws, rules, and regulations governing storage of solid waste and recyclable materials located on residential property in Montgomery County, other than that which has been placed at the curb for collections. It is estimated that 150 tons of trash was removed as a result of the clean and lien program and the Alternative Community Service (ACS) concentrated neighborhood efforts of litter removal from bi-weekly collection of street debris in targeted neighborhoods and streets.

Partners

Department of Environmental Protection

Delegation of Enforcement Authority and MOU between DPS and DHCA

Through this agreement, inspectors from either department can cite violations of either Chapter 26 or Chapter 59, eliminating the need for duplicative and unnecessary inspections. This is a more efficient use of staff resources and enhances customer service by minimizing the confusion inherent in requiring the involvement of both departments to resolve a single complaint.

Partners

Department of Permitting Services

Code Enforcement Task Force Initiative

Participate in an informal Code Enforcement Task Force initiative established by the County Police, Community Policing Division to address severe violations requiring a joint effort to gain compliance.

Partners

Department of Police

PROGRAM CONTACTS

Contact Tim Goetzinger of the Department of Housing and Community Affairs at 240.777.3728 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

Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the HOC, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Total affordable housing units preserved [1]	3,644	2,951	3,571	3,579	3,698
Total affordable housing units produced	1,271	1,724	1,000	1,322	1,192
Cost per unit of affordable housing units produced	27,202	24,127	18,007	22,707	30,266
Cost per unit of affordable housing units preserved	3,558	4,255	8,484	7,544	8,657

[1] *Preservation increases projected in FY18-20 due to increases in MHI rental assistance funding.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**35,675,613**	**6.90**
Re-align: Affordable Housing Loans to Reflect Estimated Debt Service Costs and Revenue Estimates	(376,064)	0.00
Re-align: Rental Assistance Program (Estimated Decrease in Recordation Tax Premium Revenue)	(615,196)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(96,339)	0.00
FY19 Recommended	**34,588,014**	**6.90**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of housing units improved/rehabilitated [1]	86	7	120	120	120

[1] *Projections for FY18 were based on the County benefiting from non-departmentally administered, State-sponsored, weatherization assistance. The program was delayed in FY17 and is slated to begin in FY18 Q2.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**868,435**	**8.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(16,200)	0.00
FY19 Recommended	**852,235**	**8.50**

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; 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of cases that achieve voluntary compliance in code enforcement cases before a citation is written	96	96	96	96	96
Number of housing code enforcement repeat offenses: More than 2 cases in a 2 year period	70	109	100	90	80

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,685,053**	**35.50**
Increase Cost: Takoma Park / HOC Code Enforcement	29,642	0.00
Decrease Cost: Overtime Charges	(35,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(68)	0.00
FY19 Recommended	**3,679,627**	**35.50**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of contracts awarded and monitored	37	40	40	40	40

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,998,132**	**5.70**
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. - CMR's Mansfield Kaseman Health Clinic: Removing Barriers to Healthcare	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Employment Specialist	45,000	0.00
Add: Community Development Block Grant: The Arc Montgomery County, Inc. - Competitive Integrated Employment Benefits Counseling	45,000	0.00
Add: Community Development Block Grant: Latin American Youth Center, Inc. - Workforce and Post-Secondary Connections for Re-Entry Youth	44,463	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - STEAM Program for Montgomery County Youth	44,240	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Bilingual Volunteer Income Tax Assistance Program	43,762	0.00
Add: Community Development Block Grant: Urban Alliance Foundation, Inc. - Montgomery County High School Internship Program	38,297	0.00
Add: Community Development Block Grant: Asian Pacific American Legal Resource Center, Inc. - Immigration Legal Services for Naturalization	38,280	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Greenwood Terrace Middle School Afterschool Program	38,000	0.00
Add: Community Development Block Grant: Baby's Bounty MC, Inc. - Health, Safety & Wellness Newborn Bundles	37,000	0.00
Add: Community Development Block Grant: Home Care Partners - Light Care Program	35,000	0.00
Add: Community Development Block Grant: Bethesda Cares, Inc. - Hunger Relief	18,000	0.00
Add: Community Development Block Grant: Horizons Greater Washington - Year Round Academic Program	15,000	0.00
Decrease Cost: Adjustment for Individual Grants	(532,042)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(265,096)	0.00
FY19 Recommended	**4,733,036**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	97	98	98	98	98
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	38	50	45	40	40
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	48	42	45	45	45

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,047,764**	**7.50**
Shift: Funding for Landlord Tenant Investigation to Eviction Prevention Services Transferred from General Fund to the MHI	86,555	0.50
Enhance: Convert Part-time Investigator III Position to Full-time	44,906	0.50
Shift: Funding for Landlord Tenant Investigation to Eviction Prevention Services Transferred from General Fund to the MHI	(86,555)	(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.	(29,129)	0.00
FY19 Recommended	**1,063,541**	**8.00**

Neighborhood Revitalization

This program provides planning and implementation for neighborhood revitalization in targeted areas. Activities include commercial revitalization (physical and economic) in both local retail centers and central business districts as well as assistance to address other community concerns, including issues related to housing and public services. Primary funding for these activities is provided from the County's Capital Improvements Program and from other Federal and State funds, including Community Development Block Grants and State Community Legacy Grants.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,629,649**	**8.60**
Enhance: MHP Contract to Increase a Staff Position from Part-time to Full-time	25,000	0.00
Re-align: Remove One-time CDBG Transfer Completed in FY18	(850,000)	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.	38,132	0.00
FY19 Recommended	**1,842,781**	**8.60**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of rental licenses issued	100379	101,810	103,500	105,100	106,700

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**413,804**	**3.40**

FY19 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.	28,961	(0.20)
FY19 Recommended	**442,765**	**3.20**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**637,218**	**3.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(9,600)	(0.20)
FY19 Recommended	**627,618**	**3.55**

Administration

This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, asset management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,752,645**	**13.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	236,731	(0.15)
FY19 Recommended	**1,989,376**	**13.35**

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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing [1]	79	77	79	81	83

[1] *CCOC moved from the Office of Consumer Protection to the Department of Housing and Community Affairs in FY17.*

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**628,683**	**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.	26,194	0.55
FY19 Recommended	**654,877**	**4.15**

Notes: *In FY19, DHCA charges staff oversight ($85,185, 0.55 FTE) to the Common Ownership Community Program.*

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,615,666	4,642,062	4,512,663	4,593,905	-1.0 %
Employee Benefits	1,351,221	1,689,958	1,644,735	1,665,449	-1.5 %
County General Fund Personnel Costs	**4,966,887**	**6,332,020**	**6,157,398**	**6,259,354**	**-1.1 %**
Operating Expenses	1,010,930	1,206,598	1,205,843	1,202,756	-0.3 %
County General Fund Expenditures	**5,977,817**	**7,538,618**	**7,363,241**	**7,462,110**	**-1.0 %**
PERSONNEL					
Full-Time	88	101	101	102	1.0 %
Part-Time	3	3	3	2	-33.3 %
FTEs	45.25	59.25	59.25	59.25	—
REVENUES					
Board of Appeals Fees	6,290	8,750	8,750	9,000	2.9 %
Common Ownership Community Fees	703,300	685,125	685,125	685,125	—
Landlord-Tennant Fees	5,663,644	6,404,595	6,404,595	6,418,250	0.2 %
Miscellaneous Revenues	(4,745)	20,000	20,000	20,000	—
Other Charges/Fees	6,221	103,802	103,802	104,300	0.5 %
Other Fines/Forfeitures	27,216	40,000	40,000	40,000	—
County General Fund Revenues	**6,401,926**	**7,262,272**	**7,262,272**	**7,276,675**	**0.2 %**
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					
Salaries and Wages	1,401,990	1,415,646	1,422,564	1,513,163	6.9 %
Employee Benefits	461,423	481,124	458,819	522,722	8.6 %
Montgomery Housing Initiative Personnel Costs	**1,863,413**	**1,896,770**	**1,881,383**	**2,035,885**	**7.3 %**
Operating Expenses	26,525,097	34,659,280	33,590,169	33,497,155	-3.4 %
Debt Service Other	61,280	0	0	56,750	—
Montgomery Housing Initiative Expenditures	**28,449,790**	**36,556,050**	**35,471,552**	**35,589,790**	**-2.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
FTEs	14.70	14.70	14.70	15.20	3.4 %
REVENUES					
Asset Management Fee	0	70,200	70,200	70,200	—
Commitment Fee	0	200,000	200,000	200,000	—
Investment Income	5,153,166	1,851,460	2,124,840	3,010,190	62.6 %
Loan Payments	884,277	2,175,000	2,175,000	2,375,000	9.2 %
MHI Transfer Tax	0	225,000	225,000	225,000	—
Miscellaneous Revenues	816,444	75,006	75,006	75,006	—
MPDU Revenues	2,435,431	1,250,000	1,250,000	1,250,000	—
Other Charges and Fees	390	0	0	0	—
Other Financing Sources	18,275	59,020	59,020	56,750	-3.8 %
Recordation Tax	15,418,027	14,861,338	13,792,227	14,246,142	-4.1 %
Montgomery Housing Initiative Revenues	**24,726,010**	**20,767,024**	**19,971,293**	**21,508,288**	**3.6 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,413,953	1,632,189	1,632,189	1,722,307	5.5 %
Employee Benefits	495,018	550,268	550,268	561,218	2.0 %
Grant Fund - MCG Personnel Costs	**1,908,971**	**2,182,457**	**2,182,457**	**2,283,525**	**4.6 %**
Operating Expenses	7,686,604	6,059,871	6,059,871	5,138,445	-15.2 %
Grant Fund - MCG Expenditures	**9,595,575**	**8,242,328**	**8,242,328**	**7,421,970**	**-10.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	24.00	23.00	23.00	23.00	—
REVENUES					
Federal Grants	6,698,426	6,633,128	6,633,128	5,783,128	-12.8 %
Investment Income	781,152	0	0	0	—
Loan Payments	1,655,100	1,000,000	1,000,000	1,000,000	—
Miscellaneous Revenues	62,937	0	0	0	—
Other Charges/Fees	1,080	0	0	0	—
Other Intergovernmental	456,272	309,200	309,200	338,842	9.6 %
State Grants	(5,400)	300,000	300,000	300,000	—
Grant Fund - MCG Revenues	**9,649,567**	**8,242,328**	**8,242,328**	**7,421,970**	**-10.0 %**

DEPARTMENT TOTALS

Total Expenditures	**44,023,182**	**52,336,996**	**51,077,121**	**50,473,870**	**-3.6 %**
Total Full-Time Positions	**88**	**101**	**101**	**102**	**1.0 %**
Total Part-Time Positions	**3**	**3**	**3**	**2**	**-33.3 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Total FTEs	**83.95**	**96.95**	**96.95**	**97.45**	**0.5 %**
Total Revenues	**40,777,503**	**36,271,624**	**35,475,893**	**36,206,933**	**-0.2 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**7,538,618**	**59.25**
Changes (with service impacts)		
Enhance: Convert Part-time Investigator III Position to Full-time [Landlord-Tenant Mediation]	44,906	0.50
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	171,487	0.00
Increase Cost: Annualization of FY18 Personnel Costs	47,843	0.00
Increase Cost: Motor Pool Adjustment	38,433	0.00
Increase Cost: Printing and Mail	714	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(9,240)	0.00
Decrease Cost: Operating Expenses	(33,749)	0.00
Decrease Cost: Overtime Charges [Housing Code Enforcement]	(35,000)	0.00
Decrease Cost: Retirement Adjustment	(41,517)	0.00
Shift: Funding for Landlord Tenant Investigation to Eviction Prevention Services Transferred from General Fund to the MHI [Landlord-Tenant Mediation]	(86,555)	(0.50)
Decrease Cost: Turnover Savings	(173,830)	0.00
FY19 RECOMMENDED	**7,462,110**	**59.25**
MONTGOMERY HOUSING INITIATIVE		
FY18 ORIGINAL APPROPRIATION	**36,556,050**	**14.70**
Changes (with service impacts)		
Enhance: MHP Contract to Increase a Staff Position from Part-time to Full-time [Neighborhood Revitalization]	25,000	0.00
Other Adjustments (with no service impacts)		
Shift: Funding for Landlord Tenant Investigation to Eviction Prevention Services Transferred from General Fund to the MHI [Landlord-Tenant Mediation]	86,555	0.50
Increase Cost: FY19 Compensation Adjustment	48,293	0.00
Increase Cost: Annualization of FY18 Personnel Costs	12,176	0.00
Decrease Cost: Retirement Adjustment	(7,909)	0.00
Decrease Cost: Miscellaneous Operating Expenses	(139,115)	0.00
Re-align: Affordable Housing Loans to Reflect Estimated Debt Service Costs and Revenue Estimates [Multi-Family Housing Programs]	(376,064)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: Rental Assistance Program (Estimated Decrease in Recordation Tax Premium Revenue) [Multi-Family Housing Programs]	(615,196)	0.00
FY19 RECOMMENDED	**35,589,790**	**15.20**

GRANT FUND - MCG

FY18 ORIGINAL APPROPRIATION	**8,242,328**	**23.00**
Federal/State Programs		
Add: Community Development Block Grant: The Arc Montgomery County, Inc. - Competitive Integrated Employment Benefits Counseling	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Employment Specialist	45,000	0.00
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. - CMR's Mansfield Kaseman Health Clinic: Removing Barriers to Healthcare	45,000	0.00
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: Latin American Youth Center, Inc. - Workforce and Post-Secondary Connections for Re-Entry Youth	44,463	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - STEAM Program for Montgomery County Youth	44,240	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Bilingual Volunteer Income Tax Assistance Program	43,762	0.00
Add: Community Development Block Grant: Urban Alliance Foundation, Inc. - Montgomery County High School Internship Program	38,297	0.00
Add: Community Development Block Grant: Asian Pacific American Legal Resource Center, Inc. - Immigration Legal Services for Naturalization	38,280	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Greenwood Terrace Middle School Afterschool Program	38,000	0.00
Add: Community Development Block Grant: Baby's Bounty MC, Inc. - Health, Safety & Wellness Newborn Bundles	37,000	0.00
Add: Community Development Block Grant: Home Care Partners - Light Care Program	35,000	0.00
Add: Community Development Block Grant: Bethesda Cares, Inc. - Hunger Relief	18,000	0.00
Add: Community Development Block Grant: Horizons Greater Washington - Year Round Academic Program	15,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Takoma Park / HOC Code Enforcement [Housing Code Enforcement]	29,642	0.00
Decrease Cost: Adjustment for Individual Grants [Grants Administration - Federal Programs]	(532,042)	0.00
Re-align: Remove One-time CDBG Transfer Completed in FY18 [Neighborhood Revitalization]	(850,000)	0.00
FY19 RECOMMENDED	**7,421,970**	**23.00**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Multi-Family Housing Programs	35,675,613	6.90	34,588,014	6.90

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Affordable Housing Programs	868,435	8.50	852,235	8.50
Housing Code Enforcement	3,685,053	35.50	3,679,627	35.50
Grants Administration - Federal Programs	4,998,132	5.70	4,733,036	5.70
Landlord-Tenant Mediation	1,047,764	7.50	1,063,541	8.00
Neighborhood Revitalization	2,629,649	8.60	1,842,781	8.60
Licensing and Registration	413,804	3.40	442,765	3.20
Housing Administration	637,218	3.75	627,618	3.55
Administration	1,752,645	13.50	1,989,376	13.35
Common Ownership Community Program	628,683	3.60	654,877	4.15
Total	**52,336,996**	**96.95**	**50,473,870**	**97.45**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	121,796	1.00	123,982	1.00
Solid Waste Services	Solid Waste Disposal	798,196	5.50	811,530	5.50
CIP	Capital Fund	196,479	1.70	187,834	1.70
	Total	**1,116,471**	**8.20**	**1,123,346**	**8.20**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**7,462**	**7,462**	**7,462**	**7,462**	**7,462**	**7,462**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**84**	**84**	**84**	**84**	**84**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,462**	**7,546**	**7,546**	**7,546**	**7,546**	**7,546**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY19 Recommended	**35,590**	**35,590**	**35,590**	**35,590**	**35,590**	**35,590**
No inflation or compensation change is included in outyear projections.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
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	**35,590**	**35,610**	**35,610**	**35,610**	**35,610**	**35,610**

FY19-24 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Montgomery Housing Intiative						
FISCAL PROJECTIONS	FY18 APPROVED	FY19 REC	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	17.39%	**18.23%**	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	2.3%	**2.0%**	2.1%	2.2%	2.3%	2.4%	2.4%
Investment Income Yield	0.012	**0.017**	0.022	0.027	0.032	0.032	0.032
BEGINNING FUND BALANCE	**9,023,651**	**11,633,504**	**4,090,000**	**3,287,981**	**2,613,039**	**2,073,730**	**1,678,368**
REVENUES							
Taxes	15,086,338	14,471,142	14,957,554	15,422,341	16,047,179	16,258,649	16,810,579
Charges For Services	70,200	**70,200**	71,653	73,230	74,914	76,697	78,560
Miscellaneous	5,610,486	**6,966,946**	7,849,946	8,732,946	9,615,896	9,613,476	9,620,756
Subtotal Revenues	**20,767,024**	**21,508,288**	**22,879,153**	**24,228,517**	**25,737,989**	**25,948,822**	**26,509,895**
INTERFUND TRANSFERS (Net Non-CIP)	**14,565,786**	**12,830,992**	**12,823,249**	**11,228,389**	**11,232,189**	**11,230,749**	**11,224,819**
Transfers To Debt Service Fund	(7,808,010)	(9,501,510)	(9,505,600)	(11,100,460)	(11,096,660)	(11,098,100)	(11,104,030)
MHI Property Acquisition	(7,808,010)	(9,501,510)	(9,505,600)	(11,100,460)	(11,096,660)	(11,098,100)	(11,104,030)
Transfers To The General Fund	(329,848)	(371,142)	(374,795)	(374,795)	(374,795)	(374,795)	(374,795)
Indirect Costs	(329,848)	(371,142)	(374,795)	(374,795)	(374,795)	(374,795)	(374,795)
Transfers From The General Fund	22,703,644	22,703,644	22,703,644	22,703,644	22,703,644	22,703,644	22,703,644
TOTAL RESOURCES	**44,356,461**	**45,972,784**	**39,792,402**	**38,744,887**	**39,583,216**	**39,253,301**	**39,413,083**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(3,668,192)	(3,732,307)	(3,732,307)	(3,732,307)	(3,732,307)	(3,732,307)	(3,732,307)
Debt Service: GO Bonds	0	0	0	0	0	0	0
Debt Service: Other (Non-Tax Funds only)	(59,020)	(56,750)	(54,400)	(52,050)	(49,650)	(47,230)	(54,510)
Labor Agreement	n/a	0	(20,039)	(20,039)	(20,039)	(20,039)	(20,039)
Annualizations and One-Time	n/a	n/a	0	0	0	0	0
Rental Assistance Program (RAP)	(16,084,578)	(15,075,202)	(14,999,614)	(15,464,401)	(16,089,239)	(16,300,709)	(16,852,639)
Housing First	(8,294,080)	(8,369,080)	(8,369,080)	(8,369,080)	(8,369,080)	(8,369,080)	(8,369,080)
Neighborhoods to Call Home	(816,340)	(956,340)	(956,340)	(956,340)	(956,340)	(956,340)	(956,340)
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	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Affordable Housing Initiative	(3,916,210)	(3,682,481)	(4,002,071)	(3,167,061)	(3,922,261)	(3,778,658)	(3,623,076)
Subtotal PSP Oper Budget Approp / Exp's	**(36,556,050)**	**(35,589,790)**	**(35,851,481)**	**(35,478,908)**	**(36,856,546)**	**(36,921,993)**	**(37,325,621)**
OTHER CLAIMS ON FUND BALANCE	**(5,636,051)**	**(6,292,994)**	**(652,940)**	**(652,940)**	**(652,940)**	**(652,940)**	**(142,940)**
Neighborhoods to Call Home (One-time for A Wider Circle)	(200,000)	0	0	0	0	0	0
Reallocated Funds to Housing First	(75,000)	0	0	0	0	0	0
Special Needs and Nonprofit Housing	(636,051)	0	0	0	0	0	0
Affordable Housing Initiative	(725,000)	0	0	0	0	0	0
Senior Affordable Housing	(4,000,000)	(4,562,054)	0	0	0	0	0
HHS Medically Vulnerable 5 yr	0	(510,000)	(510,000)	(510,000)	(510,000)	(510,000)	0
Adjusted One-time Cost Increase for Burnt Mills	0	(142,940)	(142,940)	(142,940)	(142,940)	(142,940)	(142,940)
Adjusted One-time Cost Increase for Farkland Chase	0	(78,000)	0	0	0	0	0
Homeownership Assistance Program	0	(1,000,000)	0	0	0	0	0
TOTAL USE OF RESOURCES	**(42,192,101)**	**(41,882,784)**	**(36,504,421)**	**(36,131,848)**	**(37,509,486)**	**(37,574,933)**	**(37,468,561)**
YEAR END FUND BALANCE	**2,164,360**	**4,090,000**	**3,287,981**	**2,613,039**	**2,073,730**	**1,678,368**	**1,944,522**
Affordable Housing and Acquisition and Preservation CIP Project #P760100	**(17,000,000)**	**(16,000,000)**	**(17,000,000)**	**(7,847,400)**	**(1,488,900)**	**(8,129,400)**	**(1,506,650)**
TOTAL INVESTMENT IN AFFORDABLE HOUSING (MHI Fund + CIP Project)	**(59,192,101)**	**(57,882,784)**	**(53,504,421)**	**(43,979,248)**	**(38,998,386)**	**(45,704,333)**	**(38,975,211)**

Assumptions:

1. Maintains the County Executive's commitment to affordable housing. In addition to expenditures reflected in this fund, the Affordable Housing Acquisition and Preservation CIP Project #760100 includes the issuance of $4.15 million of debt in FY19 in addition to $11.85 million in estimated loan repayments in FY19 to provide a continued high level of support for the Housing Initiative Fund Property Acquisition Revolving Program created in FY09.
2. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) of the equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year for the purpose of maintaining and expanding the supply of affordable housing. However, the actual transfer from the General Fund will be determined each year based on the availability of resources.

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, and fund balances may vary based on changes not assumed here to fee or tax rates,

Affordable Housing Support Summary (000's)

Actual Operating Budget Expenditures: FY2008 - 2018 Approved Budget, FY19 Rec.	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 CE Rec	Total Funding	Non-County Dollars Leveraged	Creation / Preservation of Affordable Housing (2008-2018)	Projected Creation / Preservation of Afford Hsg (2019)	Notes
MHI Fund																	
Operating Budget	33,715	23,083	27,266	16,450	13,890	21,021	24,312	27,658	27,662	35,344	36,556	35,590	322,549				
Debt Service (interest only)	-	-	-	1,572	2,183	2,454	2,930	3,646	3,566	3,740	3,893 *	3,900	27,884				
Total MHI Operating Budget	33,715	23,083	27,266	18,023	16,073	23,475	27,242	31,304	31,228	39,085	40,449	39,490	**350,433**				
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	11,722	13,115	13,115	110,777	**21,832**	**16.8**	**2.0**	
HOC NDA	5,731	6,141	6,136	5,804	5,514	5,583	6,093	6,376	6,401	6,513	6,537	6,680	73,511				
Total Other General Fund Support	5,731	6,141	15,724	16,246	15,156	15,132	16,263	18,199	18,013	18,235	19,652	19,796	**184,288**				
Total Operating Budget	39,446	29,224	42,990	34,269	31,229	38,607	43,505	49,503	49,242	57,320	60,101	59,285	**534,721**	**21,832**	**16.8**	**2.0**	Clients Served
Funding Sources: Programed Funding Thru FY18, FY19 Rec.																	
Affordable Housing Acquisition and Preservation Project (CIP)																	
MHI	2,500	-	-	-	-	-	-	-	2,275	-	-	-	4,775				
HIF Revolving Loan Program	-	25,000	25,000	15,000	15,000	10,000	2,720	7,280	-	13,409	7,843	4,154	125,406				
Loan Repayment Proceeds (actual)	-	-	-	-	2,471	7,249	7,656	2,266	5,104	2,830	9,157	11,846	48,579				
G.O. Bonds	-	-	-	-	-	-	-	2,000	7,725	-	-	-	9,725				
Recordation Tax Premium	-	-	-	-	-	-	-	-	4,540	-	-	-	4,540				
Total CIP	2,500	25,000	25,000	15,000	17,471	17,249	10,376	11,546	19,644	16,239	17,000	16,000	**193,025**	**1,151,524**	**38.0**	**4.2**	Incl. MHI & CIP
Other Affordable Housing Support																	
PILOTS (Payments in lieu of Taxes Non-HOC)	6,600	7,800	8,800	9,240	9,702	10,187	10,696	11,231	12,804	13,700	16,166 **	17,298	134,224		8.1	0.3	In support of operating cost for Non-profits and Senior housing
	-	-	-	-	-	-	-	-	-	-	-	-					
Sub Total Affordable Housing	-	-	-	-	-	-	-	-	-	-	-	-	**861,969**				
	-	-	-	-	-	-	-	-	-	-	-	-					
HOC (PILOTS)	7,205	8,095	8,625	8,213	8,266	8,496	9,312	9,345	9,015	9,573	9,600 **	9,700	105,445		6.9	0.2	
DGS - Discounted Land Value									29,542	8,282	-	-	**37,823**				Units Captured in DHCA
Total Affordable Housing Support													**1,005,238**	**1,173,356**	**69.8**	**6.6**	

* Estimated Debt Service interest for FY19
**Estimated PILOT value for FY18 and FY19 PILOT Cap

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Permitting Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$40,234,230	243.75

DIANE SCHWARTZ JONES, DIRECTOR

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 FY19 Operating Budget for the Department of Permitting Services is $40,234,230, an increase of $1,359,401 or 3.50 percent from the FY18 Approved Budget of $38,874,829. Personnel Costs comprise 74.73 percent of the budget for 236 full-time position(s) and two part-time position(s), and a total of 243.75 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 25.27 percent of the FY19 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

The department combines department and applicant time components when measuring "total time to issue a permit." These times may be impacted by satisfaction of related preconditions such as sediment control submissions and approvals and outside agency approvals.

INITIATIVES

- Website redesign.
- Current Construction Activity Website.
- Implement International Green Construction Code (IgCC).
- Expand eServices to online payment for additional DPS services.
- Adoption of 2018 International Building, Mechanical, Fuel Gas, and Energy Conservation codes with open houses for industry.
- Update Montgomery County Code, Chapter 17- Electricity Regulations.

ACCOMPLISHMENTS

- ☑ Completed Insurance Services Office (ISO) review and moved up on the Building Code Effectiveness Scale for both commercial and residential construction (3/3) placing Montgomery County in the most favorable category for new construction insurance rates.
- ☑ Consistently met commitment to complete all reviews of commercial plans in 30-days or less, and overall permit issuance time was reduced by 53%.
- ☑ Maintained next day inspections for more than 98% of scheduled inspections.
- ☑ Assisted high profile projects to completion including the timely opening of Clarksburg Premium Outlets.
- ☑ Developed policy to facilitate Artisan Manufacturing and production for breweries and distilleries.
- ☑ Adopted the International Green Construction Code, updated Fire Codes and trained customers under new codes.
- ☑ Held First Annual Design for Life Showcase bringing together businesses involved with home accessibility improvements and residents.
- ☑ Reduced the Department's carbon footprint through expanded online services for commercial revisions, fire alarm, and fire protection, fences, signs, commercial solar, and new homes.
- ☑ Implemented legislative mandates including complete overhaul of impact taxes arising out of the rewrite of the Subdivision Staging Regulations.

- [x] Updated to Hansen 8.4 to provide cross browser support (Chrome, Firefox and Safari), provide the capability to link to the Geographic Information System (GIS) so inspections can be more effective and efficient, and provide ability to develop automatic email or text messaging to customers when an inspector is on route to an inspection.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Performed over 200 free design consultations.
- Processed 259 tree plans, protected 421 roadside trees, required 206 roadside tree plantings, and collected $95,850 for Department of Transportation (DOT) roadside tree planting.
- Performed 98,999 plans reviews.
- Performed 171,233 inspections (building construction, zoning and site plan, fire systems, existing building, land development and roadside trees).
- Served 119,122 customers at DPS counters and fulfilled 5,148 requests for information.
- Issued 569 sign permits and removed 2,026 illegal signs from the public right-of-way.
- Processed 3,238 residential solar permits.
- Processed 59,501 permits, licenses, and service requests.
- Performed 3,494 site plan investigations on 212 active certified site plans.
- Performed 17,386 inspections and issued 35,093 permits by the Fire Protection and Code Compliance Division.

COLLABORATION AND PARTNERSHIPS

Subdivision Staging Policy

Department of Permitting Services implemented the completely revised development impact taxes and trip mitigation payments in March and July of 2017 pursuant to the recently adopted Subdivision Staging Policy.

Partners

County Council, Office of the County Executive, Maryland-National Capital Park and Planning Commission

Storm Water Management and Water Quality Efficiencies

Department of Permitting Services developed an expedited process for handling reviews of County projects undertaken by the Department of Environmental Protection (DEP) under the County's MS-4 permit to improve water quality.

Partners

Department of Environmental Protection

Economic Development Initiatives

Department of Permitting Services is collaborating on several strategic economic development efforts including the new Marriott Headquarters, the reconstruction of the APEX building, the Bethesda entrance and platform for the Purple Line and

the new Bethesda entrance for WMATA, and the Wheaton Building.

Partners

Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission

Agritourism Initiatives

Department of Permitting Services adopted policies to support and advance agritourism.

Partners

Office of Agriculture , Office of the County Executive, Maryland-National Capital Park and Planning Commission

Emergency Response Initiatives

Department of Permitting Services established a workgroup to minimize site development issues that interfere with the ability for first responders to reach building occupants and provide effective emergency rescue and services.

Partners

Montgomery County Fire and Rescue Service, Maryland-National Capital Park and Planning Commission

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Alison Dollar of the Office of Management and Budget at 240.777.2769 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, fire department access, and compliance and work in the public right-of-way.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Right-of-way Permits -- DPS average review time (In days)	5.1	5.84	5	5	5
Sediment Control Permits - DPS average review time (In days)	29.9	23.06	30	30	30
Septic Permits -- DPS average review time (In days)	18.2	27.18	12	10	10
Well Permits -- DPS average review time (In days)	16.8	15.63	12	10	10
Record Plats -- DPS average review time (In days)	2.98	6.7	9	9	9
Sediment Control Enforcement -- Percentage of Inspections in compliance with code/law	95.7%	94.9%	95%	95%	95%
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management	Yes	N/A	Yes	N/A	Yes

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**8,319,012**	**64.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	31,515	(1.00)
FY19 Recommended	**8,350,527**	**63.25**

Residential Building Construction & Intake

The Residential Building and Intake program is responsible for ensuring public safety through the effective administration of residential building construction codes. This is accomplished through review of building plans and field inspections related to the building, structural, electrical, mechanical, fire-safety, and energy conservation codes. In addition, this program processes all commercial, fire protection and residential permit applications, seeks correction of building code violations and supports disaster recovery efforts.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Residential (home) Permits -- Additions -- Average total time (In days)	21.9	22.61	17	17	17
Residential (home) Permits -- Additions -- DPS average review time (In days)	7.1	12.22	6	6	6
Residential (home) Permits -- New Construction -- Average total time (In days)	68.3	55.33	60	60	60
Residential (home) Permits -- New Construction -- DPS average review time (In days)	22.8	23.02	16	16	16
Residential (home) Fast Track -- Percentage of permits serviced within 2.5 hours	90.7%	92.58%	96%	96%	96%
Mechanical Permits -- Percentage of walk-in service permit within 2 hours	98.2%	98.8%	98%	98%	98%
Electrical Permits -- Percentage of walk-in service permit within 2 hours	98.8%	94.9%	98%	98%	98%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,994,739**	**42.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,673)	(2.00)
FY19 Recommended	**4,986,066**	**40.90**

Commercial Building Construction

The Commercial Construction program is responsible for ensuring public safety through the effective enforcement of commercial building construction codes and standards. This is accomplished through engineering plan review and construction inspection related to the administration and enforcement of building, structural, electrical, mechanical, fire-safety, and energy conservation codes and standards. This program processes building, mechanical and electrical permit applications, issues permits, and maintains related records. The program also seeks correction of unpermitted building, electrical, and mechanical code violations through a complaints program. This program is also responsible for conducting damage assessments during natural and other disasters and incidents and provides assistance in disaster recovery efforts.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Insurance Services Office (ISO) building code effectiveness grading schedule score which measures the quality of the County's building codes and performance in enforcing them: One- and two-family dwellings, score range of 1 to 10 (1=best)	4	3	3	3	2
Commercial Permits -- Additions -- Average total time (In days)	122	106.58	55	55	55

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Commercial Permits -- Additions -- DPS average review time (In days)	32.7	28.84	35	35	35
Commercial Permits -- New Construction -- Average total time (In days)	85.5	72.34	140	140	140
Commercial Permits -- New Construction -- DPS average review time (In days)	34.5	30.43	55	55	55
Commercial Fast Track -- Percentage of permits serviced within 2.5 hours	74.18%	81.17%	80%	80%	80%
Insurance Services Office (ISO) building code effectiveness grading schedule score which measures the quality of the County's building codes and performance in enforcing them: Commercial structural, score within a range of 1-10 (1=best)	4	3	3	3	2
Building Construction Inspections -- Percentage occurring on scheduled day	97.2%	98.2%	98%	98%	98%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,100,490**	**41.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	240,137	1.00
FY19 Recommended	**5,340,627**	**42.50**

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, fleet management, training, safety, quality assurance, legislative coordination, space management, historic files maintenance, and management services. This program provides outreach, customer service satisfaction and case management, which coordinates DPS disciplines engaged in plan reviews on complex projects or projects needing a higher level of assistance such as "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 program receives complaints, processes information requests, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Complaint resolution -- Average number of days from complaint filing to final resolution	11.62	7.93	12	12	12
Complaint response -- Average number of days from the complaint being filed to first inspection contact with customer	2.23	1.98	3	3	3
MPIA responses - Percentage of information requests responded to within 30 days after receipt by DPS	98.3%	90.0%	100%	100%	100%

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**12,162,878**	**29.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	446,020	1.00
FY19 Recommended	**12,608,898**	**30.10**

Zoning and Site Plan Enforcement

The Zoning and Site Plan Enforcement program protects the quality of life in Montgomery County and the public heath, 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,235,267**	**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.	212,367	0.00
FY19 Recommended	**4,447,634**	**32.00**

Fire Prevention and Code Compliance

The Fire Prevention and Fire Code Compliance program is responsible for ensuring public safety through enforcement of the National Fire Codes and Standards, the Montgomery County Fire Code, and Maryland State Fire Prevention Codes. This is accomplished through plans review, permit issuance and inspections of fire protection systems, and fire alarm systems for new construction. The program is also responsible for preventive inspections for existing occupied facilities within Montgomery County. This program issues Fire Code Compliance permits and operational permits for all businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies. This program also responds to and investigates code violations through a complaints program.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Fire Protection (Sprinkler Permits) -- Average total time (In days)	14.7	11.71	15	15	15
Fire Protection (Sprinkler Permits) -- DPS average review time (in days)	5.3	4.97	12	12	12

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**4,062,443**	**34.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	438,035	1.00
FY19 Recommended	**4,500,478**	**35.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	21,456,720	21,694,489	21,562,558	22,475,069	3.6 %
Employee Benefits	7,464,993	7,488,656	7,588,232	7,592,432	1.4 %
Permitting Services Personnel Costs	**28,921,713**	**29,183,145**	**29,150,790**	**30,067,501**	**3.0 %**
Operating Expenses	7,946,332	9,691,684	8,319,013	10,165,229	4.9 %
Debt Service Other	0	0	0	1,500	—
Permitting Services Expenditures	**36,868,045**	**38,874,829**	**37,469,803**	**40,234,230**	**3.5 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Full-Time	236	236	236	236	—
Part-Time	2	2	2	2	—
FTEs	243.65	243.75	243.75	243.75	—
REVENUES					
Automation Enhancement Fee	331,081	120,000	126,334	95,437	-20.5 %
Building Permits	20,086,596	21,889,612	25,219,611	22,106,143	1.0 %
Electrical Permits and Licenses	4,762,772	6,199,212	4,038,385	4,534,810	-26.8 %
Fire Code Enforcement Permits	2,812,822	2,501,787	2,453,870	2,415,946	-3.4 %
Grading/Storm Drains/Paving/Driveway Permits	3,605,088	3,663,418	3,735,716	3,697,727	0.9 %
Investment Income	334,005	153,700	548,280	776,730	405.4 %
Mechanical Construction Permit	1,589,377	1,654,421	1,888,746	1,569,836	-5.1 %
Miscellaneous Revenues	19,796	0	0	0	—
Occupancy Permits	555,941	457,678	576,780	603,695	31.9 %
Other Charges/Fees	770,942	687,311	706,206	1,244,027	81.0 %
Other Fines/Forfeitures	87,485	140,485	98,152	89,772	-36.1 %
Other Licenses/Permits	431,893	737,366	449,455	594,672	-19.4 %
Sediment Control Permits	3,482,839	3,181,283	2,670,410	3,811,233	19.8 %
Sign Permits	201,315	184,808	225,936	191,776	3.8 %
Special Exception Fee	228,519	212,405	212,405	230,549	8.5 %
Stormwater Mgmt and Water Quality Plan Fee	351,391	266,777	246,410	284,702	6.7 %
Well and Septic	334,415	57,641	255,140	274,308	375.9 %
Permitting Services Revenues	**39,986,277**	**42,107,904**	**43,451,836**	**42,521,363**	**1.0 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	3,619	0	0	0	—
Employee Benefits	930	0	0	0	—
Grant Fund - MCG Personnel Costs	**4,549**	**0**	**0**	**0**	**—**
Operating Expenses	3,600	0	0	0	—
Grant Fund - MCG Expenditures	**8,149**	**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	8,150	0	0	0	%
Grant Fund - MCG Revenues	**8,150**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Total Expenditures	**36,876,194**	**38,874,829**	**37,469,803**	**40,234,230**	**3.5 %**
Total Full-Time Positions	**236**	**236**	**236**	**236**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**243.65**	**243.75**	**243.75**	**243.75**	**—**
Total Revenues	**39,994,427**	**42,107,904**	**43,451,836**	**42,521,363**	**1.0 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY18 ORIGINAL APPROPRIATION	**38,874,829**	**243.75**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	788,268	0.00
Increase Cost: Annualization of FY18 Personnel Costs	264,037	0.00
Increase Cost: IT Maintenance	177,883	0.00
Increase Cost: Motor Pool Adjustment	160,292	0.00
Increase Cost: Risk Management Adjustment	75,350	0.00
Increase Cost: Office Rent	55,212	0.00
Increase Cost: OPEB Adjustment	4,640	0.00
Increase Cost: Printing and Mail	1,668	0.00
Decrease Cost: Retirement Adjustment	(167,949)	0.00
FY19 RECOMMENDED	**40,234,230**	**243.75**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Land Development	8,319,012	64.25	8,350,527	63.25
Residential Building Construction & Intake	4,994,739	42.90	4,986,066	40.90
Commercial Building Construction	5,100,490	41.50	5,340,627	42.50
Administration	12,162,878	29.10	12,608,898	30.10
Zoning and Site Plan Enforcement	4,235,267	32.00	4,447,634	32.00
Fire Prevention and Code Compliance	4,062,443	34.00	4,500,478	35.00
Total	**38,874,829**	**243.75**	**40,234,230**	**243.75**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
PERMITTING SERVICES						
EXPENDITURES						
FY19 Recommended	**40,234**	**40,234**	**40,234**	**40,234**	**40,234**	**40,234**
No inflation or compensation change is included in outyear projections.						
IT Maintenance Costs	**0**	**6**	**6**	**6**	**7**	**5**
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
IT Replacement Plan	**0**	**760**	**0**	**510**	**0**	**0**
Key components of Permitting Service's technology replacement plan include: FY20 Scanners $160,000 and Servers $600,000; FY22 Printers $60,000 and Permit DB Servers- Hardware and Software $450,000.						
Operating Budget Impacts	**0**	**215**	**(1,347)**	**(1,438)**	**(1,531)**	**(1,628)**
Operating budget impacts from the new Wheaton headquarters include lease savings, debt service, maintenance, energy, and parking.						
Retiree Health Insurance Pre-funding	**0**	**13**	**17**	**23**	**23**	**23**
Labor Contracts	**0**	**383**	**383**	**383**	**383**	**383**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**40,234**	**41,611**	**39,293**	**39,718**	**39,116**	**39,017**

FY19-24 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Permitting Services						
FISCAL PROJECTIONS	FY18 ESTIMATE	FY19 REC	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	17.39%	**18.23%**	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.6%	**2.0%**	2.1%	2.2%	2.3%	2.4%	2.4%
Investment Income Yield	0.012	**0.017**	0.022	0.027	0.032	0.032	0.032
Enterprise Fund Stabilzation Factor (EFSF)	1	**1.03**	1.13	1.27	1.07	1.08	1.1
BEGINNING FUND BALANCE	**36,574,865**	**16,329,877**	**8,965,633**	**10,741,436**	**10,577,116**	**11,086,507**	**11,387,830**
REVENUES							
Licenses & Permits	41,972,864	**40,315,397**	40,718,551	41,125,736	41,536,994	41,952,364	42,371,887
Charges For Services	832,540	**1,339,464**	2,701,968	2,761,411	2,824,924	2,892,157	2,962,436
Fines & Forfeitures	98,152	**89,772**	90,152	92,135	94,254	96,498	98,843
Intergovernmental	0	**0**	0	0	0	0	0
Miscellaneous	548,280	**776,730**	1,005,180	1,233,630	1,462,080	1,462,080	1,462,080
Enterprise Fund Stabilization Factor (EFSF)			5,787,061	1,220,749	3,260,196	3,712,248	4,689,525
Subtotal Revenues	**43,451,836**	**42,521,363**	**50,302,911**	**46,433,662**	**49,178,448**	**50,115,346**	**51,584,771**
INTERFUND TRANSFERS (Net Non-CIP)	**(5,236,021)**	**(5,642,377)**	**(5,481,305)**	**(4,327,535)**	**(4,327,535)**	**(4,327,535)**	**(4,327,535)**
Transfers To Debt Service Fund	0	0	0	0	0	0	0
GO Bonds	0	0	0	0	0	0	0
Long Term Leases	0	0	0	0	0	0	0
Transfers To The General Fund	(5,236,021)	(5,642,377)	(5,481,305)	(5,481,305)	(5,481,305)	(5,481,305)	(5,481,305)
Indirect Costs	(5,074,949)	(5,481,305)	(5,481,305)	(5,481,305)	(5,481,305)	(5,481,305)	(5,481,305)
Telecommunications NDA	(52,052)	(52,052)	0	0	0	0	0
DCM	(109,020)	(109,020)	0	0	0	0	0
Transfers From The General Fund	0	0	0	1,153,770	1,153,770	1,153,770	1,153,770
Public Agency Permit Fees	0	0	0	94,110	94,110	94,110	94,110
Green Tape Program	0	0	0	1,059,660	1,059,660	1,059,660	1,059,660
TOTAL RESOURCES	**74,790,680**	**53,208,863**	**53,787,239**	**52,847,563**	**55,428,029**	**56,874,318**	**58,645,066**
CIP CURRENT REVENUE APPROP.	**(20,991,000)**	**(4,009,000)**	**0**	**0**	**0**	**0**	**0**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(37,469,803)	**(40,234,230)**	(41,668,427)	(43,210,959)	(44,856,925)	(46,604,674)	(48,447,113)
FFI- Labor Agreement	0	**0**	(383,489)	(383,489)	(383,489)	(383,489)	(383,489)
FFI- Retiree Health Insurance Pre-Funding			(12,950)	(16,860)	(22,760)	(22,760)	(22,760)
FFI- IT Maintenance	n/a	**n/a**	(5,937)	(6,139)	(6,348)	(6,565)	(4,728)
FFI- IT Replacement Plan	n/a	**n/a**	(760,000)	0	(510,000)	0	0
FFI- Wheaton Operating Budget Impacts (OBIs)	n/a	**n/a**	(215,000)	1,347,000	1,438,000	1,531,000	1,628,000
Subtotal PSP Oper Budget Approp / Exp's	**(37,469,803)**	**(40,234,230)**	**(43,045,803)**	**(42,270,447)**	**(44,341,522)**	**(45,486,488)**	**(47,230,090)**
OTHER CLAIMS ON FUND BALANCE	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL USE OF RESOURCES	**(58,460,803)**	**(44,243,230)**	**(43,045,803)**	**(42,270,447)**	**(44,341,522)**	**(45,486,488)**	**(47,230,090)**
YEAR END FUND BALANCE	**16,329,877**	**8,965,633**	**10,741,436**	**10,577,116**	**11,086,507**	**11,387,830**	**11,414,976**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**21.8%**	**16.8%**	**20.0%**	**20.0%**	**20.0%**	**20.0%**	**19.5%**

Assumptions:

1. The Enterprise Fund Stabilization Factor is assumed to be a 3% increase effective FY19.
2. The Enterprise Fund Stabilization Factor is the factor by which the fee calculation is adjusted to cover DPS labor and operating expenses and to manage the DPS reserve policy of 20 percent of total resources in the out years set by the 2002 Principles of the Fiscal Management of the Permitting Services Fund.
3. Projections above are based on the Executive's recommended budget and include the revenue and resource assumptions of that budget. The projected future revenues and fund balances may vary based on changes to the Enterprise Fund Stabilization Factor, future labor agreements, increases in County administrative expenses, lease and maintenance expenses and other factors not assumed here.
4. Revenues include anticipated restructured rates for Fire Code Compliance (FCC) permits for FY19 3rd and 4th quarters.
5. The General Fund transfer for Public Agency Permits and Green Tape Programs will be deferred through FY20 for fiscal reasons.
6. DPS is expected to contribute $25 million in current revenue and support $10.64 million in non-taxable debt to fund its proportional share of the Wheaton Redevelopment CIP # P361701. Breakout for current revenue: FY17- $6,591,000, FY18 - $14,400,000, FY19 -$4,009,000.

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Environmental Protection

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$30,659,857	107.97

PATTY BUBAR, ACTING DIRECTOR

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 FY19 Operating Budget for the Department of Environmental Protection is $30,659,857, an increase of $387,865 or 1.28 percent from the FY18 Approved Budget of $30,271,992. Personnel Costs comprise 37.55 percent of the budget for 91 full-time position(s) and no part-time position(s), and a total of 107.97 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 62.45 percent of the FY19 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 $6,148,600 is required in FY19 for Water Quality Protection bonds.

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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- Continue to evaluate opportunities to report to the Maryland Department of the Environment (MDE) restored impervious surface due to non-CIP measures including partnerships with other agencies and continued use of information and data from newly permitted treatment facilities.
- Identify opportunities for enhanced cooperation between the County and M-NCPPC to integrate activities associated with meeting requirements under their respective Municipal Separate Storm Sewer System (MS4) permits.
- Continued leadership and participation in discussions with MDE and other MS4 jurisdictions on the requirements for the FY19-24 MS4 permit to ensure a clear understanding of the impact of restoration actions to date as well as the continued need for actions to improve local water quality.
- Continued support of the Green Bank initiatives as new financing products and mechanisms are made available to local businesses to increase the implementation of energy efficiency and renewable energy projects.
- DEP's Office of Sustainability will continue to implement programs for residents and businesses designed to help them reduce their environmental footprint and save money. Included among these are the Energy Coach network, designed to help residents reduce their energy use and costs; Tree Montgomery, which continues to grow the number of trees planted each year; and expansion of the Green Business Certification program to recognize additional businesses, such as farmers, who adopt sustainable business practices.

ACCOMPLISHMENTS

- ☑ Completed construction of seven storm water pond retrofits, 29 environmental site design/low impact development projects, and two stream restoration projects for a total of 158.7 impervious acres restored by the CIP program. Using information and data collected under the MS4 and Water Quality Protection Charge Programs documented 850 impervious acres restored by non-CIP efforts. Over 2,927 impervious acres have been restored, achieving 77% of the restoration goal.
- ☑ Reduced 11,351 pounds of total phosphorus in several watersheds including the Anacostia and Rock Creek. Reduced 20,986 pounds of nitrogen in the Anacostia watershed.
- ☑ Planted nearly 600 trees for a total of 1,085 trees through Tree Montgomery (through March 2017), utilizing funds provided by the Tree Canopy Law.
- ☑ DEP's Watershed Restoration Grant Program has awarded 23 grants totaling nearly $1 million through two competitive grant rounds.
- ☑ Supported, in partnership with the Department of Finance, eleven commercial property assessed clean energy (C-PACE) projects totaling more than $7.6 million. Additionally, DEP led the establishment of the Montgomery County Green Bank, including recruitment of the initial Board of Directors, and facilitated the Board's recruitment of the Green Bank's first Chief Executive Officer.
- ☑ Responded to over 1,700 environmental complaints and requests related to air, water quality, illegal dumping, noise, and other environmental compliance issues.
- ☑ Managed the Green Business Certification Program, developed in conjunction with the Montgomery County Chamber of Commerce, which recognizes more than 80 County businesses and organizations that take steps to reduce their ecological footprint, demonstrating innovative leadership and helping the County transition to a sustainable future.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continued evaluation of progress in meeting the requirements of the County's MS4 Permit using data and information to show continued progress towards restoring 3,778 impervious acres.
- Issued a solicitation and entered into Pay for Performance contracts for the design and construction of three stormwater management projects that will treat 252 acres of untreated impervious surface. Under the Pay for Performance construct, the vendor must complete the work before being compensated.
- DEP's Stormwater Facility Maintenance Program pre-screened 995 underground (UG) facilities prior to annual maintenance and found 648 facilities required no annual cleaning. This finding saved the County an estimated $2,217,456 (based on an average UG maintenance cost of $3,422 per facility).
- Conducted an evaluation of the RainScapes Rewards for Trees and the Tree Montgomery programs which resulted in the discontinuation of the RainScapes Rewards for Trees program in favor of having one tree program in DEP (Tree Montgomery), leading to better efficiency for tree delivery to residents.
- Developed a more streamlined Best Management Practice (BMP) monitoring program with more efficient study designs, standardized methods, and coordinated monitoring. The first study was initiated in 2017 to evaluate Environmental Site Design (ESD) and impacts to streams surrounding the Clarksburg Premium Outlets. These enhancements and improvements were primarily funded by the new BMP Monitoring Fees which became effective April 13, 2016.

PROGRAM CONTACTS

Contact Patty Bubar of the Department of Environmental Protection at 240.777.7786 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Watershed Management Operations

The Watershed Management Operations Division manages, inspects, and ensures the operational effectiveness of over 12,000 stormwater management facilities, and is also responsible for the structural maintenance of over 5,000 of these facilities.

The Watershed Management Operations Division supports watershed-based monitoring, planning, policy development, and reporting 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 also assesses land development impacts on water resources and the effectiveness of best management practices that mitigate those impacts within the County's designated "Special Protection Areas."

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 those in the cities of Gaithersburg, Rockville, and Takoma Park.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Amount of total nitrogen loads reduced or controlled (pounds / year) [1]	19,157	20,986	23,105	25,045	27,074
Amount of total phosphorus loads reduced or controlled (pounds / year) [2]	8,444	11,351	13,153	14,955	16,756

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
County watershed stream quality Index of Biological Integrity (IBI) score	61.0	61.6	62.4	63.1	63.9
Stormwater facility maintenance compliance rate	88%	79%	89%	89%	89%

[1] *This measure has been modified to prepare to align with a new model based on guidance from the Maryland Department of the Environment to be consistent with other jurisdictions.*

[2] *This measure has been modified to prepare to align with a new model based on guidance from the Maryland Department of the Environment to be consistent with other jurisdictions.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**27,297,950**	**91.47**
Increase Cost: DOT Storm Drains Chargeback	54,986	0.00
Enhance: Additional funding for Watershed Restoration and Outreach Grant Program	50,000	0.00
Increase Cost: Computer Supplies Budget	3,025	0.00
Re-align: Maintenance Budget	(230,648)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	703,451	0.00
FY19 Recommended	**27,878,764**	**91.47**

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 promote sustainable practices by residents, businesses, and the County government. The division analyzes, develops, and implements programs related to air quality, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average number of days to resolve incoming complaints	27	30	30	30	30
Percent of customers who rated themselves as satisfied with DEP response to environmental complaints	N/A	67.1%	70.0%	70.0%	70.0%
Non-residential building energy use (Million British Thermal Units) (000s) [1]	31,672	31,917	31,984	31,994	31,715
Residential building energy use (Million British Thermal Units) (000s) [2]	34,097	34,307	34,547	34,218	33,023

[1] *Projections are made based on the average annual change in consumption over the previous five years.*

[2] *Projections are made based on the average annual change in consumption over the previous five years.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,116,835**	**11.44**
Reduce: Lapse of Program Manager II - Data Analysis & Research	(100,188)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(20,877)	0.00
FY19 Recommended	**1,995,770**	**11.44**

Administration

The Office of the Director provides leadership on policy development, implementation, and administration for all departmental programs and management services. The Director's Office is also responsible for planning, development, and administration of water supply and wastewater policies for the County, 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. The Director's Office generates the Water Quality Protection Charge revenue and rate, and manages integration of the Water Quality Protection Charge funds, bond issuance funds, and other County funds with program and permit requirements. The Director's Office provides IT support, including geographical information systems and services, procurement, budget, human resources, and other management services to implement capital and non-capital programs.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**857,207**	**5.06**
Increase Cost: Finance Chargeback Increase	105,958	0.00
Reduce: Lapse of MII Water & Wastewater Policy Group	(28,492)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(149,350)	0.00
FY19 Recommended	**785,323**	**5.06**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,285,059	1,485,476	1,393,419	1,472,945	-0.8 %
Employee Benefits	419,077	500,671	454,561	499,531	-0.2 %
County General Fund Personnel Costs	**1,704,136**	**1,986,147**	**1,847,980**	**1,972,476**	**-0.7 %**
Operating Expenses	880,287	921,196	796,196	741,917	-19.5 %
County General Fund Expenditures	**2,584,423**	**2,907,343**	**2,644,176**	**2,714,393**	**-6.6 %**
PERSONNEL					
Full-Time	46	46	46	46	—
Part-Time	0	0	0	0	—
FTEs	16.50	16.50	16.50	16.50	—
REVENUES					
Miscellaneous Revenue	223	0	0	0	—
Other Charges/Fees	32,490	47,000	47,000	40,400	-14.0 %
Other Fines/Forfeitures	24,800	10,000	10,000	10,000	—
Other Licenses/Permits	10,100	8,000	8,000	9,000	12.5 %
Tree Canopy	703,249	500,000	500,000	500,000	—
County General Fund Revenues	**770,862**	**565,000**	**565,000**	**559,400**	**-1.0 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	6,458,730	6,908,379	6,727,414	7,212,255	4.4 %
Employee Benefits	1,889,101	2,281,450	2,008,074	2,328,123	2.1 %
Water Quality Protection Fund Personnel Costs	**8,347,831**	**9,189,829**	**8,735,488**	**9,540,378**	**3.8 %**
Operating Expenses	15,979,439	18,174,820	18,114,496	18,405,086	1.3 %
Water Quality Protection Fund Expenditures	**24,327,270**	**27,364,649**	**26,849,984**	**27,945,464**	**2.1 %**
PERSONNEL					
Full-Time	50	53	53	45	-15.1 %
Part-Time	0	0	0	0	—
FTEs	88.76	91.47	91.47	91.47	—
REVENUES					
Bag Tax	2,607,512	2,471,921	2,471,921	2,471,921	—
Investment Income	203,069	235,750	235,750	333,980	41.7 %
Other Charges/Fees	1,146,599	565,000	565,000	50,000	-91.2 %
Water Quality Protection Charge	34,514,057	37,501,846	37,501,846	37,415,935	-0.2 %
Water Quality Protection Fund Revenues	**38,471,237**	**40,774,517**	**40,774,517**	**40,271,836**	**-1.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**26,911,693**	**30,271,992**	**29,494,160**	**30,659,857**	**1.3 %**
Total Full-Time Positions	**96**	**99**	**99**	**91**	**-8.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**105.26**	**107.97**	**107.97**	**107.97**	**—**
Total Revenues	**39,242,099**	**41,339,517**	**41,339,517**	**40,831,236**	**-1.2 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**2,907,343**	**16.50**
Changes (with service impacts)		
Reduce: Lapse of MII Water & Wastewater Policy Group [Administration]	(28,492)	0.00
Reduce: Lapse of Program Manager II - Data Analysis & Research [Environmental Policy and Compliance]	(100,188)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	47,420	0.00
Increase Cost: Annualization of FY18 Personnel Costs	26,823	0.00
Increase Cost: Printing and Mail	325	0.00
Decrease Cost: Retirement Adjustment	(13,980)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(54,604)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(70,254)	0.00
FY19 RECOMMENDED	**2,714,393**	**16.50**

WATER QUALITY PROTECTION FUND

FY18 ORIGINAL APPROPRIATION	**27,364,649**	**91.47**
Changes (with service impacts)		
Enhance: Maryland-National Capital Park and Planning Commission (M-NCPPC) Stormwater Management Program	271,668	0.00
Enhance: Additional funding for Watershed Restoration and Outreach Grant Program [Watershed Management Operations]	50,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	154,104	0.00
Increase Cost: Finance Chargeback Increase [Administration]	105,958	0.00
Increase Cost: Stream Monitoring Gages	75,000	0.00
Increase Cost: Annualization of FY18 Lapsed Positions	55,446	0.00
Increase Cost: DOT Storm Drains Chargeback [Watershed Management Operations]	54,986	0.00
Increase Cost: Stormwater Management Database (INFOR)	34,000	0.00
Increase Cost: Building Rent Escalation	11,011	0.00
Increase Cost: Motor Pool Adjustment	9,000	0.00
Increase Cost: Annualization of FY18 Personnel Costs	8,554	0.00
Increase Cost: Computer Supplies Budget [Watershed Management Operations]	3,025	0.00
Increase Cost: Agriculture Chargeback Increase	1,032	0.00
Increase Cost: Printing and Mail	375	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(4,326)	0.00
Decrease Cost: Retirement Adjustment	(18,370)	0.00
Re-align: Maintenance Budget [Watershed Management Operations]	(230,648)	0.00
FY19 RECOMMENDED	**27,945,464**	**91.47**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Watershed Management Operations	27,297,950	91.47	27,878,764	91.47
Environmental Policy and Compliance	2,116,835	11.44	1,995,770	11.44
Administration	857,207	5.06	785,323	5.06
Total	**30,271,992**	**107.97**	**30,659,857**	**107.97**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	3,302,853	27.20	2,552,445	19.20

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**2,714**	**2,714**	**2,714**	**2,714**	**2,714**	**2,714**
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	**2,714**	**2,736**	**2,736**	**2,736**	**2,736**	**2,736**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY19 Recommended	**27,945**	**27,945**	**27,945**	**27,945**	**27,945**	**27,945**
No inflation or compensation change is included in outyear projections.						
Building Rent Escalation	**0**	**12**	**0**	**0**	**0**	**0**
Increase in lease costs for DEP offices.						
Maintenance of New and Newly Transferred Facilities	**0**	**81**	**114**	**780**	**821**	**696**
Increase maintenance cost due to new and newly transferred facilities into the SWMF maintenance program.						
Operating Impacts of CIP Projects	**0**	**466**	**416**	**416**	**416**	**416**
Estimated Operating Impacts of Stormwater Management CIP Projects						
Wheaton Redevelopment Project Operating Budget Impacts	**0**	**0**	**1,266**	**1,266**	**1,266**	**1,266**
These figures represent the total impact (debt service and operating expenses net of lease savings) of the Wheaton Redevelopment project on the Water Quality Protection Fund.						
Labor Contracts	**0**	**76**	**76**	**76**	**76**	**76**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**27,945**	**28,580**	**29,817**	**30,483**	**30,524**	**30,399**

FY19-24 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Water Quality Protection Fund						
FISCAL PROJECTIONS	FY18 Estimate	FY19 CE Rec	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	2.30%	2.0%	2.1%	2.2%	2.3%	2.4%	2.4%
Investment Income Yield	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
Number of Equivalent Residential Units (ERUs) Billed	365,000	365,000	365,000	365,000	365,000	365,000	365,000
Water Quality Protection Charge ($/ERU)	$104.25	$104.25	$104.25	$109.50	$115.00	$121.75	$121.75
Collection Factor for Charge	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
BEGINNING FUND BALANCE	19,430,002	5,028,810	4,364,220	3,999,894	3,205,648	2,579,521	2,106,497
REVENUES							
Charges For Services	37,501,846	37,415,935	37,378,058	39,245,668	41,222,796	43,840,160	43,840,160
Bag Tax Receipts	2,471,921	2,471,921	2,471,921	2,471,921	2,471,921	2,471,921	2,471,921
Miscellaneous	800,750	383,980	482,210	580,440	639,380	639,380	639,380
Subtotal Revenues	40,774,517	40,271,836	40,332,189	42,298,029	44,334,097	46,951,461	46,951,461
INTERFUND TRANSFERS (Net Non-CIP)	(7,757,261)	(7,900,961)	(8,138,610)	(9,339,260)	(10,216,310)	(10,956,110)	(11,660,960)
Transfers To General Fund	(1,611,261)	(1,752,361)	(1,739,210)	(1,739,210)	(1,739,210)	(1,739,210)	(1,739,210)
Indirect Costs	(1,598,110)	(1,739,210)	(1,739,210)	(1,739,210)	(1,739,210)	(1,739,210)	(1,739,210)
Telecommunications Charge	(13,151)	(13,151)	0	0	0	0	0
Transfers to Debt Service Fund (Non-Tax)	(6,146,000)	(6,148,600)	(6,399,400)	(7,600,050)	(8,477,100)	(9,216,900)	(9,921,750)
TOTAL RESOURCES	52,447,258	37,399,685	36,557,799	36,958,663	37,323,435	38,574,872	37,396,998
CIP CURRENT REVENUE APPROPRIATION	(5,413,000)	(5,090,000)	(3,810,000)	(4,040,000)	(3,920,000)	(5,130,000)	(3,765,000)
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(26,849,984)	(27,945,464)	(28,112,833)	(27,842,013)	(28,286,873)	(28,759,503)	(29,258,463)
Labor Contracts	0	0	(75,744)	(75,774)	(75,774)	(75,774)	(75,774)
Maintenance of New and Newly Transferred Facilities	0	0	(81,034)	(113,980)	(780,127)	(821,095)	(695,892)
Operating Impacts of CIP Projects	0	0	(465,800)	(415,600)	(415,600)	(415,600)	(415,600)
Buidling Rent Escalation	0	0	(12,494)	0	0	0	0
Wheaton Redevelopment Project Operating Budget Impacts	0	0	0	(1,265,648)	(1,265,540)	(1,266,403)	(1,265,972)
Subtotal PSP Oper Budget Approp / Exp's	(26,849,984)	(27,945,464)	(28,747,905)	(29,713,015)	(30,823,914)	(31,338,375)	(31,711,701)
OTHER CLAIMS ON FUND BALANCE	(15,155,460)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(47,418,444)	(33,035,464)	(32,557,905)	(33,753,015)	(34,743,914)	(36,468,375)	(35,476,701)
YEAR END FUND BALANCE	5,028,814	4,364,220	3,999,894	3,205,648	2,579,521	2,106,497	1,920,297
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	9.6%	11.7%	10.9%	8.7%	6.9%	5.5%	5.1%
NET REVENUE	12,313,272	10,574,011	9,845,074	10,845,804	11,770,973	13,873,876	13,500,550
DEBT SERVICE COVERAGE RATIO	2.00	1.72	1.54	1.43	1.39	1.51	1.36

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 and Operating Budget Impacts of Stormwater CIP projects between FY20 and FY24 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) and $46.5 million dated April 6, 2016 (Series 2016A). The actual debt service costs for the Series 2012A and 2016A bond issuances and projected debt service for anticipated MDE Water Quality Revolving Loan awards in years FY20-24 are included in the fiscal plan. Actual debt service costs may vary depending on the size and timing of future loan and 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.

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Solid Waste Services

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$109,960,362	106.24

PATTY BUBAR, ACTING DIRECTOR

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 FY19 Operating Budget for the Division of Solid Waste Services is $109,960,362, an increase of $13,416,987 or 13.90 percent from the FY18 Approved Budget of $96,543,375. Personnel Costs comprise 10.87 percent of the budget for 80 full-time position(s) and two part-time position(s), and a total of 106.24 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 89.13 percent of the FY19 budget.

The primary cost increases in FY19 for the Division are related to higher than expected collection contract costs from the re-competition of contracts for five service areas, the continuation of capital equipment purchases according to the Division's equipment replacement schedule, and increased operating costs for Solid Waste facilities.

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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- DEP is working to improve the safe and effective operations of its facilities by making improvements in fire detection and suppression systems and improving operations at the Shady Grove Transfer Station for traffic queuing and flow by widening traffic lanes, improving roadway markings, and improving tipping floor unloading procedures. These latter improvements will decrease queuing time and expedite on-site traffic flow.
- DEP will develop and implement a nonresidential food waste composting program in FY19.
- DEP negotiated new solid waste collection contracts for Service Areas 1, 2, 4, 5, and 7 for the collection of refuse and recycling materials. These new contacts will improve the overall level and dependability of service quality.

ACCOMPLISHMENTS

- ☑ DEP led an effort to find a carbon reduction packaging alternative for the County composting operations. Working through their contract with Maryland Environmental Service (MES), DEP was able to identify a bagging product composed of sugarcane bioplastic, a carbon-negative product that will help the County reduce its carbon footprint.
- ☑ Successfully demonstrated, pursuant to a Bagging Pilot approved by the Sugarloaf Citizen's Association (SCA), that increasing bagging production at the Yard Trim Facility from 500,000 to 650,000 bags per year does not increase outgoing traffic.
- ☑ DEP conducted five confidential paper shredding/recycling and clothing/household item donation collection events throughout the County during FY17. These events collected about 87 tons of paper and cardboard for shredding and filled 1.5 box trucks with clothing and household items.
- ☑ DEP continued the food scrap recycling project in the Wellbeing Cafe in the Executive Office Building (EOB). Between November 2011 and June 2017 about 111.7 tons of pre-consumer food scraps have been collected and diverted for recycling.
- ☑ DEP coordinated and/or participated in 265 outreach events and activities in which they directly interacted with approximately 33,800 people.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- DEP completed a Corrective Action Plan ("Plan") prepared in the wake of the 2016 fire at the Resource Recovery Facility which outlined the steps to restore the facility to safe and effective operations. Accompanying this Plan, the operator of the facility is completing a Recovery Plan for the facility, designed to address previous maintenance and performance issues, including needed maintenance on equipment. Together, these Plans should improve performance and reliability of the facility, including higher electric generation per ton of waste processed and improved processing of the County's municipal solid waste.
- DEP and the Department of Permitting Services (DPS) worked together to revise an agreement with Solar City to establish 4-MW solar power arrays on top of the closed Oaks Landfill. Construction will begin in FY18 and operation is scheduled to begin in FY19. The sale of electricity will increase revenue for the landfill.
- Completed construction of the Paper Processing Facility at the Recycling Center, for separating mixed paper into two commodities; corrugated cardboard and other mixed paper. This new facility allows for the bailing of commodities for sale. Start-up operations began in May.
- DEP has been working with Finance and a software developer to implement a credit card system at the Transfer Station. The new method of financial transaction will expedite traffic flow at the Shady Grove Scale House.

PROGRAM CONTACTS

Contact Patty Bubar of the Division of Solid Waste Services at 240.777.7786 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Food Waste Organics Recycling

This program is designed to promote recycling of food scraps as part of the County's overall effort to increase recycling, and reduce the amount of food waste within the County. The program includes initiatives to recycle food scraps and other acceptable organic materials, generated by the single-family residential, multi-family residential, and commercial sectors, through composting and/or other technologies; and stimulate the demand for the finished recycled product by encouraging its use.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
Add: Commercial Organics Initiative	432,000	1.00
Add: Residential Organics Initiative- Outreach	132,000	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.	103,000	0.00
FY19 Recommended	**667,000**	**1.00**

Administration and Support

This program supports the Department's operations, programs, and mission through professional services such as: budget and financial management, program evaluation analysis, contract management, and administrative support. This also includes managing the enterprise fund in a financially sound manner; implementing solid waste policy initiatives; performing financial analysis, revenue forecasting, and solid waste rate settings; processing hauler invoices, tracking and reporting on tonnage and statistical waste generation data; compiling data and reporting for Headline Performance Measures and CountyStat, and maintaining computer/automation equipment, and related technologies in a cost effective and efficient manner.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,876,788**	**20.02**
Increase Cost: Finance Chargeback Increase	60,753	0.00
Increase Cost: Increased Admin Supply Costs	23,693	0.00
Increase Cost: Increased Revenue Analysis and System Evaluation Consulting Costs	17,973	0.00
Increase Cost: Increased Information Technology Costs	4,717	0.00
Decrease Cost: Turnover Savings	(5,792)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Collection	(18,515)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Disposal	(55,544)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(351,194)	0.00
FY19 Recommended	**3,552,879**	**20.02**

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 waste reduction, reuse, recycling and buying recycled products. 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 also apply to not-for-profit organizations, as well as federal, state, and local government facilities.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Non-residential recycling (tonnages)	315,697	321,603	328,681	335,885	352,549
Number of site visits to provide recycling assistance to businesses [1]	9,812	8,079	10,000	10,000	10,000

[1] *Staffing vacancies impacted performance.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,093,896**	**11.00**
Increase Cost: Commercial Recycling Contractual Increases	20,441	0.00
Decrease Cost: Savings due to staff turnover	(152,135)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(18,441)	(1.00)
FY19 Recommended	**1,943,761**	**10.00**

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, DEP 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).

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,291,028**	**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.	27,829	0.00
FY19 Recommended	**1,318,857**	**9.93**

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 which is sold wholesale as LeafGro in bulk and bagged forms. The budget is net of wholesale receipts.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,557,329**	**1.15**
Increase Cost: Capital Equipment- Compost Facility	1,008,197	0.00
Increase Cost: Increased Organics Food Waste Contractual Costs	3,000	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.	(2,168,299)	0.00
FY19 Recommended	**5,400,227**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**268,469**	**0.51**
Decrease Cost: Decreased Costs of Implementing Dickerson Master Plan	(119,139)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,457	0.00
FY19 Recommended	**150,787**	**0.51**

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 and flaring 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. This program also includes planning for 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**695,369**	**1.00**
Increase Cost: Increased Gude Landfill Professional Services Costs	12,625	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	739	0.00
FY19 Recommended	**708,733**	**1.00**

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 helps 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,068,784**	**0.00**
Increase Cost: Increased Contract Costs for Household Hazardous Waste	24,582	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,740)	0.00
FY19 Recommended	**1,089,626**	**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 waste reduction, reuse, recycling and buying recycled products, 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Multi-family recycling (tonnages)	27,212	29,364	30,615	31,241	32,258

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**956,998**	**4.00**
Increase Cost: Increased Multifamily Recycling Program Contractual Costs	11,457	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,058	1.00
FY19 Recommended	**977,513**	**5.00**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,740,088**	**1.23**
Increase Cost: Increased Operating Costs for Oaks Landfill	36,227	0.00
Increase Cost: Capital Equipment- Oaks Landfill	30,000	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.	(33,780)	0.00
FY19 Recommended	**1,772,535**	**1.23**

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 the Old Dominion Landfill, a contracted landfill 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 Old Dominion Landfill and other modern landfill facilities. This program also provides for the shipment of nonprocessible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities, rubble landfills, or other contracted landfills.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**12,296,752**	**1.00**
Increase Cost: Increased Tonnage Hauled Out-of-County	596,134	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(9,200)	0.00
FY19 Recommended	**12,883,686**	**1.00**

Recycling Outreach And Education

This program provides for broadly educating everyone living, visiting and working in the County about waste reduction, reuse, recycling, buying recycled products, backyard and on-site composting, and grasscycling, 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 progress to achieve the County's recycling goal.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of total municipal solid waste recycled	60%	61%	61%	61%	63%
Total recycling (tonnage)	598,782	612,515	625,455	637,473	659,677
Single-family recycling (tonnages)	255,873	261,547	266,158	270,347	274,871

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**663,214**	**2.00**
Decrease Cost: Decreased Recycling Outreach & Education Program Costs	(34,164)	0.00
Decrease Cost: Decrease Outreach Materials Cost	(60,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,050	0.00
FY19 Recommended	**578,100**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**238,851**	**1.70**

FY19 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.	5,639	0.00
FY19 Recommended	**244,490**	**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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Number of customers dropping off household hazardous waste at the Transfer Station	92,052	108,540	110,740	112,740	114,740

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,323,178**	**14.00**
Increase Cost: Capital Equipment- Transfer Station	3,671,000	0.00
Increase Cost: Increased Transfer Station Contract Costs	77,826	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(376,250)	0.00
FY19 Recommended	**8,695,754**	**14.00**

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 backyard or on-site composting, thus reducing the amount of yard trim materials that must be collected, transported, and managed at the County's Yard Trim Composting Facility near Dickerson or at private compost facilities.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**83,681**	**0.00**
Increase Cost: Increased Yard Trim Composting Operating Costs	127,287	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(135,464)	0.00
FY19 Recommended	**75,504**	**0.00**

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives

recyclable material collected under the County curbside collection program, as well as 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 Paper Processing Facility was added and began operations in May, to improve separation and marketing of commodities into mixed paper and corrugated paper. Mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,989,226**	**4.50**
Increase Cost: Increased Recycling Center Contractual Costs	492,144	0.00
Increase Cost: Capital Equipment - Recycling Center	472,500	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.	(718,816)	0.00
FY19 Recommended	**7,235,054**	**4.50**

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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Average number of recycling collections missed per week, not picked up within 24 hours	5.8	62.5	19.8	5.0	5.0
Average number of refuse collections missed per week, not picked up within 24 hours	10.3	17.4	15.0	4.0	4.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**27,621,141**	**28.90**
Increase Cost: Residential Recycling Collection Program Contractual Increases	5,376,114	0.00
Increase Cost: Residential Refuse Collection Program Contractual Increases	2,323,354	0.00
Increase Cost: Finance Chargeback Increase	31,094	0.00
Increase Cost: Increased PIO MC311 Chargeback	23,213	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.	38,056	0.00
FY19 Recommended	**35,412,972**	**29.00**

Resource Recovery Facility & Related Waste Transfer

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. 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. Beginning in FY18, this program will also include the recycling of ash residue

remaining after solid waste is processed through the RRF.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Percent of total municipal solid waste sent to landfill [1]	10.2%	17.3%	11.3%	11.3%	12.6%

[1] *FY17 data is a projection.*

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**23,898,573**	**1.20**
Increase Cost: Increased RRF Facility Operating Costs	4,047,714	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,380,798)	0.00
FY19 Recommended	**26,565,489**	**1.20**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**164,731**	**0.40**
Decrease Cost: Decreased Site 2 Landfill Operating Costs	(6,403)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	708	0.00
FY19 Recommended	**159,036**	**0.40**

Support for Recycling Volunteers

The mission of this program is to recruit and retain recycling volunteers to augment available staff resources to educate the general public and thereby improve participation in waste reduction, reuse, recycling, and buying recycled programs. This resident-to-resident and peer-to-peer contact is very effective in motivating people living, visiting, and working in the County to actively participate in recycling.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**141,384**	**0.00**
Increase Cost: Increased Support for Recycling Volunteers Contractual Costs	3,251	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(495)	0.00
FY19 Recommended	**144,140**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**573,895**	**2.60**
Decrease Cost: Decreased Waste System Planning Study Costs	(99,348)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(90,328)	0.00
FY19 Recommended	**384,219**	**2.60**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	7,632,957	7,795,900	7,424,492	7,758,121	-0.5 %
Employee Benefits	2,467,335	2,721,876	2,593,284	2,651,418	-2.6 %
Solid Waste Disposal Personnel Costs	**10,100,292**	**10,517,776**	**10,017,776**	**10,409,539**	**-1.0 %**
Operating Expenses	70,945,808	75,689,450	76,147,491	85,096,778	12.4 %
Capital Outlay	2,525,265	3,493,502	3,493,502	5,206,697	49.0 %
Solid Waste Disposal Expenditures	**83,571,365**	**89,700,728**	**89,658,769**	**100,713,014**	**12.3 %**
PERSONNEL					
Full-Time	75	75	75	76	1.3 %
Part-Time	2	2	2	2	—
FTEs	94.19	93.68	93.68	94.78	1.2 %
REVENUES					
Investment Income	300,595	304,130	493,440	699,040	129.8 %
Miscellaneous Revenues	2,583,377	12,641,030	25,000	25,000	-99.8 %
Other Charges/Fees	255,079	241,800	221,800	221,800	-8.3 %
Other Fines/Forfeitures	50,370	48,345	48,345	48,345	—
Other Intergovernmental	0	0	5,000	5,000	—
Other Licenses/Permits	11,230	13,145	13,145	13,145	—
Property Rentals	0	35,526	35,526	35,526	—
Sale of Recycled Materials	4,809,626	6,994,213	3,451,832	3,451,832	-50.6 %
Solid Waste Disposal Fees/Operating Revenues	24,637,729	25,642,838	27,974,033	27,433,357	7.0 %
Systems Benefit Charge	66,975,624	55,181,673	66,835,700	66,493,614	20.5 %
Solid Waste Disposal Revenues	**99,623,630**	**101,102,700**	**99,103,821**	**98,426,659**	**-2.6 %**
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	1,160,094	1,133,632	1,133,629	1,157,935	2.1 %
Employee Benefits	309,358	374,442	374,445	385,641	3.0 %
Solid Waste Collection Personnel Costs	**1,469,452**	**1,508,074**	**1,508,074**	**1,543,576**	**2.4 %**
Operating Expenses	5,156,111	5,334,573	6,791,053	7,703,772	44.4 %
Solid Waste Collection Expenditures	**6,625,563**	**6,842,647**	**8,299,127**	**9,247,348**	**35.1 %**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.36	11.46	11.46	11.46	—
REVENUES					
Investment Income	21,196	32,640	32,640	49,300	51.0 %
Other Charges/Fees	12,226	0	0	0	—
Systems Benefit Charge	6,412,724	6,440,210	6,438,870	7,102,557	10.3 %
Solid Waste Collection Revenues	**6,446,146**	**6,472,850**	**6,471,510**	**7,151,857**	**10.5 %**

DEPARTMENT TOTALS

Total Expenditures	**90,196,928**	**96,543,375**	**97,957,896**	**109,960,362**	**13.9 %**
Total Full-Time Positions	**79**	**79**	**79**	**80**	**1.3 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**105.55**	**105.14**	**105.14**	**106.24**	**1.0 %**
Total Revenues	**106,069,776**	**107,575,550**	**105,575,331**	**105,578,516**	**-1.9 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY18 ORIGINAL APPROPRIATION	**89,700,728**	**93.68**
Changes (with service impacts)		
Add: Commercial Organics Initiative [Food Waste Organics Recycling]	432,000	1.00
Add: Residential Organics Initiative- Outreach [Food Waste Organics Recycling]	132,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Residential Recycling Collection Program Contractual Increases [Residential Collection]	5,376,114	0.00
Increase Cost: Increased RRF Facility Operating Costs [Resource Recovery Facility & Related Waste Transfer]	4,047,714	0.00
Increase Cost: Capital Equipment- Transfer Station [Transfer Station]	3,671,000	0.00
Increase Cost: Capital Equipment- Compost Facility [Dickerson Compost Facility]	1,008,197	0.00
Increase Cost: Increased Tonnage Hauled Out-of-County [Out Of County Refuse Disposal]	596,134	0.00
Increase Cost: Increased Recycling Center Contractual Costs [Recycling Center]	492,144	0.00
Increase Cost: Capital Equipment - Recycling Center [Recycling Center]	472,500	0.00
Increase Cost: FY19 Compensation Adjustment	247,836	0.00
Increase Cost: Increased Yard Trim Composting Operating Costs [Yard Trim Reduction]	127,287	0.00
Increase Cost: Annualization of FY18 Personnel Costs	80,712	0.00
Increase Cost: Increased Transfer Station Contract Costs [Transfer Station]	77,826	0.00
Increase Cost: Finance Chargeback Increase [Administration and Support]	60,753	0.00
Increase Cost: Increased Operating Costs for Oaks Landfill [Oaks Landfill]	36,227	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Capital Equipment- Oaks Landfill [Oaks Landfill]	30,000	0.00
Increase Cost: Increased Contract Costs for Household Hazardous Waste [Household & Small Quantity Hazardous Waste Management]	24,582	0.00
Increase Cost: Increased Admin Supply Costs [Administration and Support]	23,693	0.00
Increase Cost: Increased PIO MC311 Chargeback [Residential Collection]	23,213	0.10
Increase Cost: Commercial Recycling Contractual Increases [Commercial Recycling]	20,441	0.00
Increase Cost: Increased Revenue Analysis and System Evaluation Consulting Costs [Administration and Support]	17,973	0.00
Increase Cost: Increased Gude Landfill Professional Services Costs [Gude Landfill]	12,625	0.00
Increase Cost: Increased Multifamily Recycling Program Contractual Costs [Multi-Family Recycling]	11,457	0.00
Increase Cost: Increased Information Technology Costs [Administration and Support]	4,717	0.00
Increase Cost: Increased Support for Recycling Volunteers Contractual Costs [Support for Recycling Volunteers]	3,251	0.00
Increase Cost: Increased Organics Food Waste Contractual Costs [Dickerson Compost Facility]	3,000	0.00
Increase Cost: Other Program Contractual Increases	2,841	0.00
Increase Cost: OPEB Adjustment	1,500	0.00
Decrease Cost: Decreased Site 2 Landfill Operating Costs [Site 2]	(6,403)	0.00
Decrease Cost: Decreased Recycling Outreach & Education Program Costs [Recycling Outreach And Education]	(34,164)	0.00
Decrease Cost: Retirement Adjustment	(46,967)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Disposal [Administration and Support]	(55,544)	0.00
Decrease Cost: Decrease Outreach Materials Cost [Recycling Outreach And Education]	(60,000)	0.00
Decrease Cost: Decreased Waste System Planning Study Costs [Waste System Planning]	(99,348)	0.00
Decrease Cost: Risk Management Adjustment	(112,820)	0.00
Decrease Cost: Decreased Costs of Implementing Dickerson Master Plan [Dickerson Master Plan Implementation]	(119,139)	0.00
Decrease Cost: Decreased Printing Budget	(143,593)	0.00
Decrease Cost: Savings due to staff turnover [Commercial Recycling]	(152,135)	0.00
Decrease Cost: Increased Lapse Savings	(325,000)	0.00
Decrease Cost: Elimination of FY18 Capital Schedule	(4,870,338)	0.00
FY19 RECOMMENDED	**100,713,014**	**94.78**

SOLID WASTE COLLECTION

FY18 ORIGINAL APPROPRIATION	**6,842,647**	**11.46**
Other Adjustments (with no service impacts)		
Increase Cost: Residential Refuse Collection Program Contractual Increases [Residential Collection]	2,323,354	0.00
Increase Cost: Motor Pool Adjustment	38,365	0.00
Increase Cost: FY19 Compensation Adjustment	33,646	0.00
Increase Cost: Finance Chargeback Increase [Residential Collection]	31,094	0.00
Increase Cost: Annualization of FY18 Personnel Costs	6,868	0.00
Increase Cost: Increased Information Technology Costs	1,203	0.00
Increase Cost: Printing and Mail	530	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: OPEB Adjustment	80	0.00
Decrease Cost: Turnover Savings [Administration and Support]	(5,792)	0.00
Decrease Cost: Retirement Adjustment	(6,132)	0.00
Decrease Cost: Reclass of Senior Management Position- Manager I to Manager II- Collection [Administration and Support]	(18,515)	0.00
FY19 RECOMMENDED	**9,247,348**	**11.46**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Food Waste Organics Recycling	0	0.00	667,000	1.00
Administration and Support	3,876,788	20.02	3,552,879	20.02
Commercial Recycling	2,093,896	11.00	1,943,761	10.00
Enforcement	1,291,028	9.93	1,318,857	9.93
Dickerson Compost Facility	6,557,329	1.15	5,400,227	1.15
Dickerson Master Plan Implementation	268,469	0.51	150,787	0.51
Gude Landfill	695,369	1.00	708,733	1.00
Household & Small Quantity Hazardous Waste Management	1,068,784	0.00	1,089,626	0.00
Multi-Family Recycling	956,998	4.00	977,513	5.00
Oaks Landfill	1,740,088	1.23	1,772,535	1.23
Out Of County Refuse Disposal	12,296,752	1.00	12,883,686	1.00
Recycling Outreach And Education	663,214	2.00	578,100	2.00
Satellite Sites	238,851	1.70	244,490	1.70
Transfer Station	5,323,178	14.00	8,695,754	14.00
Yard Trim Reduction	83,681	0.00	75,504	0.00
Recycling Center	6,989,226	4.50	7,235,054	4.50
Residential Collection	27,621,141	28.90	35,412,972	29.00
Resource Recovery Facility & Related Waste Transfer	23,898,573	1.20	26,565,489	1.20
Site 2	164,731	0.40	159,036	0.40
Support for Recycling Volunteers	141,384	0.00	144,140	0.00
Waste System Planning	573,895	2.60	384,219	2.60
Total	**96,543,375**	**105.14**	**109,960,362**	**106.24**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
SOLID WASTE DISPOSAL					
General Services	General Fund	251,749	0.00	251,749	0.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY18 Total$	FY18 FTES	FY19 Total$	FY19 FTES
Parking District Services	Bethesda Parking		69,558	0.00	69,558	0.00
Parking District Services	Silver Spring Parking		134,768	0.00	134,768	0.00
Parking District Services	Montgomery Hills Parking		0	0.00	0	0.00
Parking District Services	Wheaton Parking		13,042	0.00	13,042	0.00
Liquor Control	Liquor		19,649	0.00	19,649	0.00
		Total	**488,766**	**0.00**	**488,766**	**0.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY19 Recommended	**100,713**	**100,713**	**100,713**	**100,713**	**100,713**	**100,713**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**(182)**	**(182)**	**(182)**	**(182)**	**(182)**
Items recommended for one-time funding in FY19, including Dickerson Master Plan and Residential Organics Initiative- Outreach , will be eliminated from the base in the outyears.						
Retiree Health Insurance Pre-funding	**0**	**4**	**5**	**7**	**7**	**7**
Labor Contracts	**0**	**112**	**112**	**112**	**112**	**112**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**100,713**	**100,647**	**100,648**	**100,650**	**100,650**	**100,650**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY19 Recommended	**9,247**	**9,247**	**9,247**	**9,247**	**9,247**	**9,247**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**0**	**0**	**0**	**0**
Labor Contracts	**0**	**16**	**16**	**16**	**16**	**16**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**9,247**	**9,263**	**9,263**	**9,263**	**9,263**	**9,263**

SOLID WASTE ENTERPRISE FUND RATES AND FISCAL PROJECTIONS FOR FY19-24

Assumptions

- In FY19, the County Executive recommends no change in the solid waste system service charges across all sectors:

  Single-Family: $205.11

  Multi-Family: $16.06

  Non-Residential: $596.13 (medium category)

- Refuse collection services are maintained at their current levels, with the annual collection charge increasing $7.00 (10%) from $70.00/ household in FY18 to $77.00/household in FY19.

- The disposal fee for municipal solid waste received at the Transfer Station (known as the "Tipping Fee") and waste delivered in open-top roll-off boxes is unchanged at $60 per ton, and $70 per ton, respectively.

- Expenditures for certain programs, such as the Resource Recovery Facility, Transfer Station, and Out-of-County Haul, are Base Systems Costs and calculated based on waste generation estimates for each sector. Expenditures for programs such as the Recycling Center, Recycling Collection, and Dickerson Compost Facility are Incremental Costs and calculated based on the cost of the incremental services received by each sector. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY19-24 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Solid Waste Collection						
FISCAL PROJECTIONS	FY18 ESTIMATE	FY19 REC	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.6%	2.0%	2.1%	2.2%	2.3%	2.4%	2.4%
Investment Income Yield	0.012	0.017	0.022	0.027	0.032	0.032	0.032
Number of Households	91,845	92,241	92,624	92,899	93,174	93,448	93,723
Charge per Household (once-weekly refuse collection)	$ 70.00	$ 77.00	$ 94.00	$ 114.00	$ 126.00	$ 126.00	$ 127.00
BEGINNING FUND BALANCE	1,534,806	3,439,935	1,058,050	4,709	562,197	1,206,089	1,594,097
REVENUES							
Charges For Services	6,438,870	7,102,557	8,706,656	10,582,822	11,739,924	11,774,448	11,902,821
Miscellaneous	32,640	49,300	63,800	78,300	92,800	92,800	92,800
Subtotal Revenues	6,471,510	7,151,857	8,770,456	10,661,122	11,832,724	11,867,248	11,995,621
INTERFUND TRANSFERS (Net Non-CIP)	3,732,746	(286,394)	(297,847)	(310,146)	(1,123,267)	(1,137,208)	(1,151,924)
Transfers To The General Fund	(267,254)	(286,394)	(297,847)	(310,146)	(323,267)	(337,208)	(351,924)
Indirect Costs	(262,254)	(281,394)	(292,847)	(305,146)	(318,267)	(332,208)	(346,924)
DCM	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfers To Special Fds: Non-Tax + ISF	0	0	0	0	(800,000)	(800,000)	(800,000)
To Disposal Fund	0	0	0	0	(800,000)	(800,000)	(800,000)
Transfers From Special Fds: Non-Tax + ISF	4,000,000	0	0	0	0	0	0
From Disposal Fund	4,000,000	0	0	0	0	0	0
TOTAL RESOURCES	11,739,062	10,305,398	9,530,659	10,355,685	11,271,654	11,936,129	12,437,794
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(8,299,127)	(9,247,348)	(9,510,172)	(9,777,640)	(10,049,617)	(10,326,085)	(10,606,813)
Labor Agreement	n/a	n/a	(15,568)	(15,568)	(15,568)	(15,568)	(15,568)
Retiree Health Insurance Pre-Funding	n/a	n/a	(210)	(280)	(380)	(380)	(380)
Subtotal PSP Oper Budget Approp / Exp's	(8,299,127)	(9,247,348)	(9,525,950)	(9,793,488)	(10,065,565)	(10,342,033)	(10,622,761)
OTHER CLAIMS ON FUND BALANCE	0	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(8,299,127)	(9,247,348)	(9,525,950)	(9,793,488)	(10,065,565)	(10,342,033)	(10,622,761)
YEAR END FUND BALANCE	3,439,935	1,058,050	4,709	562,197	1,206,089	1,594,097	1,815,033
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	29.3%	10.3%	0.0%	5.4%	10.7%	13.4%	14.6%

Assumptions:

1. Refuse collection charges are adjusted to achieve cost recovery

Notes:

1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending net asset balance between 10% and 15% of resources at the end of the six-year planning period. Year end fund balances in FY19-24 are projections only and will change with the change in the underlying assumptions (i.e. growth in house counts, CPI, Investment Income Yield) in future fiscal years.
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

FY18-24 DIVISION OF SOLID WASTE SERVICES : Disposal Fund								
FISCAL PROJECTIONS	ACTUAL FY17	ESTIMATED FY18	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22	PROJECTED FY23	PROJECTED FY24
Single-Family Charges ($/Household)	205.11	205.11	205.11	222.27	247.89	270.06	293.92	320.36
% change in rate from previous year	0.0%	0.0%	0.0%	8.4%	11.5%	8.9%	8.8%	9.0%
Multi-Family Charges ($/Dwelling Unit)	16.06	16.06	16.06	16.50	13.68	11.13	8.38	6.29
% change in rate from previous year	0.0%	0.0%	0.0%	2.7%	-17.1%	-18.6%	-24.7%	-24.9%
Nonresidential Charges (medium "category" charge)	596.13	596.13	596.13	627.01	589.46	516.55	452.90	401.58
% change in rate from previous year	0.0%	0.0%	0.0%	5.2%	-6.0%	-12.4%	-12.3%	-11.3%
OPERATIONS CALCULATION								
REVENUES								
Disposal Fees	30,525,516	33,579,210	33,746,422	34,608,794	35,157,014	35,991,962	37,210,611	38,466,055
Charges for Services/SBC	56,251,848	55,867,924	55,239,051	60,371,460	64,874,718	67,486,974	70,844,856	74,515,735
Miscellaneous	12,545,671	9,163,247	8,742,146	8,867,474	9,010,038	9,162,702	9,316,195	9,473,809
Investment Income	300,595	493,440	699,040	904,640	1,110,240	1,315,840	1,315,840	1,315,840
Subtotal Revenues	**99,623,630**	**99,103,821**	**98,426,659**	**104,752,368**	**110,152,010**	**113,957,478**	**118,687,502**	**123,771,439**
INTERFUND TRANSFERS	**323,259**	**(4,141,901)**	**(7,557,587)**	**297,011**	**988,658**	**1,158,401**	**1,376,280**	**1,592,639**
EXPENDITURES								
Personnel Costs	(10,100,292)	(10,017,776)	(10,409,539)	(10,857,649)	(11,313,670)	(11,800,158)	(12,317,005)	(12,862,648)
Operating Expenses	(69,171,808)	(76,147,491)	(85,096,778)	(91,621,716)	(97,057,347)	(102,200,529)	(107,642,191)	(115,083,850)
Capital Outlay	(4,299,265)	(3,493,502)	(5,206,697)	(12,808,174)	(6,795,450)	(2,158,766)	(783,613)	(560,452)
Other Expenditure Restrictions								
Subtotal Expenditures	**(83,571,365)**	**(89,658,769)**	**(100,713,014)**	**(115,287,539)**	**(115,166,467)**	**(116,159,453)**	**(120,742,809)**	**(128,506,950)**
CURRENT RECEIPTS TO CIP	-	**(1,000,000)**	**(500,000)**	**(8,400,000)**	**(12,300,000)**	**(6,500,000)**	-	-
OTHER CLAIMS ON FUND BALANCE								
POTENTIAL FUTURE EXPENDITURES	-	-	-	-	-	-	-	-
PAYOUT OF GUDE REMEDIATION	-	**1,000,000**	**500,000**	**8,400,000**	**12,300,000**	**6,500,000**	-	-
CY GUDE REMEDIATION	**(200,000)**	-	-	-	-	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	**1,117,258**	**1,675,088**	**1,706,853**	**1,744,790**	**1,785,886**	**1,829,787**	**1,876,282**	**1,924,951**
CY ACCRUED CLOSURE COSTS	**(1,311,502)**	**(41,518)**	**(35,154)**	**(37,937)**	**(41,096)**	**(43,900)**	**(46,495)**	**(48,669)**
NET CHANGE	**15,981,280**	**6,936,720**	**(8,172,243)**	**(8,531,307)**	**(2,281,009)**	**742,313**	**1,150,760**	**(1,266,590)**
CASH POSITION								
ENDING CASH & INVESTMENTS								
Unrestricted Cash	52,068,604	61,393,724	49,644,560	32,710,946	16,062,417	8,823,395	7,448,729	5,526,383
Restricted Cash	30,020,564	26,436,451	29,229,067	29,291,008	30,236,400	30,648,330	32,372,807	32,484,599
Subtotal Cash & Investments	**82,089,168**	**87,830,174**	**78,873,627**	**62,001,954**	**46,298,817**	**39,471,725**	**39,821,536**	**38,010,982**
RESERVE & LIABILITY REQUIREMENTS								
Management Reserve	(22,425,183)	(20,981,878)	(24,018,237)	(23,993,014)	(24,199,886)	(25,154,752)	(26,772,281)	(26,772,281)
Debt Service Reserve	-	-	-	-	-	-	-	-
Future System Contingency Reserve	(1,000,000)	-	-	-	-	-	-	-
Research & Development Reserve	(298,080)	-	-	-	-	-	-	-
Renewal & Replacement Reserve	(4,037,427)	(4,130,290)	(4,210,830)	(4,297,994)	(4,392,549)	(4,493,578)	(4,600,526)	(4,712,318)
Stability Reserve	(2,259,874)	(1,324,283)	(1,000,000)	(1,000,000)	(1,643,965)	(1,000,000)	(1,000,000)	(1,000,000)
Subtotal Reserve Requirements	**(30,020,564)**	**(26,436,451)**	**(29,229,067)**	**(29,291,008)**	**(30,236,400)**	**(30,648,330)**	**(32,372,807)**	**(32,484,599)**
Closure/Postclosure Liability	(15,733,722)	(14,100,153)	(12,428,453)	(10,721,600)	(8,976,810)	(7,190,924)	(5,422,065)	(3,606,711)
Gude Remediation Liability	(28,700,000)	(27,700,000)	(27,200,000)	(18,800,000)	(6,500,000)	-	-	-
Current Liabilities Not Including Debt/Closure	-	-	-	-	-	-	-	-
Subtotal Reserve & Liability Requirements	**(74,454,286)**	**(68,236,604)**	**(68,857,520)**	**(58,812,608)**	**(45,713,210)**	**(37,839,254)**	**(37,794,871)**	**(36,091,310)**
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	**7,634,882**	**19,593,570**	**10,016,107**	**3,189,346**	**585,607**	**1,632,471**	**2,026,665**	**1,919,672**
Net Assets								
ENDING NET ASSETS	71,898,411	81,921,082	78,383,313	81,960,283	85,031,852	86,892,989	88,191,454	87,167,766
Less: Reserve Requirements	**(30,020,564)**	**(26,436,451)**	**(29,229,067)**	**(29,291,008)**	**(30,236,400)**	**(30,648,330)**	**(32,372,807)**	**(32,484,599)**
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	**41,877,847**	**55,484,631**	**49,154,246**	**52,669,275**	**54,795,452**	**56,244,659**	**55,818,647**	**54,683,167**

FY19 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 sectorspecific 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	Incremental Systems Benefit	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	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

FY19 SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING

	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
Code Reference	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	$ 60.00		0.85800	$ 51.48	$ 25.78	$ 127.85	$ 77.00	$ 102.93	$ 385.04
Outside Leaf Vacuuming District	$ 60.00		0.85800	$ 51.48	$ 25.78	$ 127.85	$ 77.00		$ 282.11
Incorporated					$ 25.78				$ 25.78
SUBDISTRICT B SINGLE-FAMILY**									
Incorporated					$ 25.78				$ 25.78
Inside Leaf Vacuuming District									
Unincorporated	$ 60.00		0.85800	$ 51.48	$ 25.78	$ 127.85		$ 102.93	$ 308.04
Outside Leaf Vacuuming District									
Unincorporated	$ 60.00		0.85800	$ 51.48	$ 25.78	$ 127.85			$ 205.11
MULTI-FAMILY RESIDENTIAL**									
Incorporated					$ 1.33	$ 14.73			$ 16.06
Unincorporated									
Outside Leaf Vacuuming District					$ 1.33	$ 14.73			$ 16.06
Inside Leaf Vacuuming District					$ 1.33	$ 14.73		$ 4.08	$ 20.14
NONRESIDENTIAL - $/2,000 SQ. FT. * **									
Code Reference									
Waste Generation Categories									
Low					$ 77.76	$ 41.47			$ 119.23
Medium Low					$ 233.27	$ 124.40			$ 357.67
Medium					$ 388.80	$ 207.33			$ 596.13
Medium High					$ -	$ -			$ -
High					$ 699.82	$ 373.20			$ 1,073.02

OTHER FY19 SOLID WASTE FEES

Base Solid Waste Charge under Section 48-32(a)(1):
(This is known as the "Tipping Fee") $ 60.00 /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

Waste delivered in open-top roll-off box $ 70.00 /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

Miscellaneous (48-31(f)): Compost Bins $0.00 each

* Note: Base Sysems 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

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$16,193,212	31.85

SONNY SEGAL, CHIEF INFORMATION OFFICER

MISSION STATEMENT

The mission of the Office of Cable & Broadband Services 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 FY19, the Cable Communications Plan consists of three elements: the Cable & Broadband Office appropriation ($16,193,212), transfers to the County General Fund ($10,875,898), and transfers to the County Capital Improvements Program ($4,520,000) for a total use of fund resources of $31,589,110. Within the Cable Office appropriation of $16,193,212, Personnel Costs comprise 25.6 percent of the budget for fourteen full-time positions. A total of 31.85 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 74.4 percent of the FY19 budget.

In FY19, 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 FY19, total transfers to MC are $1,726,867, representing an increase of $43,142 (or 2.6 percent) over the FY18 transfer of $1,683,725.

Montgomery County Public Schools (MCPS): Funds are transferred from the Cable Fund to the General Fund, and then to MCPS. In FY19, total transfers to MCPS are $1,697,504, unchanged from the FY18 approved transfer.

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 ($756,469) and other contributions ($6,590,000).

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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- The recommended budget includes $100,000 to continue funding the WiFi in the Parks initiative to bring internet connectivity to additional Maryland National Capital Park and Planning Commission (M-NCPPC) facilities.
- Developed an online Transmission Facility Coordinating Group (TFCG) application filing system creating a transparent process for residents to view applications as they are filed with Montgomery County and on Data Montgomery maps.
- Exploring public/private partnerships with Comcast to bring broadband to underserved rural areas of the Agricultural Reserve (Sugarland Road Project) and to promote Internet Essentials program that benefits low-income families and seniors.
- Developing electronic financial reporting system for Communication Tower applications.
- Developing an inspection protocol for post inspection of TFCG small cell applications.
- Developing antenna and tower review and administration process for new cellular technologies.
- Investigating the feasibility of Community Engagement and Social Media outreach for County Council meetings.
- Launching three additional High Definition (HD) channels with RCN network.
- Developing a marketing plan for the Public, Education, and Government (PEG) channels using a viewership study which was initiated to better understand viewing habits and preferences for receiving information about the programming content.

ACCOMPLISHMENTS

- ☑ Launched High Definition (HD) channels on the Comcast and RCN networks.

- ☑ Developed a Help Desk ticket system for County cable television inquiries.
- ☑ Launched Checkspeedmontgomery.com, a tool to help the County better understand the quality, cost, and use of Internet service by residents and businesses.
- ☑ Continued production of County Report This Week (CRTW), the award winning weekly half hour program produced collaboratively by members of the Public, Education, and Government (PEG) Governance Board. Topics include programs that impact County residents. CRTW airs on six PEG access channels, is available on demand and via mobile devices, as well on YouTube in English and Spanish.
- ☑ Initiated Public, Education, and Government (PEG) viewership study.
- ☑ Provided County Cable Montgomery (CCM) live coverage for the Fallen Firefighter Memorial Service.
- ☑ Montgomery Community Media held the first annual Excellence in Programming and Innovative Content (EPIC) Awards to recognize and celebrate outstanding multimedia content on television and the Internet.
- ☑ Received multiple Awards from the Alliance for Community Media (ACM); Government Programming Awards from the National Association of Telecommunication Officers and Advisors (NATOA); and Telly Awards.
- ☑ Provided special social media live coverage for multiple County departments and events including the Office of Human Rights, County Council Sessions, and Town Hall meetings.
- ☑ Developed an online interactive Geographic Information Systems (GIS) map of antenna and tower sites in Montgomery County that provide information to the public on the telecommunications infrastructure in the County.

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 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

✺ Cable Franchise Administration

The Office of Cable & Broadband Services 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 are 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 are also 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, 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;

• Collecting and administering franchise fees, grants, and other payments to the County and participating municipalities;

• Encouraging entry of competitive providers of telecommunications 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 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Transmission facilities application process - Average number of days to process applications for siting wireless towers	27	35	30	30	30
Number of transmission facility applications processed	165	422	350	350	350
Percent of customers satisfied with Cable Office complaint handling	94	94.2	95	95	95

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,762,939**	**8.90**
Technical Adj: Reduction in FTE charges from County Council	0	(0.30)
Decrease Cost: Increased Lapse	(135,008)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(152,946)	(0.10)
FY19 Recommended	**1,474,985**	**8.50**

Community Access to Cable

The Office of Cable & Broadband Services administers a contract with Montgomery Community Television, doing business as Montgomery Community Media (MCM), through which it 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 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Hours of first run locally produced, block, and acquired Montgomery Community Media (MCM) programming	7,170	4,132	4,151	4,231	4,231
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	17,911	17,500	17,000	16,500	16,000

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,608,164**	**0.00**
Increase Cost: Community Access Facility Rent Increase	27,276	0.00
Increase Cost: Community Access Facility Utility Cost Increase	8,471	0.00
FY19 Recommended	**2,643,911**	**0.00**

County Cable Montgomery

The Office of Cable & Broadband Services manages County Cable Montgomery (CCM), the government access channel. CCM programming includes live County 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 Technical Operations Center which monitors the audio and video signal provided to the cable providers, administering contracts with and providing liaison and support services for the PEG channels, and other digital and social 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 FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	2,933	2,608	2,665	2,725	2,788

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,652,471**	**16.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	49,470	(0.30)
FY19 Recommended	**2,701,941**	**16.60**

Cable Programming for Public Schools

Montgomery County Public Schools Television (MCPS-TV) is a full-service television and multimedia facility that produces TV programs for students, staff, parents, and the general community; many of which are produced in multiple languages to reach the district's growing multicultural community. MCPS-TV regular programming includes Board of Education meetings, Homework HotlineLive!, 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.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	453	426	435	444	453

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
FY19 Recommended	**0**	**0.00**

Cable Programming for Montgomery College

The Instructional Television (ITV) and Media Production Services Unit of Montgomery College is responsible for creating cable programming available on the Montgomery College educational cable channel as well as video programming and learning materials available as on-line content. Funds are used for staff, equipment, and operating expenses to provide digital media services to

support student success (i.e., course completion, retention, graduation, and academic excellence), produce Spanish language programming, and to advance the mission of the entire College community. The cable and video programming features acquired and originally produced educational, informational and instructional programming which directly supports the College's distance learning and instructional programs, and to provide professional and workforce development and self-enrichment opportunities for the community. Additional funds are provided through the Montgomery College operating budget.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Hours of first run locally produced and acquired Montgomery College MC-ITV programming	206	253	273	285	305
Hours of Montgomery College student-assisted original programming	144	139	140	140	140

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
FY19 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,819,000**	**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.	29,745	0.00
FY19 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; strategic planning; 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 build PEG facilities.

FY19 Recommended Changes	Expenditures	FTEs

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,282,894**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(19,745)	0.00
FY19 Recommended	**1,263,149**	**0.00**

FiberNet

Funding from the Cable Special Revenue Fund is 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, Montgomery County Public Schools (MCPS), 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 the County and with its citizens, neighboring governments, and business partners.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
New sites added to FiberNet	45	12	25	18	10

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,946,136**	**6.70**
Increase Cost: Dens Wave Division Multiplexing (DWDM) network equipment maintenance	55,000	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.	259,345	0.05
FY19 Recommended	**4,260,481**	**6.75**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	2,776,645	3,182,098	2,850,286	3,174,111	-0.3 %
Employee Benefits	946,742	986,724	873,185	975,473	-1.1 %
Cable Television Personnel Costs	**3,723,387**	**4,168,822**	**3,723,471**	**4,149,584**	**-0.5 %**
Operating Expenses	11,894,630	11,902,782	11,902,579	12,043,628	1.2 %
Cable Television Expenditures	**15,618,017**	**16,071,604**	**15,626,050**	**16,193,212**	**0.8 %**
PERSONNEL					
Full-Time	13	14	14	14	—
Part-Time	0	0	0	0	—
FTEs	31.50	32.50	32.50	31.85	-2.0 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
REVENUES					
Franchise Fees	18,080,040	17,986,502	17,992,000	17,867,623	-0.7 %
Gaithersburg PEG Contribution	174,643	168,304	169,000	165,301	-1.8 %
Investment Income	73,147	75,330	75,000	106,720	41.7 %
PEG Capital Revenue	7,559,641	6,673,805	6,711,000	6,644,000	-0.4 %
PEG Operating Revenue	5,410,922	4,157,696	4,160,000	4,013,296	-3.5 %
Tower Application Fees	448,000	250,000	250,000	150,000	-40.0 %
Cable Television Revenues	**31,746,393**	**29,311,637**	**29,357,000**	**28,946,940**	**-1.2 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY18 ORIGINAL APPROPRIATION	**16,071,604**	**32.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Compensation Adjustment	97,236	0.00
Increase Cost: Dens Wave Division Multiplexing (DWDM) network equipment maintenance [FiberNet]	55,000	0.00
Increase Cost: Passive Optical Network (PON) maintenance in facilities shared by County Agencies	50,000	0.00
Increase Cost: Annualization of FY18 Personnel Costs	48,787	0.00
Increase Cost: Community Access Facility Rent Increase [Community Access to Cable]	27,276	0.00
Increase Cost: Community Access Facility Utility Cost Increase [Community Access to Cable]	8,471	0.00
Increase Cost: Printing and Mail	99	0.00
Technical Adj: Reduction in FTE charges from County Council [Cable Franchise Administration]	0	(0.30)
Technical Adj: Program Personnel Adjustment	0	(0.35)
Decrease Cost: Retirement Adjustment	(30,253)	0.00
Decrease Cost: Increased Lapse [Cable Franchise Administration]	(135,008)	0.00
FY19 RECOMMENDED	**16,193,212**	**31.85**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Cable Franchise Administration	1,762,939	8.90	1,474,985	8.50
Community Access to Cable	2,608,164	0.00	2,643,911	0.00
County Cable Montgomery	2,652,471	16.90	2,701,941	16.60
Cable Programming for Public Schools	0	0.00	0	0.00
Cable Programming for Montgomery College	0	0.00	0	0.00
Municipal Support	3,819,000	0.00	3,848,745	0.00

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Public Education Government Access (PEG) Operations	1,282,894	0.00	1,263,149	0.00
FiberNet	3,946,136	6.70	4,260,481	6.75
Total	**16,071,604**	**32.50**	**16,193,212**	**31.85**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
CABLE TELEVISION						
EXPENDITURES						
FY19 Recommended	**16,193**	**16,193**	**16,193**	**16,193**	**16,193**	**16,193**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**56**	**56**	**56**	**56**	**56**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**16,193**	**16,249**	**16,249**	**16,249**	**16,249**	**16,249**

FY19 CABLE COMMUNICATIONS PLAN (in $000's)

		Act FY17	APP FY18	Est FY18	CE REC FY19	Proj. FY20	Proj. FY21	Proj. FY22	Proj. FY23	Proj. FY24
1	BEGINNING FUND BALANCE	2,140	1,619	6,031	2,710	68	140	241	565	87
2	REVENUES									
3	Franchise Fees[1]	18,080	17,987	17,992	17,868	17,942	18,018	18,095	18,095	18,095
4	Gaithersburg PEG Contribution	175	168	169	165	164	164	163	163	163
5	PEG Operating Grant[1 2 7]	5,411	4,158	4,160	4,013	3,991	3,968	3,946	3,946	3,946
6	PEG Capital Grant[1 2 7]	7,560	6,674	6,711	6,644	6,814	6,882	6,951	6,951	6,951
7	FiberNet Operating & Equipment Grant [2]	0	0	0	0	0	0	0	0	0
8	Interest Earned	73	75	75	107	138	170	188	188	188
9	TFCG Application Review Fees	448	250	250	150	150	150	150	150	150
10	Miscellaneous	0	0	0	0	0	0	0	0	0
11	TOTAL ANNUAL REVENUES	31,746	29,311	29,357	28,947	29,200	29,352	29,493	29,493	29,493
12	TOTAL RESOURCES-CABLE FUND	33,886	30,930	35,388	31,657	29,267	29,492	29,734	30,058	29,581
13	EXPENDITURE OF RESTRICTED FUNDS[2]									
14	A. EXPENDTITURE OF RESTRICTED CAPITAL FUNDS									
15	Municipal Capital Support [3]									
16	Rockville Equipment	943	931	953	931	973	983	993	993	993
17	Takoma Park Equipment	233	217	228	217	227	229	232	232	232
18	Municipal League Equipment	233	217	228	217	227	229	232	232	232
19	SUBTOTAL	1,409	1,365	1,409	1,365	1,428	1,442	1,456	1,456	1,456
20	PEG Capital	768	759	759	759	957	1,191	1,319	1,319	1,319
21	ultraMontgomery - CIP	680	680	680	680	680	680	680	680	680
22	FiberNet - CIP	3,693	3,890	3,890	3,840	3,750	3,569	3,496	3,496	3,496
24	(Must be greater or equal to Line 6) SUBTOTAL	6,550	6,694	6,738	6,644	6,814	6,882	6,951	6,951	6,951
25	B. EXPENDITURE OF OTHER RESTRICTED FUNDS									
26	Municipal Franchise Fee Distribution[3]									
27	City of Rockville	846	757	758	757	770	774	778	778	778
28	City of Takoma Park	286	268	246	268	245	246	247	247	247
29	Other Municipalities	269	243	271	243	274	276	278	278	278
30	SUBTOTAL	1,402	1,268	1,275	1,268	1,289	1,296	1,303	1,303	1,303
31	Municipal Operating Support[3]									
32	Rockville PEG Support	320	300	211	300	279	272	266	266	266
33	Takoma Park PEG Support	494	458	462	458	443	441	438	438	438
34	Muni. League PEG Support	494	458	462	458	443	441	438	438	438
35	SUBTOTAL	1,308	1,215	1,135	1,215	1,166	1,154	1,142	1,142	1,142
36	SUBTOTAL	2,709	2,483	2,410	2,483	2,455	2,450	2,446	2,446	2,446
37	TOTAL EXPENDITURES OF RESTRICTED FUNDS	9,260	9,177	9,148	9,127	9,269	9,333	9,397	9,397	9,397
38	NET TOTAL ANNUAL REVENUES	22,487	20,134	20,164	19,820	19,930	20,019	20,097	20,097	20,097
39	NET TOTAL RESOURCES-CABLE FUND	24,627	21,753	21,782	22,530	19,998	20,159	20,337	20,661	20,184
40	EXPENDITURES OF NON-RESTRICTED FUNDS									
41	A. Transmission Facilities Coordinating Group									
42	TFCG Application Review	220	250	250	230	237	243	250	250	250
43	SUBTOTAL	220	250	250	230	237	243	250	250	250
44	B. FRANCHISE ADMINISTRATION									
45	Personnel Costs - Cable Administration	960	1,065	702	849	1,046	1,095	1,146	1,146	1,146
46	Personnel Costs - DTS Administration	83	83	0	0	0	0	0	0	0
47	Personnel Costs - Charges for County Atty	119	119	116	118	131	138	144	144	144
48	Operating	142	67	71	68	77	79	81	81	81
49	Engineering & Inspection Services	95	78	78	78	73	75	77	77	77
50	Legal and Professional Services	95	100	100	100	127	131	134	134	134
51	SUBTOTAL	1,493	1,512	1,067	1,212	1,454	1,517	1,582	1,582	1,582
52	SUBTOTAL	1,713	1,762	1,317	1,442	1,691	1,760	1,832	1,832	1,832
53	C. MONTGOMERY COUNTY GOVERNMENT - CCM									
54	Media Production & Engineering									
55	Personnel Costs	660	677	703	707	765	801	839	839	839
56	Operating	32	31	31	31	34	35	36	36	36
57	Contracts - TV Production	34	87	77	87	94	97	99	99	99
58	New Media, Webstreaming & VOD Services	45	58	58	58	62	64	66	66	66
59	SUBTOTAL	771	854	869	884	956	997	1,040	1,040	1,040
60	Public Information Office									
61	Personnel Costs	691	772	774	799	908	951	996	996	996
62	Operating Expenses	4	11	12	11	13	14	14	14	14
64	SUBTOTAL	695	783	786	811	921	964	1,009	1,009	1,009
65	County Council									
66	Personnel Costs	561	629	610	620	667	696	726	726	726
67	Operating Expenses	9	11	11	11	14	14	15	15	15
68	Contracts - TV Production	268	153	152	153	163	168	172	172	172
69	General Sessions and Committee Meetings	10	100	101	100	109	112	115	115	115
70	Multi-Lingual/Cultural Production Services	0	0	0	0	0	0	0	0	0
71	SUBTOTAL	848	893	874	884	953	990	1,028	1,028	1,028
72	MNCPPC									
73	Contracts - TV Production	89	99	99	99	106	109	112	112	112
74	New Media, Webstreaming & VOD Services	24	24	24	24	26	27	28	28	28
75	SUBTOTAL	114	123	123	123	132	136	140	140	140
76	SUBTOTAL	2,427	2,653	2,652	2,702	2,962	3,087	3,216	3,216	3,216

FY19 CABLE COMMUNICATIONS PLAN (in $000's)

		Act FY17	APP FY18	Est FY18	CE REC FY19	Proj. FY20	Proj. FY21	Proj. FY22	Proj. FY23	Proj. FY24
77	D. MONTGOMERY COLLEGE - MC ITV									
78	Personnel Costs	1,367	1,463	1,463	1,506	1,751	1,834	1,920	1,920	1,920
79	Operating Expenses	333	221	221	221	93	95	98	98	98
80	SUBTOTAL	1,699	1,684	1,684	1,727	1,844	1,929	2,018	2,018	2,018
81	E. PUBLIC SCHOOLS - MCPS ITV									
82	Personnel Costs	1,606	1,564	1,564	1,564	1,832	1,918	2,009	2,009	2,009
83	Operating Expenses	137	133	133	133	148	152	156	156	156
84	SUBTOTAL	1,743	1,698	1,698	1,698	1,980	2,070	2,164	2,164	2,164
85	F. COMMUNITY ACCESS PROGRAMMING[4]									
86	Personnel Costs	2,103	2,095	2,095	2,096	2,400	2,513	2,631	2,631	2,631
87	Operating Expenses	67	65	65	65	72	74	76	76	76
88	Rent & Utilities	411	425	425	459	442	454	466	466	466
89	New Media, Webstreaming & VOD Services	23	23	23	23	25	26	26	26	26
90	SUBTOTAL	2,604	2,608	2,608	2,644	2,940	3,067	3,200	3,200	3,200
91	G. PEG OPERATING									
92	Operating Expenses	147	161	161	161	195	201	206	206	206
93	Youth and Arts Community Media	93	80	100	100	108	111	114	114	114
94	Community Engagement	91	91	91	91	98	101	103	103	103
95	Closed Captioning	75	163	163	163	189	189	189	189	189
96	Technical Operations Center (TOC)	3	9	9	9	11	11	11	11	11
98	SUBTOTAL	410	505	525	525	601	612	623	623	623
99	H. FIBERNET OPERATING									
100	FiberNet - Personnel Charges for DTS	560	720	717	949	966	1,011	1,059	1,059	1,059
101	FiberNet - Operations & Maintenance DTS	1,197	1,224	1,276	1,329	1,212	1,245	1,279	1,279	1,279
102	FiberNet - Network Operations Center	988	910	910	910	910	910	910	910	910
103	FiberNet - Personnel Charges for DOT	90	104	101	106	115	120	126	126	126
104	FiberNet - Operations & Maintenance DOT	720	979	943	979	700	700	700	1,002	1,002
105	SUBTOTAL	3,554	3,936	3,946	4,273	3,903	3,986	4,074	4,375	4,375
106	TOTAL EXPENDITURE OF UNRESTRICTED FUNDS	14,151	14,845	14,429	15,010	15,922	16,511	17,128	17,429	17,429
107	TOTAL EXPENDITURE OF RESTRICTED FUNDS	9,260	9,177	9,148	9,127	9,269	9,333	9,397	9,397	9,397
108	TOTAL EXPENDITURES - PROGRAMS	23,411	24,022	23,577	24,138	25,191	25,844	26,525	26,826	26,826
109	I. OTHER									
110	Indirect Costs Transfer to Gen Fund	649	725	725	756	838	877	918	918	918
112	Telecom Transfer to the Gen Fund	5	5	5	5	0	0	0	0	0
113	Transfer to the General Fund	4,673	5,500	7,731	6,050	2,458	1,890	1,087	1,587	1,079
114	Legislative Community Communications NDA	490	540	540	540	540	540	540	540	540
115	Transfer to the Maryland-National Capital Park and Planning Commission	-	100	100	100	100	100	100	100	100
116	SUBTOTAL	5,817	6,870	9,101	7,451	3,936	3,407	2,645	3,145	2,637
117	TOTAL EXPENDITURES	29,228	30,892	32,678	31,589	29,127	29,251	29,170	29,971	29,463
118	J. ADJUSTMENTS									
119	Prior Year Adjustments	0	0	0	0	0	0	0	0	0
120	Encumbrance Adjustment	343	0	0	0	0	0	0	0	0
122	TOTAL ADJUSTMENTS	343	0	0	0	0	0	0	0	0
123	FUND BALANCE	6,031	39	2,710	68	140	241	565	87	117
124	FUND BALANCE PER POLICY GUIDANCE[5]	1,488	1,465	1,465	1,450	1,458	1,467	1,475	1,475	1,475
125	K. SUMMARY - EXPENDITURES BY FUNDING SOURCE									
126	Transfer to Gen Fund-Indirect Costs	649	725	725	756	838	797	834	834	834
127	Transfer to Gen Fund-Mont Coll Cable Fund[6]	1,621	1,684	1,684	1,727	1,844	1,929	2,018	2,018	2,018
128	Transfer to Gen Fund-Public Sch Cable Fund[6]	1,743	1,698	1,698	1,698	1,980	2,070	2,164	2,164	2,164
129	Transfer to CIP Fund	4,373	4,670	4,670	4,520	4,430	4,249	4,176	4,176	4,176
130	Transfer to Gen Fund-Other	4,673	5,500	7,731	6,050	2,458	1,890	1,087	1,587	1,079
131	Transfer to Gen Fund-Telecom	5	5	5	5	0	0	0	0	0
132	Transfer to the General Fund-Legislative Branch NDA	490	540	540	540	540	540	540	540	540
133	Transfer to the Maryland-National Capital Park and Planning Commission	-	100	100	100	100	100	100	100	100
		Act FY17	APP FY18	Est FY18	CE REC FY19	Proj. FY20	Proj. FY21	Proj. FY22	Proj. FY23	Proj. FY24
134	FUND TRANSFERS SUBTOTAL	13,554	14,921	17,152	15,396	12,190	11,575	10,919	11,419	10,911
135	Cable Fund Expenditure of Unrestricted Funds	10,709	11,463	11,048	11,586	12,098	12,512	12,946	13,269	13,269
136	Cable Fund Direct Expenditures	16,017	15,971	15,526	16,193	16,937	17,677	18,251	18,552	18,552
137	Cable Fund Personnel	3,723	4,169	3,723	4,150	4,598	4,811	5,035	5,035	5,035
138	Cable Fund Operating	11,895	11,903	11,903	12,044	12,339	12,785	13,131	13,433	13,433

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 a greements, 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 fe es, and corresponding expenditures (Municipal Franchise Fees/Pass-throughs, PEG Capital/Equipment Grants, and PEG Operating Revenue) are contractually required by franchise, municipal, and se ttlement 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 paymens 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 prov ide 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.

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Liquor Control

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$63,990,451	442.20

ROBERT DORFMAN, DIRECTOR

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. The Department strives to provide its customers with the added benefits inherent with the oversight provided by the Montgomery County Government.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Department of Liquor Control is $63,990,451, a decrease of $1,170,868 or 1.80 percent from the FY18 Approved Budget of $65,161,319. Personnel Costs comprise 54.63 percent of the budget for 307 full-time position(s) and 148 part-time position(s), and a total of 442.20 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 45.37 percent of the FY19 budget.

The Department of Liquor Control began an organization-wide improvement effort in 2015 focused on customer service, retail, delivery, and warehouse operations. The recommended FY19 Operating Budget reflects a continued commitment to creating a customer focused and efficient operation.

In FY19, the Department of Liquor Control will transfer $28.2 million to the General Fund and make $11.4 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $39.6 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 FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- In FY19, DLC will transfer $28.2 million to the General Fund and make $11.4 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $39.6 million.
- Establish training programs for new employees.
- Enhance the iStore website to improve the user experience.
- Improve retail operations by consolidating and renovating select stores.

ACCOMPLISHMENTS

- ☑ Net sales for FY17 were $296.2 million. This represents growth over the previous year of $3.7 million or 1.3 percent.
- ☑ Hired a Director with private sector experience; a Senior Marketing Officer to build a customer focused culture and improve retail programming; a Pricing Team to improve accuracy and competitiveness; and an Administrative Team to improve oversight and analysis.
- ☑ Completed the DLC Improvement Action Plan in 2017. Progress and results were tracked through accountability meetings led by the Chief Administrative Officer and the County Executive's CountyStat Office.
- ☑ The DLC Legislative Outreach Program received the 2017 National StateWays Best Practices Award.
- ☑ The Licensing, Regulation, and Education Division received the 2017 National Regulator of the Year Award.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Installed software to improve reporting capabilities in the Licensing, Regulation, and Education Division.
- Implemented scanning and voice picking software to improve speed and accuracy in the DLC warehouse.
- Replaced 16 delivery trucks to improve delivery operations and lower fleet maintenance costs.
- Replaced contracted warehouse operations with County staff to improve internal controls.

COLLABORATION AND PARTNERSHIPS

"I Take It Personally" Campaign

DLC and Police launched a public awareness campaign to prevent drunk driving and patron over-consumption.

Partners

Department of Police

PROGRAM CONTACTS

Contact Courtney Orsini of the Department of Liquor Control at 240.777.1921 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

This program provides accounting, financial, and information technology services for the department. Finance and accounting staff perform special analyses, reporting, and 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**15,975,135**	**25.70**
Increase Cost: Debt Service	382,800	0.00
Technical Adj: Finance Chargeback	0	(1.00)
Decrease Cost: Contract Savings	(87,000)	0.00
Decrease Cost: Lapse Sr. IT Specialist Position	(116,970)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(585,017)	(2.00)
FY19 Recommended	**15,568,948**	**22.70**

Warehouse Operations

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of over 35,000 different stock and special order items.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Inventory as a percent of Cost of Goods Sold (COGS)	14.6	15.6	15.5	15.5	15.5
Inventory as a Percent of DLC Sales	10.7	11.4	11.5	11.5	11.5

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**9,819,676**	**79.23**
Decrease Cost: Warehouse Division Overtime	(42,010)	0.00

FY19 Recommended Changes	Expenditures	FTEs
Decrease Cost: Eliminate Full-Time Warehouse Worker Position	(56,998)	(1.00)
Decrease Cost: Utilities Savings	(140,000)	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.	(690,468)	18.00
FY19 Recommended	**8,890,200**	**96.23**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**8,337,710**	**93.00**
Decrease Cost: Delivery Division Overtime	(65,640)	0.00
Decrease Cost: Fleet Maintenance Savings	(100,000)	0.00
Re-align: Fleet Replacement Strategy	(576,000)	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.	(284,026)	(10.00)
FY19 Recommended	**7,312,044**	**83.00**

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**28,379,069**	**227.88**
Technical Adj: Credit Card Fees	2,200,000	0.00
Enhance: Retail Store Renovations	440,000	0.00
Decrease Cost: Retail Division Overtime	(107,650)	0.00
Decrease Cost: Eliminate Assistant Store Manager Position and Lapse Five Part-Time Clerk Positions	(321,634)	(1.00)
Eliminate: Consolidate Two Retail Stores	(1,225,106)	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.	(362,988)	(2.00)
FY19 Recommended	**29,001,691**	**224.88**

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	Actual	Estimated	Target	Target

	FY16	FY17	FY18	FY19	FY20
Rating of licensees satisfied with Licensing Application Process (Average score on a 1-5 scale)	4.7	4.7	5	5	5
Annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Rating of Licensed Businesses satisfied with ALERT Training (Average Score on a 1-5 Scale)	4.7	4.7	5	5	5

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,939,863**	**9.39**
Decrease Cost: Operating Expenses	(20,000)	0.00
Decrease Cost: Lapse Program Specialist I Position	(78,301)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(22,250)	1.00
FY19 Recommended	**1,819,312**	**10.39**

Office of the Director

This program provides the overall direction for the Department.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Annual growth in DLC retail and wholesale sales (percent)	5.6	1.3	1.8	1.2	0.9
Gross profit margin of DLC retail and wholesale operations (percent)	26.9	27.1	28.9	29.4	30.0

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**709,866**	**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.	688,390	2.00
FY19 Recommended	**1,398,256**	**5.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	25,120,583	25,601,349	26,301,192	25,293,311	-1.2 %
Employee Benefits	8,933,710	9,358,163	9,020,298	9,663,233	3.3 %
Liquor Control Personnel Costs	**34,054,293**	**34,959,512**	**35,321,490**	**34,956,544**	**—**
Operating Expenses	21,209,193	18,470,926	19,345,227	17,136,826	-7.2 %
Capital Outlay	3,561,174	738,281	738,281	521,681	-29.3 %
Debt Service Other	9,909,371	10,992,600	10,992,600	11,375,400	3.5 %
Liquor Control Expenditures	**68,734,031**	**65,161,319**	**66,397,598**	**63,990,451**	**-1.8 %**
PERSONNEL					
Full-Time	296	305	305	307	0.7 %
Part-Time	160	143	143	148	3.5 %
FTEs	432.42	438.20	438.20	442.20	0.9 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
REVENUES					
Bag Tax	7,693	0	0	0	—
Investment Income	78,759	28,710	129,290	183,160	538.0 %
Liquor Licenses	1,848,400	1,570,197	1,570,197	1,570,197	—
Liquor Sales	80,282,178	86,212,495	87,014,065	89,558,487	3.9 %
Miscellaneous Revenues	180,406	0	0	0	—
Other Charges/Fees	17,830	8,740	8,740	8,740	—
Other Fines/Forfeitures	218,464	220,560	220,560	220,560	—
Other Licenses/Permits	65,400	156,000	156,000	156,000	—
Liquor Control Revenues	**82,699,130**	**88,196,702**	**89,098,852**	**91,697,144**	**4.0 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	10,479	0	0	0	—
Employee Benefits	746	0	0	0	—
Grant Fund - MCG Personnel Costs	**11,225**	**0**	**0**	**0**	**—**
Operating Expenses	20,801	0	0	0	—
Grant Fund - MCG Expenditures	**32,026**	**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	3,332	0	0	0	—
Miscellaneous Revenues	(6,699)	0	0	0	—
Other Intergovernmental	25,000	0	0	0	—
Grant Fund - MCG Revenues	**21,633**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**68,766,057**	**65,161,319**	**66,397,598**	**63,990,451**	**-1.8 %**
Total Full-Time Positions	**296**	**305**	**305**	**307**	**0.7 %**
Total Part-Time Positions	**160**	**143**	**143**	**148**	**3.5 %**
Total FTEs	**432.42**	**438.20**	**438.20**	**442.20**	**0.9 %**
Total Revenues	**82,720,763**	**88,196,702**	**89,098,852**	**91,697,144**	**4.0 %**

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FY18 ORIGINAL APPROPRIATION	**65,161,319**	**438.20**
Changes (with service impacts)		
Enhance: Retail Store Renovations [Retail Sales Operations]	440,000	0.00
Eliminate: Consolidate Two Retail Stores [Retail Sales Operations]	(1,225,106)	0.00
Other Adjustments (with no service impacts)		
Technical Adj: Credit Card Fees [Retail Sales Operations]	2,200,000	0.00
Increase Cost: FY19 Compensation Adjustment	1,047,571	0.00
Increase Cost: Debt Service [Administration]	382,800	0.00
Increase Cost: Annualization of FY18 Personnel Costs	133,582	0.00
Increase Cost: Motor Pool Adjustment	82,531	0.00
Increase Cost: Retail Store Leases	81,500	0.00
Increase Cost: Risk Management Adjustment	21,769	0.00
Increase Cost: OPEB Adjustment	8,890	0.00
Increase Cost: Printing and Mail	2,155	0.00
Technical Adj: Finance Chargeback [Administration]	0	(1.00)
Decrease Cost: IT Cost Savings	(4,060)	0.00
Decrease Cost: Operating Expenses [Licensure, Regulation and Education]	(20,000)	0.00
Decrease Cost: Warehouse Division Overtime [Warehouse Operations]	(42,010)	0.00
Decrease Cost: Eliminate Full-Time Warehouse Worker Position [Warehouse Operations]	(56,998)	(1.00)
Decrease Cost: Delivery Division Overtime [Delivery Operations]	(65,640)	0.00
Decrease Cost: Lapse Program Specialist I Position [Licensure, Regulation and Education]	(78,301)	0.00
Decrease Cost: Contract Savings [Administration]	(87,000)	0.00
Decrease Cost: Fleet Maintenance Savings [Delivery Operations]	(100,000)	0.00
Decrease Cost: Retirement Adjustment	(107,270)	0.00
Decrease Cost: Retail Division Overtime [Retail Sales Operations]	(107,650)	0.00
Decrease Cost: Lapse Sr. IT Specialist Position [Administration]	(116,970)	0.00
Decrease Cost: Utilities Savings [Warehouse Operations]	(140,000)	0.00
Decrease Cost: Misc. Operating Expense Savings	(250,000)	0.00
Decrease Cost: Eliminate Assistant Store Manager Position and Lapse Five Part-Time Clerk Positions [Retail Sales Operations]	(321,634)	(1.00)
Re-align: Fleet Replacement Strategy [Delivery Operations]	(576,000)	0.00
Re-align: Mid-Year Personnel and Operating Changes	(943,367)	7.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(1,329,660)	0.00
FY19 RECOMMENDED	**63,990,451**	**442.20**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Administration	15,975,135	25.70	15,568,948	22.70
Warehouse Operations	9,819,676	79.23	8,890,200	96.23
Delivery Operations	8,337,710	93.00	7,312,044	83.00
Retail Sales Operations	28,379,069	227.88	29,001,691	224.88
Licensure, Regulation and Education	1,939,863	9.39	1,819,312	10.39
Office of the Director	709,866	3.00	1,398,256	5.00
Total	**65,161,319**	**438.20**	**63,990,451**	**442.20**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
LIQUOR CONTROL						
EXPENDITURES						
FY19 Recommended	**63,990**	**63,990**	**63,990**	**63,990**	**63,990**	**63,990**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY19	**0**	**(440)**	**(440)**	**(440)**	**(440)**	**(440)**
Items recommended for one-time funding in FY19, including retail store improvements, will be eliminated from the base in the outyears.						
Annualized Savings from Store Consolidation	**0**	**(589)**	**(589)**	**(589)**	**(589)**	**(589)**
Annualized savings from the consolidation of two stores in FY19.						
Debt Service	**0**	**(15)**	**(192)**	**(335)**	**(628)**	**(758)**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Restore One-Time Lapse Increase	**0**	**458**	**458**	**458**	**458**	**458**
Restoration of one-time lapse adjustment in the budget development year						
Retail Store Leases	**0**	**138**	**279**	**423**	**570**	**719**
The leases for retail stores based on CPI assumptions (2.0%).						
Retiree Health Insurance Pre-funding	**0**	**25**	**32**	**44**	**44**	**44**
Labor Contracts	**0**	**551**	**551**	**551**	**551**	**551**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**63,990**	**64,118**	**64,089**	**64,102**	**63,956**	**63,975**

FY19-24 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Liquor Control				
FISCAL PROJECTIONS	FY18 ESTIMATE	FY19 REC	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	1.6%	2.0%	2.1%	2.2%	2.3%	2.4%	2.4%
Investment Income Yield	0.012	0.017	0.022	0.027	0.032	0.032	0.032
BEGINNING FUND BALANCE	2,427,629	2,707,801	2,243,031	2,700,000	3,300,000	3,800,000	4,539,204
REVENUES							
Licenses & Permits	1,726,197	1,726,197	1,761,929	1,800,692	1,842,108	1,885,950	1,931,778
Charges For Services	8,740	8,740	8,921	9,117	9,327	9,549	9,781
Fines & Forfeitures	220,560	220,560	225,126	230,078	235,370	240,972	246,828
Miscellaneous	87,143,355	89,741,647	92,416,272	95,169,519	98,003,747	100,867,517	103,817,199
Subtotal Revenues	89,098,852	91,697,144	94,412,247	97,209,406	100,090,552	103,003,987	106,005,586
INTERFUND TRANSFERS (Net Non-CIP)	(24,828,303)	(28,171,463)	(28,097,404)	(28,909,318)	(29,881,010)	(30,581,450)	(31,998,397)
Transfers To The General Fund	(24,828,303)	(28,171,463)	(28,097,404)	(28,909,318)	(29,881,010)	(30,581,450)	(31,998,397)
Indirect Costs	(3,495,951)	(3,495,654)	(3,550,721)	(3,550,721)	(3,550,721)	(3,550,721)	(3,550,721)
Earnings Transfer	(21,163,320)	(24,506,777)	(24,546,683)	(25,358,597)	(26,330,289)	(27,030,729)	(28,447,676)
Telecommunications NDA	(169,032)	(169,032)	0	0	0	0	0
TOTAL RESOURCES	66,698,178	66,233,482	68,557,874	71,000,088	73,509,542	76,222,537	78,546,393
CIP CURRENT REVENUE APPROP.	0	0	0	0	0	0	0
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(55,405,198)	(52,615,051)	(54,354,412)	(56,225,822)	(58,222,832)	(60,343,062)	(62,577,376)
Debt Service: Other (Non-Tax Funds only)	(10,992,400)	(11,375,400)	(11,375,400)	(11,375,400)	(11,375,400)	(11,375,400)	(11,375,400)
Labor Agreement	n/a	n/a	(550,665)	(550,665)	(550,665)	(550,665)	(550,665)
FFI - Annualize Savings From Store Consolidation	n/a	n/a	589,068	589,068	589,068	589,068	589,068
FFI - Removal of FY19 One-time Expenses	n/a	n/a	440,000	440,000	440,000	440,000	440,000
FFI - Debt Service	n/a	n/a	14,700	192,400	335,100	628,250	758,400
FFI - Retiree Health Insurance Pre Funding	n/a	n/a	(24,800)	(32,290)	(43,600)	(43,600)	(43,600)
FFI - Retail Store Leases	n/a	n/a	(138,249)	(279,263)	(423,097)	(569,808)	(719,453)
FFI - Reinstate Lapsed Positions	n/a	n/a	(458,116)	(458,116)	(458,116)	(458,116)	(458,116)
Bond Proceeds Applied to Debt Service	107,221						
Subtotal PSP Oper Budget Approp / Exp's	(66,290,377)	(63,990,451)	(65,857,874)	(67,700,088)	(69,709,542)	(71,683,333)	(73,937,142)
OTHER CLAIMS ON FUND BALANCE	2,407,221	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(63,883,156)	(63,990,451)	(65,857,874)	(67,700,088)	(69,709,542)	(71,683,333)	(73,937,142)
YEAR END FUND BALANCE	2,815,022	2,243,031	2,700,000	3,300,000	3,800,000	4,539,204	4,609,251
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	4.2%	3.4%	3.9%	4.6%	5.2%	6.0%	5.9%

Assumptions:

1. These projections are based on the Executive's Recommended budget and include revenue and resource assumptions of that budget. The projected future expenditures, revenues and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.
2. Fund balance policy equals one month's operating expenses, one payroll, and $1,500,000 for inventory in cash balance.
3. Operating expenditures grow with CPI.
4. Net profit growth is estimated at 3.0% per year.
5. Bond Proceeds from the 2013 Liquor Bond Series were applied to FY17 and FY18 debt service payments, as allowed under IRS regulations.
6. Removal of One-Time Expenses include select store renovations.
7. Annualized savings from the consolidation of two retail stores in FY19.

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Non-Departmental Accounts

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$323,797,638	4.64

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 FY19, 45 NDAs were funded. Two NDAs were not funded: Public Election Fund and Montgomery County Employee Retirement Plans.

BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Non-Departmental Accounts is $323,797,638, a decrease of $1,116,660 or 0.34 percent from the FY18 Approved Budget of $324,914,298. Personnel Costs comprise 0.86 percent of the budget for 18 full-time position(s) and no part-time position(s), and a total of 4.64 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 99.14 percent of the FY19 budget.

PROGRAM CONTACTS

Contact Felicia Zhang of the Office of Management and Budget at 240.777.2788 for more information regarding the operating budget for the Non-Departmental Accounts.

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. 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's 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 Capital Improvements Program (CIP) project.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,506,943**	**0.00**
Decrease Cost: Eliminate designated funding for National Philharmonic	(150,000)	0.00
FY19 Recommended	**5,356,943**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**22,950**	**0.00**
FY19 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,150**	**0.00**
Decrease Cost: Charter Review Commission - Biennial Workload Adjustment	(1,000)	0.00
FY19 Recommended	**150**	**0.00**

Children's Opportunity Fund

The Children's Opportunity Fund (COF) was established at the Greater Washington Community Foundation in May 2016. COF 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.

The Fund is supported by a Leadership Working Group made up of the County Executive, the Montgomery County Public School (MCPS) Superintendent, a member of the Board of Education, and a member of the County Council. This Leadership Working Group

is staffed by the Executive Director/Consultant of COF, and will advise the Fund's Steering Committee as to the policy priorities relating to children at risk of not succeeding in school, for the purpose of advising and guiding the Steering Committee in making recommendations for the Fund. The Steering Committee will make the award decisions.

The Steering Committee is comprised of 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 Greater Washington Community Foundation, and the Director/Consultant to the Fund who was hired by the Greater Washington Community Foundation and serves as an ex-officio member. Evaluation and data driven decision-making is critical to the work of the Fund. The 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**375,000**	**0.00**
FY19 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,205,701**	**0.00**
Add: Enhanced funding	384,299	0.00
FY19 Recommended	**3,590,000**	**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. FY19 Community Grants are $8,747,930;

• Community Services Grants: one-time grants for capital purchases that support health and human service activities. FY19 Community Services Grants are $63,574.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) for a total of $2,154,958 are listed as follows: 7th Generation Foundation, Inc.: $25,000; A Wider Circle, Inc.: $100,000; Bender JCC of Greater Washington: $20,000; CASA de Maryland, Inc.: $100,000; Charles E. Smith Jewish Day School of Greater Washington, Inc.: $20,000; Cornerstone Montgomery, Inc.: $350,000; Easter Seals Serving DC|MD|VA: $50,000; First Baptist Church of KenGar: $10,000; Hebrew Home of Greater Washington, Inc.: $40,000; Jewish Foundation for Group Homes: $75,000; Melvin J. Berman

Hebrew Academy: $75,000; Olney Theatre Corporation: $650,000; Potomac Community Resources, Inc.: $30,000; Round House Theatre: $250,000; Sunflower Bakery: $100,000; The Ivymount School, Inc.: $50,000; The Menare Foundation, Inc.: $9,958; TLC - The Treatment Learning Centers, Inc.: $25,000; Warrior Canine Connection: $50,000; YMCA of Metropolitan Washington: $125,000.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**7,870,180**	**0.00**
Add: Community Grant: A Wider Circle, Inc. (Provide for the Workforce Development Program.)	45,000	0.00
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provide a free summer camp program for culturally, economically, and geographically disadvantaged youth of the East Montgomery Couty area.)	50,000	0.00
Add: Community Grant: African Communities Together, Inc. (Provide for a comprehensive citizenship program for African immigrants.)	25,000	0.00
Add: Community Grant: American Muslim Senior Society, Inc. (Provide tools, resources and technical expertise for senior adults from diverse communities.)	35,000	0.00
Add: Community Grant: Asbury Foundation, Inc. (Provide for the Gaithersburg Beloved Community Initiative.)	12,000	0.00
Add: Community Grant: Asian American LEAD (Provide for social programs and academic development for low-income/underserved Asian Pacific American youth.)	60,000	0.00
Add: Community Grant: Asian Indians for Community Service, Inc. (Provide diabetes Self-Management training to Asian Americans who are Diabetic, Pre-Diabetic, Care-Givers and Family Members through Workshops.)	15,000	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (Provide legal assistance to low-income Asian immigrants seeking immigration relief.)	30,000	0.00
Add: Community Grant: Asian-American Homeownership Counseling, Inc. (Provide foreclosure/eviction prevention assistance, homeownership and financial education.)	60,000	0.00
Add: Community Grant: Asylum Seeker Assistance Project, The (Provide for a social service program to ensure asylum-seeking Montgomery County residents are able to meet their basic needs.)	20,000	0.00
Add: Community Grant: Avery Road Alumni Association, Inc. (Provide peer services and needed life skills to those new in substance abuse recovery or in need.)	20,000	0.00
Add: Community Grant: Ayuda (Provide interpretation and translation services to ensure equal access to justice for limited-English proficient and deaf community members.)	35,000	0.00
Add: Community Grant: Bender JCC of Greater Washington (Provide kosher nutrition, health, and wellness services, and socialization to at-risk senior adults.)	40,000	0.00
Add: Community Grant: Bender JCC of Greater Washington (Provide transportation support to for the Camp JCC Inclusion Program for children and young adults with disabilities.)	25,000	0.00
Add: Community Grant: Bethesda Green (Provide for the Be Impact Initiative, a Sustainable Impact Management Program.)	10,000	0.00
Add: Community Grant: Bethesda Help, Inc. (Provide emergency food assistance.)	4,000	0.00
Add: Community Grant: Bethesda Metro Area Village (Provides for operating support.)	15,000	0.00
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area (Provide for a one-to-one mentoring program.)	35,000	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide for an afterschool academic and career preparation program for at-risk up-county high school students.)	25,000	0.00
Add: Community Grant: Bradley Hills Village, Inc. (Provide for operating support.)	10,000	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provide for operating support.)	30,000	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.)	30,000	0.00
Add: Community Grant: Capital Area Immigrants' Rights Coalition (Provide funding for legal representation of immigrants in detention/facing removal who are Montgomery County residents or have family in the County.)	50,000	0.00
Add: Community Grant: Carribean Help Center, Inc. (Provides for operating support.)	20,000	0.00

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: CASA de Maryland, Inc. (Provide educational courses, citizenship support services, afterschool programming, referrals for services and resources, health services, and community-building activities.)	25,830	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide financial assistance to support citizenship-eligible legal permanent residents in attaining citizenship.)	50,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide for the Immigration Legal Assistance Program.)	100,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide outreach and education on the naturalization process, application assistance, and financial services.)	30,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide outreach, training, mentoring, and counseling to support current and aspiring business owners in formalizing and/or strengthening their businesses.)	100,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide social services, case management, and assistance in accessing benefits to low-income immigrants.)	93,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide tenant outreach and education, legal services, and community-building activities to improve housing conditions, landlord-tenant relations and public safety.)	15,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide 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. (Provide employment referral services and job readiness workshops for Latino and new-immigrants residents.)	53,305	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide for administrative support for transitional housing and case management for chronically homeless adults.)	46,642	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide pro-bono legal immigration services for survivors of violence and abuse.)	15,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide Spanish literacy education for non-literate, Spanish-speaking Montgomery County immigrant residents.)	12,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide therapeutic services and community integration activities for adults with multiple and severe disabilities.)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide therapeutic services and community integration activities for children and youth with developmental disabilities.)	60,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for a bilingual office supervisor to support emergency assistance, case management, and referral services.)	56,385	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.)	48,000	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.)	39,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for employment and educational services to the low-income, largely immigrant community in Montgomery County.)	56,365	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for the Community Companions program.)	150,000	0.00
Add: Community Grant: Center for Adoption Support and Education, Inc. (Provide mental health services to 9 foster youth (ages 17-25) transitioning or recently transitioned to independence from Montgomery County custody.)	40,000	0.00
Add: Community Grant: Child Center and Adult Services (Provide for the Healthy Mothers Healthy Babies Program for low-income and uninsured 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.)	45,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide for the STOP B Program.)	115,000	0.00
Add: Community Grant: Circle of Rights, Inc. (Provide stroke symptom awareness and prevention alternatives for a healthier lifestyle in multiple languages.)	18,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Help low-income first generation to college high school students get admitted to college or technical school with enough financial aid to attend.)	200,000	0.00

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: CollegeTracks, Inc. (Help low-income, first generation to college students to enroll, persist, and graduate from college or technical school.)	100,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind (Provide comprehensive rehabilitation services to deaf/blind residents.)	25,000	0.00
Add: Community Grant: Columbia Lightouse for the Blind (Provide independent living skills training to Montgomery County seniors suffering from vision loss.)	10,000	0.00
Add: Community Grant: Comfort Cases (Provide new and essential comfort items to youth entering foster care and other vulnerable children.)	10,000	0.00
Add: Community Grant: Community Bridges, Inc. (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 (Connect vulnerable Long Branch and Takoma Park residents to health and wellness resources.)	25,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research (Provide for the Lunch and Learn program for low-income youth.)	20,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide for the Naturalization Program and childcare/tutoring for the Language Outreach Program (LOP) adult students' children.)	5,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide in-home client services, home repairs, and case management to enable low income elderly to age in place.)	35,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide support for the Rockville Emergency Assistance Program (REAP).)	15,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provide for conflict resolution services for schools, by serving youth, families, and school staff.)	20,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provide for conflict resolution services to seniors and their families in the County.)	10,000	0.00
Add: Community Grant: Court Watch Montgomery Inc. (Provide funding to strengthen court protections and services that reduce intimate partner violence.)	25,000	0.00
Add: Community Grant: Cultural & Diversity Enrichment Services-USA, Inc. (CADES-USA) (Provide programming for immigrant youth.)	34,000	0.00
Add: Community Grant: Devenio, Inc. (Provides for a dance program for teens and adults with cognitive/developmental disabilities)	10,000	0.00
Add: Community Grant: Easter Seals Serving DC|MD|VA (Provide medical adult day services to Montgomery County low-income residents with special needs.)	25,000	0.00
Add: Community Grant: Eastern Montgomery Emergency Assistance Network, Inc. (Provide emergency assistance for rent and utilities to low-income residents in 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 in other emergency situations.)	60,000	0.00
Add: Community Grant: Elite Soccer Youth Development Academy, Inc. (Provide for a soccer program for youth to increase healthy behaviors.)	12,000	0.00
Add: Community Grant: Equipment Connections for Children (Provide funding for the Equipment Donation Program.)	10,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland (Provide legal and immigration stress management services to low-income Ethiopian community and underprivileged residents of Montgomery County.)	20,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland (Provide preventive health screening, testing, counseling, trainings, and workshop services to improve health awareness among low-income resident families.)	25,000	0.00
Add: Community Grant: EveryMind, Inc. (Provide Mental Health First Aid trainings to increase understanding of mental illness, addiction, and how to help someone in crisis.)	35,000	0.00
Add: Community Grant: EveryMind, Inc. (Provide suicide prevention and crisis intervention services.)	25,000	0.00
Add: Community Grant: EveryMind, Inc. (Provides for the Serving Together program providing coordinated community resources for veterans, active duty service members, and their families.)	150,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provides for the "I Am College Ready" program.)	45,000	0.00

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Family Services, Inc. (Provide support for the Neighborhood Safety-Net Services Program to provide critical case management support to residents in Gaithersburg and East County.)	100,000	0.00
Add: Community Grant: Family Services, Inc. (Provide support for the Thriving Germantown Community HUB.)	10,000	0.00
Add: Community Grant: Family Services, Inc. (Provides academic, social, and emotional support during and after school for at-risk minority males at Gaithersburg Middle School.)	40,000	0.00
Add: Community Grant: First African Methodist Episcopal Church of Gaithersburg, Inc. (Provides for the SHARE food program for low-income families.)	7,910	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington (Provide a social and emotional learning program for middle school girls to develop skills that are essential for academic success.)	35,000	0.00
Add: Community Grant: Future Link, Inc. (Provide an extensive outreach program with individualized academic and career supports for at-risk youth.)	34,100	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide funding for the basic needs of food, diapers, and formula for low-income residents in Gaithersburg/Montgomery Village area.)	35,000	0.00
Add: Community Grant: Gandhi Brigade, Inc. (Provide for youth leadership development and employment potential through media training, community engagement, and community service.)	45,000	0.00
Add: Community Grant: GapBuster, Inc. (Provide for services to at-risk students, exposing them to the STEM fields and engaging them in a meaningful community service.)	100,000	0.00
Add: Community Grant: Generation Hope (Provide 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 (Provide financial aid and shoes for underserved girls to be able to participate in a positive youth development program afterschool.)	15,000	0.00
Add: Community Grant: Great and Small (Provide operating support for equine-assisted programs serving individuals with special needs.)	10,000	0.00
Add: Community Grant: Greater DC Diaper Bank (Provide support for low-income families and the community organizations that serve them by regularly supplying baby needs and hygiene products.)	10,000	0.00
Add: Community Grant: Greater Stonegate Village Incorporated (Provide for operating support.)	10,000	0.00
Add: Community Grant: GROWINGSOUL, INC (Provide operating support for zero-waste solution for food production, recovery, processing, preservation, distribution and compost apprenticeship-training programs.)	20,000	0.00
Add: Community Grant: Habitat for Humanity Metro Maryland, Inc. (Repair homes of low-income seniors, focusing on the incorporation of design for life features, allowing seniors to age in place.)	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, Inc. (Provide for operating support for Heritage Montgomery)	100,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland (Provide operating support to Wheaton/Kensington center for training, coaching and assisting minority small business owners.)	22,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland (Provide Youth Development Services including after school paid internships to underserved high school students and tutoring/mentoring services.)	30,000	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. (Provide funding for programs to reduce recidivism in Montgomery County.)	30,000	0.00
Add: Community Grant: Horizons Greater Washington (Provide out-of-school time academic program for low-income students.)	10,000	0.00
Add: Community Grant: Hospice Caring, Inc. (Provide funding to strengthen the effective delivery of end-of-life and bereavement services to the County's increasingly diverse population by removing culture and language barriers.)	10,000	0.00
Add: Community Grant: Housing Unlimited Inc. (Provide funding to expand the organization's permanent affordable housing for persons who are homeless and have psychiatric disabilities.)	30,000	0.00
Add: Community Grant: Identity Inc. (Provide for case management services to connect Latino youth and families with resources for food, clothing, shelter, and other safety-net services.)	80,000	0.00

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Identity Inc. (Provide for the expansion of mental health counseling services to the families of low-income, high need Latino youth in Identity out-of-school-time programs)	40,000	0.00
Add: Community Grant: Identity, Inc. (Provide funding for the Saving Lives Through Soccer program.)	130,000	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.)	10,000	0.00
Add: Community Grant: Impact Silver Spring (A community-centered approach to shape, support, and grow a network of micro-businesses and worker-owned cooperatives in Montgomery County)	30,000	0.00
Add: Community Grant: Impact Silver Spring (Provides for support for out-of-school athletic program in Wheaton and Long Branch.)	87,500	0.00
Add: Community Grant: Impact Silver Spring (Provides for the Neighborhood Opportunity Network Initiative.)	222,640	0.00
Add: Community Grant: Interfaith Works (Provide operational support for the Interfaith Works Women's Center.)	50,000	0.00
Add: Community Grant: Interfaith Works (Provide support for the Interfaith Clothing Center.)	20,000	0.00
Add: Community Grant: Interfaith Works (Provide support for the Interfaith Works Connections program.)	40,000	0.00
Add: Community Grant: Interfaith Works (Provide support for the Vocational Services Program to provide job training and one-on-one counseling services for homeless and low-income individuals.)	33,000	0.00
Add: Community Grant: Interfaith Works (Provides support to assist faith communities in meeting community needs.)	80,000	0.00
Add: Community Grant: Japanese Americans Care Fund (Provides for Keiai-no-tsudoi, an annual gathering forJapanese American seniors and provide rent/internet services for a new MD branch.)	2,510	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc (Provide funding for Interages to provide in-school and after-school intergenerational mentoring and tutoring for at-risk children and youth.)	25,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc (Provide funds to expand JCA's early memory loss program, Kensington Club, to an additional site.)	30,000	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 Career Gateway program for Montgomery County residents age 50 and over)	40,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide 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 (JSSA) (Provide for a social worker specializing in child and adolescent mental health, serving youth and members of their circle of care.)	35,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide for a social worker specializing in early childhood and evidence-based interventions serving children under the age of seven.)	55,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide for an Employment Specialist.)	30,000	0.00
Add: Community Grant: Junior Achievement of Greater Washington (JAGW) (Provide funding for Finance Park, an experiential financial literacy program for middle school students in Montgomery County.)	25,000	0.00
Add: Community Grant: Kaur Foundation (Provide funding to promote cultural awareness and provide cultural literacy workshops in Montgomery County.)	10,000	0.00
Add: Community Grant: KEEN Greater DC LLC (Provide free exercise/fitness program to youth with significant disabilities.)	10,000	0.00
Add: Community Grant: Kentlands Community Foundation (Village at Kentlands & Lakelands) (Provides for operating support.)	10,000	0.00
Add: Community Grant: Kids in Need of Defense (KIND) (Provide pro-bono legal services for unaccompanied immigrant and refugee minors.)	40,000	0.00
Add: Community Grant: KindWorks, Inc. (Provides for operating support.)	30,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provide emergency financial assistance and wrap-around social services to low-income Asian American and immigrant residents.)	20,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provide social services, counseling, and continuing education for low-income senior Asian American and immigrant residents of Eastern Montgomery County.)	10,000	0.00

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Korean Community Service Center Of Greater Washington (Provides for Strengthening Asian Families through Empowerment and Services (SAFES) program.)	55,000	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: Latin American Youth Center (Provides for a mentoring program for middle school boys of color.)	45,000	0.00
Add: Community Grant: Latino Economic Development Corporation of Washington D.C. (Provide entrepreneurship, workforce training and support services to promote self-sufficiency of immigrant, refugee, and low-income women)	25,000	0.00
Add: Community Grant: Legal Aid Bureau, Inc. (Provide enhanced access to legal services for low-income families through a medical-legal partnership providing advocacy, outreach, and education.)	40,000	0.00
Add: Community Grant: Leveling the Playing Field, Inc. (Provides for operating support.)	20,000	0.00
Add: Community Grant: Leveling the Playing Field, Inc. (Provides sporting equipment to kids from low income families with the opportunity to enjoy the mental and physical benefits of youth sports participation.)	25,000	0.00
Add: Community Grant: Liberty's Promise, Inc. (Provide for an after-school civic engagement program and internships program for low-income immigrant youth in Montgomery County.)	65,000	0.00
Add: Community Grant: Literacy Council of Montgomery County, Maryland, Inc. (Provide basic education and workplace skills training to help low-skilled workers achieve higher paying jobs.)	15,000	0.00
Add: Community Grant: Lutheran Social Services of the National Capital Area (Provide emergency assistance for rent, utilities, and health care for newly arrived refugees.)	30,000	0.00
Add: Community Grant: Madison House Autism Foundation (Provide support for an Agricultural Education Coordinator.)	25,000	0.00
Add: Community Grant: Madison House Autism Foundation (Provide support for Employment Specialist/Job Coach Supervisor to oversee job coaches and adults with autism in a community-based employment setting.)	25,000	0.00
Add: Community Grant: Manna Food Center (Provide food support and nutrition education to under-served areas via a mobile kitchen and pop up pantry.)	30,000	0.00
Add: Community Grant: Manna Food Center (Provide healthy foods for weekend meals to at least 2,900 elementary school students experiencing hunger and food insecurity.)	40,000	0.00
Add: Community Grant: Manna Food Center (Provide locally grown produce to County residents experiencing food insecurity.)	25,000	0.00
Add: Community Grant: Mary's Center for Maternal Health and Childcare, Inc. (Provide funding for integrated medical, behavioral, and wellness programming for uninsured and low-income County residents.)	20,000	0.00
Add: Community Grant: Maryland Senior Olympics Commission LTD (Provides for operating support.)	25,000	0.00
Add: Community Grant: Maryland Vietnamese Mutual Association, Inc. (Provide assistance to immigrants to prepare and apply for naturalization in order to become US Citizens.)	25,000	0.00
Add: Community Grant: Maryland/Israel Development Center Inc. (Provide funding for promoting economic development between Montgomery County and Israel and attract Israeli high-tech, cyber security and bio-health companies to the County.)	40,000	0.00
Add: Community Grant: MdBio Foundation, Inc. (Provide funding for a summer education and career exploration in STEM for minority, female, and low-income middle school students.)	6,020	0.00
Add: Community Grant: Mercy Health Clinic (Provides for medical staff providing primary care to low-income, uninsured and Medicaid-insured adult residents of Montgomery County.)	50,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Provide funding for a Medical Director, enhancing the quality and consistency of healthcare provided to vulnerable residents of Montgomery County.)	30,000	0.00
Add: Community Grant: Moco Kidsco, Inc. (Provide operating support for the KID Museum.)	60,000	0.00
Add: Community Grant: Montgomery Countryside Alliance (Provides for operating support.)	10,000	0.00
Add: Community Grant: Montgomery County Family Justice Center Foundation, Inc (Provide funding for a coordinator to help increase organizational and financial stability, program quality, and growth.)	15,000	0.00
Add: Community Grant: Montgomery County Family Justice Center Foundation, Inc (Provide funds for programming to assist families affected by domestic violence and prevent abusive relationships in children and teenagers.)	30,000	0.00

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Montgomery County Food Council (Provide funding for staff to support and expand Food Council initiatives to foster a healthy and sustainable local food system.)	25,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provide food assistance to low-income residents of Montgomery County.)	110,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provide for a youth empowerment program.)	8,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provide services to seniors to meet their social, intellectual, mental, and physical health needs.)	65,000	0.00
Add: Community Grant: Montgomery County Sister Cities, Inc. (Provides for operating support.)	24,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provide compassionate, specialized medical and emotional care for children with life-limiting illnesses, keeping children in their homes surrounded by family.)	10,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provide volunteer services to support terminally-ill patients and their families.)	40,477	0.00
Add: Community Grant: Montgomery Housing Partnership, Inc. (Provide funding for the Great Achievers Toward Outstanding Results (GATOR) program for children in grades K-5.)	150,000	0.00
Add: Community Grant: Muslim Community Center Inc (Provide clinical case management for MediCare, Medicaid and uninsured Montgomery County residents.)	25,000	0.00
Add: Community Grant: Muslim Community Center Inc. (Provide culturally and linguistically competent domestic violence awareness, prevention and counseling services for Muslims and people of all other faiths.)	27,720	0.00
Add: Community Grant: Muslim Community Center Inc. (Provide handicap access shuttle van transportation services for patients from major public transportation hubs in the area to the Clinic.)	49,500	0.00
Add: Community Grant: 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: NAMI Montgomery County (Provides educational classes, support groups, and outreach presentations for caregivers of and individuals living with mental illness in Montgomery County.)	15,000	0.00
Add: Community Grant: NAMI Montgomery County (Provides mental health education and support for teachers and youth through presentations and an-evidence based suicide prevention program.)	15,000	0.00
Add: Community Grant: National Center for Children and Families (Provides emergency shelter and comprehensive services to support homeless families in their transition to stable housing in the community.)	275,000	0.00
Add: Community Grant: National Center for Children and Families (Provides funding for the Futurebound Transitional Housing program.)	35,000	0.00
Add: Community Grant: National Philharmonic Orchestra & Chorale of Montgomery County, Inc. (Provide accessibility and culture to kids through the Kids Free program.)	49,700	0.00
Add: Community Grant: Nourish Now, Inc. (Provide for operating support for the Food Rescue Program.)	20,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provides for the Family Food Distribution Program, which provides direct food assistance to Low to Moderate Income (LMI) residents in the County.)	30,000	0.00
Add: Community Grant: Oasis Institute (Provide intergenerational literacy-based tutoring program serving older adults and students in grades K-5, located throughout Montgomery County.)	10,000	0.00
Add: Community Grant: Olney Help, Inc. (Provides emergency food and financial assistance to avoid hunger, eviction, utility shut-off, or lapse in essential medication.)	10,000	0.00
Add: Community Grant: Olney Home For Life, Inc. (Provide free transportation, friendly daily calls, weekly visits, information events and social contact to seniors in Olney and surrounding areas.)	13,000	0.00
Add: Community Grant: One Montgomery Green Inc (Provides for operating support.)	55,000	0.00
Add: Community Grant: Parent Encouragement Program, Inc. (Provides parent education programs to low income Latino parents to empower their children to succeed in school and life.)	20,000	0.00
Add: Community Grant: Passion for Learning, Inc. (Provide Information and Communication Technology (ICT) and college readiness programs for low income middle school students.)	26,000	0.00
Add: Community Grant: Poolesville Area Senior Center Inc. (Provides for operating support.)	20,800	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

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Primary Care Coalition of Montgomery County, Maryland, Inc. (Provide funding for a coordinated referral system for specialty dental care.)	22,650	0.00
Add: Community Grant: Rebuilding Together Montgomery County (Provide free critical home repairs, energy efficiency upgrades, and accessibility modifications to low-income homeowners throughout Montgomery County.)	32,000	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provide opportunities for youth and adults with and without developmental disabilities to work, learn, and grow healthy food.)	35,000	0.00
Add: Community Grant: Reginald S Lourie Center for Infants and Young Children (Provide expanded early childhood mental health services to children and their parents/caregivers.)	35,000	0.00
Add: Community Grant: Reginald S Lourie Center for Infants and Young Children (Provides for operating support.)	67,200	0.00
Add: Community Grant: Rockville Economic Development, Inc. (Provide 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. (Provide independent living opportunities for people with intellectual and physical disabilities within an involved community.)	30,000	0.00
Add: Community Grant: Scotland Storm Community Development Inc. (Provide free educational and athletic after-school and summer programs to underserved youth from the historic Scotland Community in Potomac, Maryland.)	30,000	0.00
Add: Community Grant: Silver Spring Town Center Inc. (Provides for operating support.)	45,000	0.00
Add: Community Grant: Silver Spring Village Inc. (Provides for operating support.)	30,000	0.00
Add: Community Grant: Sister States of Maryland (Provide for the Sister States of Maryland School Linkage Program)	25,000	0.00
Add: Community Grant: So What Else, Inc. (Provide 12 educational and recreational after-school programs per semester (24 per year) to underserved East County youth aged 6-14.)	25,000	0.00
Add: Community Grant: Spanish-Speaking Community of Maryland Inc. (Provide consultations with case managers to address essential needs of low-income, limited English proficient families and immigrants.)	15,000	0.00
Add: Community Grant: Spirit Club Foundation (Provide community based program offering fitness and nutrition programs to low income persons not having access to exercise and wellness programs.)	15,000	0.00
Add: Community Grant: St. Ann's Center for Children, Youth and Families (Provide 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 Catholic Church Food Pantry (Provide for nutritionally adequate, culturally appropriate food to be distributed to families in need.)	22,000	0.00
Add: Community Grant: St. Josephs House Ltd. (Provide for home-based care provider for students with intellectual and developmental disabilities.)	20,000	0.00
Add: Community Grant: Sunflower Bakery Inc. (Provide 26 weeks of skills training, employee development and job search guidance and expand outreach to potential students and employers.)	23,400	0.00
Add: Community Grant: The Alliance for Workplace Excellence, Inc. (Provide education, awareness, and recognition to employers for excellent workplace practices.)	25,000	0.00
Add: Community Grant: The ALS Association - DC/MD/VA Chapter (Provide assistive technology to improve the quality of life for people living with ALS and their families.)	20,000	0.00
Add: Community Grant: The CareerCatchers, Inc. (Provide individualized and sustained career counseling services to survivors of domestic violence and their families.)	30,000	0.00
Add: Community Grant: The Friendship Heights Neighbors Network Corporation (Provides for operating support.)	20,000	0.00
Add: Community Grant: The George B. Thomas, Sr. Learning Academy (Provide support for the Rising Stars pre-K program.)	25,788	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.)	55,000	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.)	55,000	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

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Grant: The Montgomery County Coalition for the Homeless Inc. (Provide 24/7 emergency shelter and supportive services for men experiencing homelessness with the ultimate goal of obtaining more permanent housing.)	100,000	0.00
Add: Community Grant: The Montgomery County Coalition for the Homeless Inc. (Provide transportation for clients at Montgomery County's only 24/7 men's emergency homeless shelter to help them obtain more permanent housing.)	20,000	0.00
Add: Community Grant: The National Capital Bnai Brith Assisted Housing Corporation (dba The Edwards Building) (Provides payment for extremely low income residents who cannot afford the Medication Administration fee and/or overnight security fee.)	25,500	0.00
Add: Community Grant: The Senior Connection of Montgomery County, Inc. (Provide for the creation of a "one-call/one-click" transportation network for County seniors.)	30,000	0.00
Add: Community Grant: The Shepherd's Table, Inc. (Provide daily meals for individuals experiencing homelessness, food insecurity, or in need of nourishment.)	25,000	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provide support for the Game Changer Conference for Young Males.)	11,000	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provides for the Educational and Life Skills Program activities to help Montgomery County youth excel academically and socially.)	28,000	0.00
Add: Community Grant: University of Maryland (Provide support for the Purple Line Corridor Coalition to lead the implementation of the Purple Line Community Development Agreement through a collective impact approach.)	40,000	0.00
Add: Community Grant: Upcounty Community Resources Inc. (Provide for a Weekend Enrichment & Respite Programs for individuals with Developmental and Intellectual Disabilities.)	10,000	0.00
Add: Community Grant: Upcounty Community Resources Inc. (Provide support for activity expansion in support of those with developmental and intellectual disabilities.)	45,000	0.00
Add: Community Grant: Upper Montgomery Assistance Network (Provide emergency financial assistance to families facing homelessness and utility loss)	10,000	0.00
Add: Community Grant: Vietnamese American Services (Provides comprehensive health care program and improve access to behavioral health services of the Vietnamese Community in Montgomery County.)	25,000	0.00
Add: Community Grant: Vietnamese Americans Services (Provides outreach services to educate, empower, and develop community of Vietnamese Americans.)	35,000	0.00
Add: Community Grant: Village of Takoma Park (Provides for operating support.)	4,988	0.00
Add: Community Grant: Villages of Kensington Md Inc. (Provides for operating support.)	10,000	0.00
Add: Community Grant: Washington Regional Association Of Grantmakers - Nonprofit Montgomery (Provide funding for Montgomery Moving Forward.)	12,500	0.00
Add: Community Grant: Washington Regional Association Of Grantmakers - Nonprofit Montgomery (Provide training for County nonprofits in program evaluation so they can better measure and assess program impact.)	35,000	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (Provides for educational and academic support for low-income immigrant students.)	50,000	0.00
Add: Community Grant: Winter Growth Inc. (Provide support for services to functionally and/or cognitively impaired seniors to help them age safely and with dignity in their community.)	17,500	0.00
Add: Community Grant: Women Who Care Ministries (Provide operating support for the Kids Weekend Meal Program.)	185,000	0.00
Add: Community Grant: XYZ Services, Inc (Provide affordable transitional housing for residents in recovery from addiction and alcoholism.)	20,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington (Provide youth-centered programming, case support and volunteer training in an intensive one-on-one mentoring program for system-involved youth of color.)	15,000	0.00
Add: Community Services Grant: American Diversity Group (Provide funding to promote health literacy and build stronger connections between health outreach and primary care for underserved populations.)	2,500	0.00
Add: Community Services Grant: Care for Health (Provide funding to support home visiting program.)	5,000	0.00
Add: Community Services Grant: CASA de Maryland, Inc. (Provide for computer equipment.)	8,000	0.00
Add: Community Services Grant: Circle of Rights, Inc. (Provide for blood pressure monitors.)	6,416	0.00

FY19 Recommended Changes	Expenditures	FTEs
Add: Community Services Grant: Community Ministries of Rockville (Provide for computer equipment and software.)	4,655	0.00
Add: Community Services Grant: Don Bosco Cristo Rey High School and Work Study Program (Provide for translation and language interpretation electronic equipment.)	3,790	0.00
Add: Community Services Grant: EveryMind, Inc. (Provide for technology equipment to upgrade network at the EveryMind headquarters.)	6,176	0.00
Add: Community Services Grant: Interfaith Works (Provide for computer equipment.)	4,511	0.00
Add: Community Services Grant: Mary's Center for Maternal Health and Childcare, Inc. (Provide for electronic health monitoring equipment.)	5,575	0.00
Add: Community Services Grant: NAMI Montgomery County (Provide for computer equipment and cameras.)	7,210	0.00
Add: Community Services Grant: The ALS Association - DC/MD/VA Chapter (Provide for smart home starter kits.)	4,741	0.00
Add: Community Services Grant: Upper Montgomery Assistance Network (Provide for computer equipment and office technology.)	5,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(7,870,180)	0.00
FY19 Recommended	**8,811,504**	**0.00**

Compensation and Employee Benefit 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 FY19.

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,761,478**	**1.21**
Increase Cost: Unemployment Insurance Adjustment	25,000	0.00
Increase Cost: Non-qualified Retirement Adjustment	20,500	0.00
Increase Cost: FY19 Compensation Adjustment	14,147	0.00
Increase Cost: Retirement Adjustment	312	0.00
Increase Cost: Printing and Mail	120	0.00
Decrease Cost: Annualization of FY18 Operating Expenses	(1,500)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(7,459)	0.10
FY19 Recommended	**2,812,598**	**1.31**

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 Finance. Funding is based on seven percent of the total hotel/motel tax revenues.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,535,661**	**0.00**
Increase Cost: Allocation Based on Hotel/Motel Tax Estimate	20,858	0.00
FY19 Recommended	**1,556,519**	**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 Conference Center Management Committee.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**632,769**	**1.00**
Increase Cost: Annualization of FY18 Personnel Costs	15,975	0.00
Increase Cost: CoStar Licensing Cost	2,720	0.00
Decrease Cost: Management Audit	(50,000)	0.00
FY19 Recommended	**601,464**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,552,000**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	293,000	0.00
FY19 Recommended	**2,845,000**	**0.00**

Consolidated Retiree Health Benefit Trust - MCPS

This NDA provides consolidated funding for Montgomery County Public Schools' contribution to the Retiree Health Benefits Trust.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**74,192,000**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	5,213,000	0.00
FY19 Recommended	**79,405,000**	**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).

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**74,728**	**0.00**
FY19 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**7,886,200**	**0.00**
Increase Cost: Systems Center Configuration Manager (SCCM) Remediation Acceleration [Security]	120,000	0.00

FY19 Recommended Changes	Expenditures	FTEs
Reduce: Delay Scheduled Computer Replacements	(800,000)	0.00
FY19 Recommended	**7,206,200**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**20,000,000**	**0.00**
FY19 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**28,020**	**0.00**
FY19 Recommended	**28,020**	**0.00**

Group Insurance Retirees

Group insurance is provided to an estimated 7,002 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**43,300,000**	**0.00**
Decrease Cost: Group Insurance Claims Costs Based on Actual Annual Claims	(1,657,522)	0.00
FY19 Recommended	**41,642,478**	**0.00**

Historical Activities

This NDA contains a General Fund appropriation 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**110,000**	**0.00**
Increase Cost: Operating Expenses	25,000	0.00
FY19 Recommended	**135,000**	**0.00**

Homeowners' Association Road Maintenance Reimburse

This NDA provides a partial reimbursement to homeowners' associations (HOAs) for their maintenance of certain privately-owned roadways. The payment is currently restricted to through roadways, accessible to the public, which are one-quarter mile or longer and which provide vehicular access to more than four dwelling units. In FY97, an Executive Regulation was enacted allowing homeowners' associations to request that their roadways be deemed "private maintenance roads." This designation qualifies the HOAs for State reimbursement of their roadway maintenance costs. The County annually submits to the State its estimate of reimbursable miles, including those accepted as private maintenance roads. The State then reimburses the County and, subsequently, the County forwards the funds to HOAs.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**61,051**	**0.00**
FY19 Recommended	**61,051**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**6,536,889**	**0.00**

FY19 Recommended Changes	Expenditures	FTEs
Increase Cost: Compensation Adjustment	157,560	0.00
Increase Cost: Rental License Fee Adjustment	52,914	0.00
Decrease Cost: Miscellaneous Operating Expenses	(67,093)	0.00
FY19 Recommended	**6,680,270**	**0.00**

Inauguration and 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
Increase Cost: Inauguration and Transition	50,000	0.00
FY19 Recommended	**50,000**	**0.00**

Independent Audit

Section 315 of the County Charter requires the County Council to contract with a Certified Public Accountant for an independent post audit of all financial records and actions of the County government, its officials, and employees. By County Resolution, the Office of Legislative Oversight is the designated administrator for this contract, which also includes an independent audit of the basic financial statement of the Employee Retirement Plans; an independent audit of the basic financial statements of the Montgomery County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**420,820**	**0.00**
Shift: 0.33 FTE of Audit Contract Manager from Office of Legislative Oversight	0	0.33
FY19 Recommended	**420,820**	**0.33**

Interagency Technolicy, Policy, and Coordination Commission

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,850**	**0.00**
FY19 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; 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 69 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**20,334,394**	**0.00**
Increase Cost: Estimated net change in lease costs	728,317	0.00
Increase Cost: Leases added in FY19	401,865	0.00
Decrease Cost: Other Leasing Costs	(50,000)	0.00
Decrease Cost: Difference in Chargebacks	(82,711)	0.00
Decrease Cost: Adjustment to Leases Added	(123,100)	0.00
Decrease Cost: Reduce: Chargebacks from Facilities Maintenance	(149,871)	0.00
Decrease Cost: Difference in Maintenance Costs	(198,694)	0.00
Shift: Maintenance to General Fund Facilities	(277,882)	0.00
Decrease Cost: End ECC Lease August 1, 2018	(1,137,745)	0.00
FY19 Recommended	**19,444,573**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**540,000**	**2.00**
FY19 Recommended	**540,000**	**2.00**

Incubator Programs - Economic Development Partnership

This NDA provides for mortgage and facility lease payments and management services for the County's Business Innovation Network (BIN-business incubator) facilities, program funding for the Business Incubator Without Walls Program (for Wheaton and Down County area), and the debt service payment for the National CyberSecurity Center of Excellence (NCCoE). 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 the Maryland Economic Development Corporation (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 Standards and Technology (NIST), the State of Maryland, and Montgomery County. The NDA also provides support for non-profit incubator organizations for operations, equipment, and training.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,399,971**	**0.00**
Add: Incubator Program for Nonprofit Organizations	185,000	0.00
Decrease Cost: BHI Contract Services	(125,000)	0.00

FY19 Recommended Changes	Expenditures	FTEs
FY19 Recommended	**3,459,971**	**0.00**

Metro Washington Council of Governments

The Metropolitan Washington Council of Governments (COG) is a voluntary association of major local governments in the Washington Metropolitan Area. COG seeks to provide regional answers to, and coordination of, area-wide issues such as air and water pollution, day care, housing, crime, water supply, land use, and transportation.

This NDA reflects Montgomery County's share of the organization's operation plus special COG initiatives. Additionally, the contribution supports the Cooperative Purchasing Program; the Anacostia Restoration Fund; and the Regional Environmental Fund.

As in previous years, the Washington Suburban Sanitary Commission will provide Montgomery County's contribution to support the Water Resources Management Planning Program and the Blue Plains Users Program.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**876,710**	**0.00**
FY19 Recommended	**876,710**	**0.00**

Montgomery Coalition for Adult English Literacy

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 grants to 23 community organizations that provide adult English literacy classes. Additionally, MCAEL receives operating funding to provide technical assistance, training, and networking opportunities to over 65 community organizations that improve program quality and coordination and provide critical information for the community to educate and engage them 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,657,058**	**0.00**
Enhance: MCAEL Grants and Operating Support	100,000	0.00
FY19 Recommended	**1,757,058**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,007,750**	**0.00**
FY19 Recommended	**5,007,750**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**0**	**0.00**
FY19 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**973,258**	**0.00**
Increase Cost: Police Vehicles for new positions in FY18 Winter Recruit class	876,939	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(973,258)	0.00
FY19 Recommended	**876,939**	**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 were 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 - FY19 CE Recommended

Municipality	FY19 Property Tax Duplication	Additional County Grant	FY19 Total*
Brookeville	$6,863	$1,204	$8,067
Chevy Chase, Sec. III	$27,257	$4,257	$31,513
Chevy Chase View	$35,037	$6,238	$41,275
Chevy Chase Village	$83,678	$16,847	$100,524
Town of Chevy Chase	$107,223	$24,446	$131,669
Drummond	$3,916	$697	$4,613
Friendship Heights	$89,522	$5,724	$95,245
Gaithersburg	$1,043,720	$162,847	$1,206,567
Garrett Park	$41,148	$7,219	$48,367
Glen Echo	$17,622	$3,141	$20,762
Kensington	$129,670	$27,139	$156,809
Laytonsville	$12,933	$1,360	$14,293
Martin's Additions	$22,774	$4,058	$26,832
North Chevy Chase	$21,435	$3,760	$25,195
Oakmont	$2,782	$496	$3,278
Poolesville	$205,052	$23,884	$228,936
Rockville	$2,288,620	$121,129	$2,409,750
Somerset	$45,110	$11,063	$56,173
Takoma Park	$939,318	$2,574,326	$3,513,643
Washington Grove	$38,129	$6,793	$44,922
TOTAL	**$5,161,808**	**$3,006,627**	**$8,168,435**

***This does not include the estimated Municipalities' Speed Camera Allocation of $153,573.**

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**8,405,243**	**0.00**
Decrease Cost: Speed Camera Net Revenue Sharing	(83,235)	0.00
FY19 Recommended	**8,322,008**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**20,000**	**0.00**
FY19 Recommended	**20,000**	**0.00**

Public Elections 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,095,000**	**0.00**
Decrease Cost: Align budget with anticipated need, fund balance projected to be sufficient.	(5,095,000)	0.00
FY19 Recommended	**0**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**20,000**	**0.00**
FY19 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 Actuarially Determined Contribution or "ADC", normally 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 is committed to pay the full amount of ADC each year, however actual contributions for pay-go may differ causing the County to over or under fund the ADC. In FY11, 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 (OPEB) 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 has reduced 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 FY18, these contributions were budgeted at $43.4 million (County General Fund), $74.2 million (MCPS Consolidated Trust), and $2.6 million (Montgomery College Consolidated Trust). Due to a significant shortfall of originally estimated tax revenues of more than $90 million in FY18, the County initiated several cost containment measures to restore current year reserves. On a one-time basis, the County will reduce FY18 pre-funding to the Consolidated Trust by $21 million and use an additional $41 million in County assets from the Consolidated Trust to pay for County government retiree health insurance benefits claims.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**43,398,320**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	164,340	0.00
FY19 Recommended	**43,562,660**	**0.00**

Risk Management (General Fund)

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**16,816,427**	**0.00**
Increase Cost: Risk Management Adjustment	1,201,648	0.00
FY19 Recommended	**18,018,075**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**412,200**	**0.00**
Increase Cost: Rockville Parking District	2,800	0.00
FY19 Recommended	**415,000**	**0.00**

Snow Removal and Storm Cleanup

This NDA funds the snow removal and storm cleanup 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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**2,884,990**	**0.00**
FY19 Recommended	**2,884,990**	**0.00**

State Positions Supplement

This NDA provides for the County supplement to State salaries and fringe benefits for secretarial assistance for the resident judges of the Maryland Appellate Courts.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**60,756**	**0.00**
FY19 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).

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**3,565,615**	**0.00**
FY19 Recommended	**3,565,615**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,448,295**	**0.00**
Increase Cost: State Retirement Contribution	72,227	0.00
FY19 Recommended	**1,520,522**	**0.00**

Takoma Park Library Annual Payments

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**154,043**	**0.00**
Increase Cost: Payment Based on Formula	10,015	0.00
FY19 Recommended	**164,058**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,012,888**	**0.00**
Increase Cost: Payment Based on Formula	15,454	0.00
FY19 Recommended	**1,028,342**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**5,356,382**	**0.00**
FY19 Recommended	**5,356,382**	**0.00**

Vision Zero

This NDA provides for the planning and implementation of educational, enforcement and engineering efforts to reduce the number of traffic related fatalities to zero. This could include activities such as targeted enforcement of distracted and aggressive driving; educational campaigns to increase driver awareness of pedestrians and bicyclists; or designing roadways to reduce conflicts and enhance safety.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**100,000**	**0.00**
FY19 Recommended	**100,000**	**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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**24,638,264**	**0.00**
Decrease Cost: Align budget with actual expenditures.	(1,333,174)	0.00
FY19 Recommended	**23,305,090**	**0.00**

WorkSource Montgomery, Inc

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.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	**1,657,344**	**0.00**
Add: Career Advancement Program	152,250	0.00
FY19 Recommended	**1,809,594**	**0.00**

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	560,877	1,953,812	552,764	2,041,601	4.5 %
Employee Benefits	103,609	108,740	103,768	126,338	16.2 %
County General Fund Personnel Costs	**664,486**	**2,062,552**	**656,532**	**2,167,939**	**5.1 %**
Operating Expenses	283,683,375	301,867,798	241,784,384	301,009,811	-0.3 %
Capital Outlay	0	364,060	364,060	0	-100.0 %
County General Fund Expenditures	**284,347,861**	**304,294,410**	**242,804,976**	**303,177,750**	**-0.4 %**
PERSONNEL					
Full-Time	17	17	17	18	5.9 %
Part-Time	0	0	0	0	—
FTEs	4.18	4.21	4.21	4.64	10.2 %
REVENUES					
Conference Center - Net Proceeds	1,601,853	1,100,000	1,300,000	1,300,000	18.2 %
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Miscellaneous Revenues	796,708	51,908	51,908	51,908	—
Property Rentals	3,226,618	3,850,000	3,850,000	3,850,000	—
County General Fund Revenues	**5,944,279**	**5,321,008**	**5,521,008**	**5,521,008**	**3.8 %**

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	0	619,888	619,888	619,888	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**619,888**	**619,888**	**619,888**	**—**
Operating Expenses	0	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Expenditures	**0**	**20,619,888**	**20,619,888**	**20,619,888**	**—**

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	**284,347,861**	**324,914,298**	**263,424,864**	**323,797,638**	**-0.3 %**
Total Full-Time Positions	**17**	**17**	**17**	**18**	**5.9 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**4.18**	**4.21**	**4.21**	**4.64**	**10.2 %**
Total Revenues	**5,944,279**	**25,321,008**	**25,521,008**	**25,521,008**	**0.8 %**

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Arts and Humanities Council	5,506,943	0.00	5,356,943	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	375,000	0.00	375,000	0.00
Community Grants: County Council	3,205,701	0.00	3,590,000	0.00
Community Grants: County Executive	7,870,180	0.00	8,811,504	0.00
Compensation and Employee Benefit Adjustments	2,761,478	1.21	2,812,598	1.31
Conference and Visitors Bureau	1,535,661	0.00	1,556,519	0.00
Conference Center	632,769	1.00	601,464	1.00
Consolidated Retiree Health Benefit Trust - College	2,552,000	0.00	2,845,000	0.00
Consolidated Retiree Health Benefit Trust - MCPS	74,192,000	0.00	79,405,000	0.00
County Associations	74,728	0.00	74,728	0.00

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Device Client Management	7,886,200	0.00	7,206,200	0.00
Future Federal/State/Other Grants	20,000,000	0.00	20,000,000	0.00
Grants To Municipalities in Lieu Of Shares Tax	28,020	0.00	28,020	0.00
Group Insurance Retirees	43,300,000	0.00	41,642,478	0.00
Historical Activities	110,000	0.00	135,000	0.00
Homeowners' Association Road Maintenance Reimburse	61,051	0.00	61,051	0.00
Housing Opportunities Commission	6,536,889	0.00	6,680,270	0.00
Inauguration and Transition	0	0.00	50,000	0.00
Independent Audit	420,820	0.00	420,820	0.33
Interagency Technolicy, Policy, and Coordination Commission	5,850	0.00	5,850	0.00
Leases	20,334,394	0.00	19,444,573	0.00
Legislative Branch Communications Outreach	540,000	2.00	540,000	2.00
Incubator Programs - Economic Development Partnership	3,399,971	0.00	3,459,971	0.00
Metro Washington Council of Governments	876,710	0.00	876,710	0.00
Montgomery Coalition for Adult English Literacy	1,657,058	0.00	1,757,058	0.00
Montgomery County Economic Development Corporation	5,007,750	0.00	5,007,750	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	973,258	0.00	876,939	0.00
Municipal Tax Duplication	8,405,243	0.00	8,322,008	0.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	5,095,000	0.00	0	0.00
Public Technology, Inc.	20,000	0.00	20,000	0.00
Retiree Health Benefits Trust	43,398,320	0.00	43,562,660	0.00
Risk Management (General Fund)	16,816,427	0.00	18,018,075	0.00
Rockville Parking District	412,200	0.00	415,000	0.00
Snow Removal and Storm Cleanup	2,884,990	0.00	2,884,990	0.00
State Positions Supplement	60,756	0.00	60,756	0.00
State Property Tax Services	3,565,615	0.00	3,565,615	0.00
State Retirement Contribution	1,448,295	0.00	1,520,522	0.00
Takoma Park Library Annual Payments	154,043	0.00	164,058	0.00
Takoma Park Police Rebate	1,012,888	0.00	1,028,342	0.00
Telecommunications	5,356,382	0.00	5,356,382	0.00
Vision Zero	100,000	0.00	100,000	0.00
Working Families Income Supplement	24,638,264	0.00	23,305,090	0.00
WorkSource Montgomery, Inc	1,657,344	0.00	1,809,594	0.00
Total	**324,914,298**	**4.21**	**323,797,638**	**4.64**

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Utilities

RECOMMENDED FY19 BUDGET	FULL TIME EQUIVALENTS
$26,552,746	0.00

DAVID DISE, DIRECTOR

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 Department of General Services manages the payment for 1,504 separately metered utility accounts for these facilities, streetlights, and traffic-controlled signalized intersections.

BUDGET OVERVIEW

The FY19 Recommended Budget for the tax-supported Utilities NDA is $26,552,746, an increase of $317,100 or 1.2 percent above the FY18 Approved Budget of $26,235,645. Allocation of these utilities expenditures is approximately: electricity, 77.8 percent; natural gas, 7.3 percent; water and sewer, 11.9 percent; other utilities, 1.5 percent; fuel oil, 0.3 percent; and propane, 0.2 percent.

The FY19 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 $71,903,356 which includes the entire bi-county area of WSSC.

The FY19 Recommended tax supported budget for Utilities Management, including both the General Fund NDA ($26,552,746) and

the other tax supported funds ($3,758,445), is $30,311,191, an increase of $339,100 or approximately 1.1 percent above the FY18 Approved utilities budget. The FY19 Recommended Budget for non-tax supported utilities expenditures is $5,143,533, a decrease of $127,359 or approximately 2.4 percent from the FY18 Approved Budget.

Increased utilities expenditures result primarily from greater consumption due to new facilities or services, increased rates, 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 FY19 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 NDA.

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 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 fund 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 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 Department of General Services/Utilities Management at 240.777.6028 or Bruce Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%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	25,603,043	26,235,645	25,835,645	26,552,746	1.2 %
County General Fund Expenditures	**25,603,043**	**26,235,645**	**25,835,645**	**26,552,746**	**1.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY18 ORIGINAL APPROPRIATION	**26,235,645**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY19 Increase due to unit costs and consumption changes [Utilities]	707,101	0.00
Decrease Cost: Savings from Energy Conservation CIP projects [Utilities]	(40,000)	0.00
Decrease Cost: Oaks Landfill Solar Savings [Utilities]	(150,000)	0.00
Decrease Cost: Utility Budget Rate, Commodity, and Consumption Savings [Utilities]	(200,000)	0.00
FY19 RECOMMENDED	**26,552,746**	**0.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
COUNTY GENERAL FUND						
EXPENDITURES						
FY19 Recommended	**26,553**	**26,553**	**26,553**	**26,553**	**26,553**	**26,553**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**26,553**	**26,553**	**26,553**	**26,553**	**26,553**	**26,553**

COUNTY UTILITIES EXPENDITURES

EXPENDITURES BY DEPARTMENT/AGENCY

	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	APPROVED FY18	RECOMMENDED FY19	CHANGE BUD/REC	% CHANGE BUD/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT							
Facilities	15,809,149	16,370,971	16,610,750	17,518,450	17,835,550	317,100	1.8%
Traffic Signals and Streetlighting	8,741,684	8,264,104	8,992,294	8,717,196	8,717,196	0	0.0%
GENERAL FUND NDA EXPENDITURES	24,550,833	24,635,075	25,603,044	26,235,646	26,552,746	317,100	1.2%
OTHER TAX SUPPORTED OPERATIONS							
Transit Services	180,519	87,135	147,363	176,200	176,200	0	0.0%
Recreation	3,272,974	3,473,928	3,675,506	3,560,245	3,582,245	22,000	0.6%
SUBTOTAL	3,453,493	3,561,063	3,822,869	3,736,445	3,758,445	22,000	0.6%
TOTAL TAX SUPPORTED	28,004,326	28,196,138	29,425,913	29,972,091	30,311,191	339,100	1.1%
COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS							
Fleet Management Services	628,198	1,089,543	997,885	1,630,392	1,630,392	0	0.0%
Parking Districts	2,304,797	2,457,322	2,441,011	2,600,196	2,609,921	9,725	0.4%
Liquor Control	748,158	737,033	713,674	865,810	725,810	(140,000)	-16.2%
Solid Waste Services	150,030	154,690	160,147	174,494	177,410	2,916	1.7%
TOTAL NON-TAX SUPPORTED	3,831,183	4,438,588	4,312,717	5,270,892	5,143,533	(127,359)	-2.4%
SUMMARY - COUNTY GOVERNMENT							
TOTAL TAX SUPPORTED	28,004,326	28,196,138	29,425,913	29,972,091	30,311,191	339,100	1.1%
TOTAL NON-TAX SUPPORTED	3,831,183	4,438,588	4,312,717	5,270,892	5,143,533	(127,359)	-2.4%
TOTAL COUNTY GOVERNMENT	31,835,509	32,634,726	33,738,630	35,242,983	35,454,724	211,741	0.6%
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Montgomery County Public Schools	36,492,289	35,805,654	37,634,363	38,216,588	38,957,476	740,888	1.9%
Montgomery College	7,500,177	7,727,604	7,540,902	8,978,960	8,714,025	(264,935)	-3.0%
Washington Suburban Sanitary Commission	23,246,536	22,482,138	22,510,591	22,505,393	20,635,149	(1,870,244)	-8.3%
M-NCPPC	3,191,795	3,165,699	3,182,797	3,525,973	3,596,706	70,733	2.0%
TOTAL OTHER AGENCIES EXPENDITURES	70,430,797	69,181,095	70,868,653	73,226,914	71,903,356	(1,323,558)	-1.8%
TOTAL UTILITIES EXPENDITURES	102,266,306	101,815,821	104,607,283	108,469,897	107,358,080	(1,111,817)	-1.0%

COUNTY UTILITIES EXPENDITURES

EXPENDITURES BY ENERGY SOURCE

	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	APPROVED FY18	RECOMMENDED FY19	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT						0	
Electricity	20,615,268	21,238,018	21,301,895	22,090,007	21,313,761	(776,246)	-3.5%
Water & Sewer	1,778,860	1,818,926	2,470,869	1,945,694	3,153,116	1,207,422	62.1%
Fuel Oil	183,403	40,889	51,196	205,905	91,829	(114,076)	-55.4%
Natural Gas	1,921,777	1,514,689	1,747,702	1,930,638	1,930,638	0	0.0%
Propane	51,525	22,553	31,382	63,402	63,402	0	0.0%
GENERAL FUND NDA EXPENDITURES	24,550,833	24,635,075	25,603,044	26,235,646	26,552,746	317,100	1.2%
OTHER TAX SUPPORTED OPERATIONS							
Electricity	2,257,088	2,421,671	2,655,166	2,518,406	2,540,406	22,000	0.9%
Water & Sewer	561,637	661,955	670,521	533,822	533,822	0	0.0%
Fuel Oil	9,177	3,051	4,791	9,628	9,628	0	0.0%
Natural Gas	559,755	423,994	449,634	616,679	616,679	0	0.0%
Propane	65,836	50,392	42,757	57,910	57,910	0	0.0%
SUBTOTAL	3,453,493	3,561,063	3,822,869	3,736,445	3,758,445	22,000	0.6%
TOTAL TAX SUPPORTED	28,004,326	28,196,138	29,425,913	29,972,091	30,311,191	339,100	1.1%
NON-TAX SUPPORTED OPERATIONS							
Electricity	3,391,727	4,036,045	3,831,897	4,606,182	4,561,911	(44,271)	-1.0%
Water & Sewer	104,179	142,969	179,439	211,590	222,009	10,419	4.9%
Fuel Oil	161	1279	1,592	4,000	4,078	78	2.0%
Natural Gas	335,116	258,265	299,544	448,080	354,495	(93,585)	-20.9%
Propane	0	30	245	1,040	1,040	0	0.0%
TOTAL NON-TAX SUPPORTED	3,831,183	4,438,588	4,312,717	5,270,892	5,143,533	(127,359)	-2.4%
SUMMARY - COUNTY GOVERNMENT							
Electricity	26,264,083	27,695,734	27,788,958	29,214,595	28,416,078	(798,517)	-2.7%
Water & Sewer	2,444,676	2,623,850	3,320,829	2,691,106	3,908,947	1,217,841	45.3%
Fuel Oil	192,741	45,219	57,579	219,533	105,535	(113,998)	-51.9%
Natural Gas	2,816,648	2,196,948	2,496,880	2,995,397	2,901,812	(93,585)	-3.1%
Propane	117,361	72,975	74,384	122,352	122,352	0	0.0%
TOTAL COUNTY GOVERNMENT	31,835,509	32,634,726	33,738,630	35,242,983	35,454,724	211,741	0.6%
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Electricity	57,271,461	57,131,969	57,578,814	58,763,602	56,923,898	(1,839,704)	-3.1%
Water & Sewer	4,745,064	5,088,182	6,484,799	6,370,300	6,890,669	520,369	8.2%
Fuel Oil	256,028	34,198	57,738	131,042	131,042	0	0.0%
Natural Gas	7,900,336	6,749,514	6,504,738	7,735,364	7,732,641	(2,723)	0.0%
Propane	257,908	177,232	242,564	226,606	225,106	(1,500)	-0.7%
SUBTOTAL	70,430,797	69,181,095	70,868,653	73,226,914	71,903,356	(1,323,558)	-1.8%
TOTAL UTILITIES EXPENDITURES							
Electricity	83,535,544	84,827,703	85,367,772	87,978,197	85,339,976	(2,638,221)	-3.0%
Water & Sewer	7,189,740	7,712,032	9,805,628	9,061,406	10,799,616	1,738,210	19.2%
Fuel Oil	448,769	79,417	115,317	350,575	236,577	(113,998)	-32.5%
Natural Gas	10,716,984	8,946,462	9,001,618	10,730,761	10,634,453	(96,308)	-0.9%
Propane	375,269	250,207	316,948	348,958	347,458	(1,500)	-0.4%
TOTAL UTILITIES EXPENDITURES	102,266,306	101,815,821	104,607,283	108,469,897	107,358,080	(1,111,817)	-1.0%

Vision Zero

MISSION STATEMENT

The status quo on our roads in Montgomery County and across the United States is unacceptable. The United States is an outlier for traffic fatalities compared to other high-income countries. On average, more than 35 people lost their lives and 400 were severely injured on roads in Montgomery County, Maryland, annually between 2012 and 2016. These are not accidents and they are not an inevitable "cost of doing business" in the modern world. Behind every traffic safety statistic is a real person whose life is forever changed in one moment. No one in our community should have to grieve the loss of a loved one as the result of a traffic collision. That is why Montgomery County is committed to eliminating severe and fatal collisions from our roadways by 2030.

LINKAGE TO COUNTY RESULT AREAS

- An Effective and Efficient Transportation Network
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods

PROGRAM CONTACTS

Contact Wade Holland, CountyStat at 240.777.2623, Fred Lees of the Department of Transportation at 240.777.2196, Capt. Thomas Didone of the Department of Police at 240.773.6601, Lorraine Driscoll of the Public Information Office at 240.777.6533, 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

Vision Zero is the next innovative step in County Executive Leggett's pledge to create safer streets and an effective and efficient transportation network. Prior to Vision Zero, Mr. Leggett launched a Pedestrian Safety Initiative. This initiative was established in December 2007 and was a collaborative effort of the County Executive, the County Council, the Maryland-National Capital Park and Planning Commission's (M-NCPPC) Planning Board, and the Maryland State Highway Administration. The initiative was guided by seven strategies that county departments utilized to target dedicated resources to reduce the number of collisions between motor vehicles and pedestrians.

To build on the success of the Pedestrian Safety Initiative, County Executive Leggett presented the Vision Zero Two-Year Action Plan in November 2017. The Action Plan recommits the county to improving pedestrian safety and expands the collaborative effort to improving safety for drivers and cyclists. The goal of the Two-Year Action Plan is to reduce severe and fatal collisions by 35% compared to the prior five-year average. The target will be achieved by completing 41 action items in the areas of engineering, enforcement, education, traffic incident management, and law/policy/advocacy. To learn more about Vision Zero and to read the Two-Year Action Plan, go to http://montgomerycountymd.gov/visionzero/.

RESULTS

Vision Zero will be implemented in late FY18 and FY19. Since Vision Zero is a new initiative, these results are for the Pedestrian Safety Initiative. Overall, the Pedestrian Safety Initiative saw many successes. Since funding the Pedestrian Safety Initiative in FY10, Montgomery County has prevented 250 severe and 33 fatal collisions. Seventeen High Incidence Areas (HIA) were identified and studied, with short-term improvements completed and many long-term improvements in progress. The Montgomery County Department of Transportation (MCDOT) has constructed 30 miles of new sidewalk segments, completed over 3,204 bus stop improvements, and undertaken 1,282 new Americans with Disabilities Act (ADA) ramps aimed at improving pedestrian safety. Areas with traffic calming improvements have seen pedestrian collisions decrease by 44 percent. Educational efforts have been conducted in HIAs, pedestrian collision hot spots, 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 a 52 percent reduction of pedestrian collisions in these locations.

The County Executive recommends $118.3 million in FY19 expenditures in support of Vision Zero. The FY19 Recommended Operating Budget includes $40.2 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $78.1 million in expenditures for FY19.

Services dedicated to improving traffic safety include general program offerings, as well as targeted services. These services address current critical needs and the desired outcome of reducing severe and fatal collisions. 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 improved facilities along student walking routes to school. Evaluate and assess traffic and operational safety issues at County schools. Completed 22 comprehensive pedestrian and traffic safety evaluations at public schools where improvements were made. Preparation of school walking routes in GIS. Safety campaign in public schools including bike rodeos and crosswalk simulations.
- Participate in the regional Street Smart pedestrian safety education campaign. The campaigns use transit shelters and bus advertising throughout the County to promote safe pedestrian behaviors and to raise awareness of drivers and pedestrians about the importance of bicycle and pedestrian safety. The twice yearly, four-week media campaigns are also coordinated with targeted enforcement actions. In FY16, this campaign was modified and broadened to a County-wide, year-round effort to also reach the teen and senior populations.
- Perform traffic calming improvements by treating roadways with pedestrian refuge islands, curb extensions, speed humps, and improved signage and markings, such as current projects under design or construction on Wickham Road, Old Baltimore Road, Arlington Road, Lockwood Drive, Brunette Avenue, East Franklin Street, Lamberton Drive at Belgrade Road, Ray Drive at Gist Avenue, Spring Street at Fairview Road, and Grubb Road at Lyttonsville Road. 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. This program has thus far completed retiming of all County pedestrian signals.
- Improve sidewalk connectivity to transportation, commercial, and employment areas, and medical facilities throughout the County.
- Provide curb ramps for sidewalks and other accessibility barriers on County roadways through the ADA compliance program.

- Separated bike lanes on Spring Street/Cedar Streetprovide a new lower-stress connection for cyclists in the Silver Spring CBD. These lanes are separated from traffic by a buffer with flexpost delineators and in most areas parked cars provide additional buffer space. It is expected that these lanes will increase the number of cyclists. Increasing cycling usage has been correlated with increased safety in other cities. The narrower travel lanes have also reduced speeds in the corridor, especially at key locations where islands have been installed to benefit pedestrians. Other safety benefits include shorter crossing distances for pedestrians, islands to improve pedestrian safety and visibility, corner islands to reduce turning speed, and floating transit stops which remove the conflict between cyclists and buses making service stops.
- 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 countywide 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 with expanded use of social media and school partnering.
- Conduct evaluations of pedestrian and bicycle facilities in eight 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 helps modify perceptions of risk and responsibility on the road, can change behavior and contribute to building a culture of safety. From 2012 to 2017, MCPD increased the number of citations and warnings given to drivers violating pedestrian safety by 366% and pedestrians by 38%. Montgomery County Police have been instrumental in helping reduce the number of pedestrian collisions by:
    - Administering special pedestrian crosswalks, operating 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

- Continue the educational program in cooperation with the Department of Transportation to educate the public about ways to improve safety in parking lots - both as drivers and as pedestrians.

County Executive's Vision Zero Initiative - All Funding Sources FY19 CE Recommended Capital Improvements Program and Operating Budget		
Department	Project/Program	FY19 Recommended
Capital Improvements Program (CIP)		
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	$ 300,000
	Trails: Natural Surface & Resource-based Recreation	350,000
	Trails: Hard Surface Renovation	450,000
	Vision Zero	200,000
	Total M-NCPPC	**$ 1,300,000**
Department of Transportation	Pedestrian Facilities/Bikeways	56,404,000
	Intersection and Spot Improvements	1,844,000
	Pedestrian Safety Program	2,000,000
	Traffic Signals	5,335,000
	Guardrail Projects	315,000
	Neighborhood Traffic Calming	310,000
	Streetlighting	10,370,000
	Streetlight Enhancements CBD/Town Center	250,000
	Total Department of Transportation	**$ 76,828,000**
	Total FY19 CIP	**$ 78,128,000**
Operating Budget (PSP)		
Department of Transportation	Snow Removal/Wind/Rain Storms	3,417,377
	Streetlighting	618,767
	Traffic Planning	650,495
	Traffic and Pedestrian Safety	1,998,579
	Traffic Sign and Marking	2,129,446
	Traffic Signals & Advanced Transportation Mgmt System	1,844,269
	Transportation Community Outreach	238,120
	Property Acquisition	89,256
	Transportation Planning	79,830
	Transportation Design	770,162
	Transportation Construction	172,417
	Traffic Management and Operations	1,674,956
	Transportation Policy	466,660
	Total Department of Transportation	**$ 14,150,334**
Department of Police	Police Enforcement for HIAs - Overtime	180,000
	Police Enforcement for HIAs - Data Analyst	83,517
	School Safety Program/General Fund	5,943,322
	Automated Traffic Enforcement	19,808,050
	Total Department of Police	**$ 26,014,889**
Public Information Office	Pedestrian Safety Outreach Education	50,000
	Total FY19 PSP	**$ 40,215,223**
	TOTAL FY19 RECOMMENDED EXPENDITURES (CIP & PSP)	**$ 118,343,223**

Source: CE Recommended FY19 Operating and Capital Budgets

Note: *Safety is a central element of the mission of these departments and nearly all of their programs contribute to achieving Vision Zero. The programs with a significant emphasis on safety are listed above. It should be noted that these programs are also addressing other needs as well.*

Positive Youth Development

MISSION STATEMENT

Montgomery County is committed to creating a supportive, violence-free community for all 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 Robin Riley of the Department of Recreation at 240.777.6800 or Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this Initiative's operating budget.

OVERVIEW

The Positive Youth Development Initiative is a comprehensive response to the problems of children and youth exposed to trauma, gangs, and youth violence in the County, and reflects the commitment by the County to an approach that includes prevention, intervention, and suppression components. The Initiative's priorities serve to enhance existing approaches and services, and ensure the County's ability to respond to emerging trends and challenges utilizing culturally-competent and evidence-based approaches.

The leadership of these efforts is provided by the Director of Health and Human Services, the Director of Recreation, the Chief of Police, along with key members of the County Executive's staff, Public Libraries, Correction and Rehabilitation, Montgomery County Public Schools (MCPS), the State's Attorney's Office, and community leaders. Work continues in the areas of suppression and enforcement, outreach and education, violence prevention, and deterrence.

The Initiative 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.

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.

Major accomplishments of this Initiative include:

Excel Beyond the Bell (EBB): EBB was launched as a pilot program in FY12 to address gaps in high quality out-of-school opportunities at the middle school level. The program is a collaborative effort created to inspire our youth to realize their full potential by offering safe, quality, and accessible after-school programs that are designed to increase interest in exploration, build positive relationships, increase school connectedness, and promote positive pro-social behaviors. The program now operates in 8 middle schools in targeted communities and enrolls over 2,400 young people each year. Since its inception, this program has served over 10,000 students.

Excel Beyond the Bell Elementary School: The elementary school component of EBB was piloted in FY17 by the Department of Recreation to provide opportunities for academic and recreational enrichment after school for younger youth at the elementary school level. Created to foster a sense of community and belonging at an early age, providing participants with a healthy hot meal and high-quality programming. This program was implemented in two elementary schools in February 2017 and was expanded to two additional schools in January 2018, providing outreach to a total of four elementary schools. Since inception, over 720 participants have enrolled in Elementary After School EBB.

TeenWorks: Launched in FY13 as the Summer Teen Employment Program (STEP), this initiative quickly evolved to one of the County's premier year-round youth workforce development programs. TeenWorks is a job readiness and learn-to-work program geared toward vulnerable youth who are not yet equipped to enter the workforce alone. It bridges critical out-of-school time (OOST) opportunities with employment, preventing students from having to make the hard decision between OOST programs that promote positive growth and development and working to alleviate financial stress and strain. Participants leave TeenWorks with financial literacy and employability skills. Since its inception, the program has employed over 300 young people.

Food, Fun, and Fitness: This program, initiated in FY15, is a drop-in summer program for youth that combines access to nutrition with physical activity. It serves young people who would otherwise be home alone during summer months and serves as a critical safety net to address issues such as food insecurity, social isolation, and physical and psychological well-being. The program helps to relieve financial stress and strain providing an immediate economic impact for families. Families taking full advantage of meals served during summer months alone can expect an economic benefit of a six-week summer program serving breakfast and lunch. Food, Fun, and Fitness has served over 2,000 young people and has served over 75,000 meals and snacks to vulnerable youth.

RecZone: Launched as "Sports Academy" in FY08, this program is specifically designed for high school adolescents whose drive for independence and vulnerable self-concept make it essential to engage with them during critical after-school hours (2pm-6pm). RecZone helps to bridge a connection between school and out-of-school supports, opportunities, and services through a variety of structured and self-determined activities. Located in 4 high schools, RecZone averages over 130 students daily per site, and has enrolled over 20,000 high school students since its inception.

Teen Writing Clubs: Since 2010, library branches throughout the County have offered ongoing writing clubs for teens aged 13 to 18. These young writers meet as a group and share their writing with one another to receive constructive feedback in a supportive environment. These clubs are facilitated by members of the Maryland Writers' Association and the participants get the opportunity to meet authors and other writers. In 2014, a member of the Marilyn J. Praisner Teen Writers' Club published a novel, "Remember Me."

Police Cadet Program: In the Fall of 2016, the Montgomery County Police Department reinstituted the Police Cadet Program. This program focuses on young, college-aged adults, who are considering a career in law enforcement and assists those who might not have the financial means to pursue the requisite college course work by providing temporary, part-time employment as participants work within the Police Department and gain firsthand knowledge of County law enforcement functions. This has allowed the Department to reach out to residents who might have been missed through conventional recruiting methods like college fairs.

Youth Opportunity Centers: Established in 2006 with the creation of the Crossroads Youth Opportunity Center in Takoma Park, and expanded in 2008 with the creation of the UpCounty Youth Opportunity Center in Gaithersburg, Youth Opportunity Centers provide culturally-based and evidence-informed trauma and healing services. Specific services provided include, GED preparation, mental health counseling, and workforce readiness programming and referrals to WorkSource Montgomery for youth at-risk of gang involvement or at-risk of dropping out of school. In FY17 these centers served 412 youth, and since the program began, approximately 3,900 youths have been served.

Street Outreach Network: The mission of the Street Outreach Network (SON) is to prevent, neutralize, and manage hostile behavior in the highest-risk youth and communities through the development of positive relationships between youth, community stakeholders, and outreach workers. SON engages with youth through development programs and leisure time activities to redirect antisocial and aggressive behaviors. Since being established in 2007, this program has grown from 1 manager to a team of 11 full-time staff responding to the needs of youth Countywide through planned activities. In FY17, SON served approximately 288 youth, and has served over 4,000 since its inception.

High School Wellness Centers: Beginning in 2007 with the creation of the Northwood High School Wellness Center, this program helps students reach their full potential by offering coordinated medical care, quality counseling, positive youth development, and health education in a confidential and culturally-sensitive manner. In addition to the Northwood Center, the County operates three additional High School Wellness Centers (Watkins Mill, Gaithersburg, and Wheaton). In FY17, 1,711 students were served at the wellness centers, and since 2008 over 9,000 students have been served.

Truancy Prevention Program: The County began funding the Truancy Prevention Program in the State's Attorney's Office in FY13. It is an early intervention program that aims to improve attendance of middle school children in MCPS by discovering the root causes of truancy and assisting students and their families with issues that impact attendance. It is a voluntary program designed to keep children in school and families out of court. This program is now in 20 schools and has served 1,099 students through FY17.

Safe Space Program: The Safe Space Program fills both a geographic need and a gap in services by offering highest-risk youth access to resources and services to prevent them from engaging in violent or criminal behavior. In addition, this program focuses on improving community safety by strengthening community leadership to address violence, helping to strengthen the sustainability of County gang prevention efforts. Starting in April 2018, this program will operate in two communities on Friday and Saturday evenings from 6pm to Midnight for at least 25 youth, with an additional 25 youth being served in two more communities by June 2018. Services provided will include culturally-based and trauma-informed programs, psychoeducational groups, grief counseling, connections to workforce services as well as reconnecting to schools and vocational programs and leisure activities. Furthermore, key community stakeholders will be trained in culturally-based and evidence-informed practices to provide them with the skill sets necessary to address violence in their neighborhoods.

FY19 RECOMMENDED ENHANCEMENTS

The FY19 Recommended Budget includes approximately $27.0 million in tax-supported resources identified for the Positive Youth Development Initiative (PYDI). In addition, the recommended budget includes almost $0.4 million in non-tax supported resources for positive youth development.

Department of Health and Human Services

- Add funds to support a new family resilience program, the Strong Families Initiative ($175,000).
- Provide funds to create the Paint Branch and Springbrook Cluster Project in the East County region to help students maintain or achieve better pathways to success ($134,190).

Department of Police

- Add funds to support full-year gang suppression effort enhancements ($711,975).

Department of Recreation

- Add funds reflecting the annualization of the Excel Beyond the Bell (EBB) for Elementary School Program expansion ($368,358).
- Increase funding for the Collaboration Council for EBB due to changing priorities of the Governor's Office for Children ($171,000).
- Enhance Parent Leadership funding in EBB for Elementary Schools ($40,000).

State's Attorney's Office

- Add funds to support full-year gang suppression effort enhancements ($312,747).

DEPARTMENTAL PROGRAMS

Services benefiting County youth are incorporated in 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, and trauma- and healing-informed 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 prevention, and other health related services. The High School Based Wellness Centers are located at Watkins Mill, Northwood, Gaithersburg, and Wheaton High Schools.
- The Street Outreach Network (SON) provides culturally-based, trauma- and healing-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 referrals to WorkSource Montgomery, and community-based projects that

engage youth and young adults in life-affirming activities, the Safe Space Program, 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 in collaboration with Adolescent Behavioral Health Services, the Cluster projects, Collaboration Council, nonprofits and faith-based groups.

- The Asian American Leadership, Empowerment and Development for Youth and Family Program provides after school enrichment programs and mentoring to students at participating middle and 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, East County, and Long Branch communities as well as with currently incarcerated youthful offenders in the Clarksburg Jail in partnership with the Department of Correction and Rehabilitation's Youthful Offender Program.
- Several Street Outreach Staff have been trained and certified in evidence- and culturally-based, trauma-informed curriculums, and nine Street Outreach Staff have been trained and recertified as Professional Community Intervention Specialists.
- Conservation Corps provides job, education, and life skills training for out-of-school and unemployed County youth ages 17 to 24.

Department of Recreation

- RecZones provide direct leadership during the critical after-school hours for four high schools, including Kennedy, Montgomery Blair, Springbrook, and Watkins Mill, which serve 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, 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 eight middle school locations four days a week from 3:00 p.m. to 5:30 p.m. and was extended to four elementary schools. EBB offers a structure designed to increase school engagement and foster a sense of community and belonging 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 meal, and expanded after school transportation.
- Rec Extra expands the capacity of extra-curricular and after school opportunities for middle school students. Programs are customized to each school and operate from 3:15 p.m. to 4:30 p.m. at several middle schools. These programs offer sports, STEM, yoga, hip-hop dance, art, certified babysitting training, cooking, and other activities.
- Teen Events provides after-hour teen programming at several 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, leadership development through sports, Teen Talent Show, college tours, and service learning opportunities.
- 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 & 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 the Hispanic Business Foundation.
- Professional development and training initiatives for all our frontline 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 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 and combating criminal gang activity in Montgomery County through the Criminal Street Gang Unit, which includes the gathering of intelligence, surveillance and investigations, street enforcement, and educating the public and other governmental agencies on gang activity.
- Provide a 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 oversee the Model Learning Center, an in-house education department that specializes in Adult Basic Education, English as a Second Language (ESOL), vocational courses, and Computer Skills & Digital Literacy. General Equivalency Diploma (GED) and MCPS High School Diploma Programs are available to all eligible candidates; both programs culminate in an annual graduation ceremony attended by family members. Detention Services also manages the Gang Management Program which primarily involves youthful offenders, and provides a Dedicated Youthful Offender Housing Unit focusing on life skills, positive youth development, and education.

Office of the State's Attorney

- Prosecute gang-related crimes through six Assistant State's Attorneys. These attorneys work with one full-time Senior Legal Assistant, and 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, MCPS, parents and other partners called the Truancy Prevention Program. 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 Prevention Program has expanded to 20 County middle schools.
- Participate in Cluster Projects in a multi-agency collaboration to improve school performance.

Department of Public Libraries

- Offer spaces in many branches where teens can gather, collaborate, use computers, or enjoy library materials specially selected for their interests.
- Provide two digital media labs at Silver Spring and Long Branch with Teen Tech Time.

- Provide innovative programs for, with, and by teens, including writing clubs, computer coding, chess clubs, graphic novel drawing, knitting and crocheting, and crafting.
- Host an annual comic convention, MoComCon, at the Silver Spring Library.
- The KID Museum 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, that provides dedicated maker programming for library customers.
- Provide volunteer opportunities for youth who are completing school-required Student Service Learning (SSL) hours, as well as job opportunities for teens as Library Pages.
- Offer a library materials collection that supports school or home schooling needs, personal interests, career/college preparation, and STEM (Science, Technology, Engineering, and Mathematics) resources.
- Provide Ride On Youth Cruiser SmarTrip cards for the Department of Transportation, making acquisition of this free transportation service much easier for County youth to obtain.
- Offer a series of graphic design and digital media production classes for high school students with the Gandhi Brigade Youth Media.
- Partner with the NAACP Youth Council on providing community deposit collections in beauty salons and barbershops.
- Partner with Don Bosco Cristo Rey High School, Takoma Park to provide employment to a work study student.
- Hosted teens participating in WorkSource Montgomery's summer work program at multiple locations.

Department of Technology Services (including Cable Communications Plan)

- The Office of Cable and Broadband Services provided training, equipment, facilities, support, and youth employment to support youth-created digital media through youth events and public performances, digital media content for cable television and the Internet, creation of safe youth on-line community spaces, and youth-driven current event reporting.
- Partnering with KID Museum and the District of Learning, the ultraMontgomery Coder Corps trained high school students to coach younger students in STEM coding and game design, and developed "digital badges" to enable students to track learned skills and work experience on Span Learning's digital playlist platform.

Department of Housing and Community Affairs

- Provide safety and health and wellness "Baby Bundles" for at-risk infants.
- Provide a program in Germantown for Title I youth in grades K-5 with after-school and summer learning programs to increase STEAM (Science, Technology, Engineering, Arts, and Mathematics) knowledge and early interest in STEAM-related careers.
- Provide round-trip bus transportation for Rock Creek Forest Elementary School to program site in Bethesda.
- Provide a Re-entry Case Manager to work with youth exiting the criminal/juvenile justice system in Conservation Corps and Steps to Success programs to assist them in reintegrating back into society.
- Provide afterschool program for middle school students at a Montgomery Housing Partnership property in Long Branch.
- Provide year-round job training, mentoring, and case management to participating high school seniors enrolled at Springbrook High School (in Silver Spring) and Paint Branch High School (in Burtonsville).

Board of Elections

- Partner with MCPS to hold the Voter Registration Drive conducted 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, and educates and strengthens ties related to civic participation for Montgomery County's youth and families by actively providing an opportunity for civic duty, community involvement, and emphasis on the importance of preserving participatory democracy.

WorkSource Montgomery

- Continue the Montgomery Moving Forward Initiative, a partnership of County Government, MCPS, 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.
- Implement the Summer Youth STEM Career Exploration program, R.I.S.E. (Real Interesting Summer Experience), as part of the Positive Youth Development Initiative. It will give rising high school juniors and seniors from MCPS internship opportunities to be exposed to career opportunities that can shape their future, especially in STEM fields.

Positive Youth Development
FY19 Recommended Operating Budget
Tax-Supported

Department	Project/Program	FY19 Recommended
Health and Human Services	High School Wellness Centers (Northwood, Gaithersburg, Watkins Mill, Wheaton)	3,677,761
	Street Outreach Network to provide services to gang involved youth in underserved parts of the County, including Safe Space Program	1,446,621
	Youth Opportunity Centers - Crossroads and UpCounty	1,289,807
	Cluster Projects	728,083
	Conservation Corps	562,917
	Gang Prevention Initiative to Serve at-risk Latino Youth	350,782
	Children's Opportunity Fund	210,000
	Strong Families Initiative	175,000
	Expand Funding for Family Navigation, Youth Services Bureau, and Pathways to Services Programs	161,375
	Enhanced Services to Youth at Risk of Gang Violence	155,000
	Gang Prevention Coordinator	154,325
	Latin American Youth Center, Inc. Support for Maryland Multicultural Youth Center	149,699
	Asian American LEAD	129,545
Sub-total, Health and Human Services		**9,190,915**
Recreation	Excel Beyond the Bell (EBB)	1,840,933
	Excel Beyond the Bell Elementary School (formerly Dream Academy)	1,414,723
	RecZones (formerly Sports Academies)	1,172,713
	Summer Teen Programs	1,126,934
	Teen Programming	591,412
	Rec Extra Programs	377,281
	Soccer 4 Change League	167,398
	Expanded Parent Leadership in Excel Beyond the Bell Elementary School	40,000
Sub-total, Recreation		**6,731,394**
Police	School Resource Officers	2,830,379
	Centralized Gang Task Force, Special Investigations Division	1,448,919
	Additional Officers for Deployment in Areas with Gang Activity (6th District Station)	632,851
	Expanded Community Engagement Division	575,935
	Community Services Officers	542,573
	Police Cadet Program	100,000
Sub-total, Police		**6,130,657**
Office of State's Attorney	Six Assistant State's Attorneys for Gang Prosecution	943,418
	Truancy Prevention Program at 20 Middle Schools	267,985
	Gang Investigators	214,681
Sub-total, Office of State's Attorney		**1,426,084**
Other Departments	Community Grants NDA - Grants Serving County Youth for Positive Youth Development	2,352,850
	Children's Opportunity Fund NDA	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	367,800
	Department of Correction and Rehabilitation - Gang Sergeant Position	129,839
	WorkSource Montgomery NDA - Moving Montgomery Forward	192,500
	WorkSource Montgomery NDA - R.I.S.E. program	90,000
Sub-total, Other Departments		**3,507,989**
Total Tax- Supported		**26,987,039**

Non-Tax Supported

Department	Project/Program	FY19 Recommended
Cable Communications Plan	Youth Media Program	100,000
Housing & Community Affairs	Community Development Block Grant - Baby's Bounty MC, Inc. (Health, Safety & Wellness Newborn Bundles)	37,000
	Community Development Block Grant - Boys & Girls Clubs of Greater Washington, Inc. (STEAM Program for Montgomery County Youth)	44,240
	Community Development Block Grant - Horizons Greater Washington, Inc. (Year Round Academic Program)	15,000
	Community Development Block Grant - Latin American Youth Center, Inc. (Workforce and Post-Secondary Connections for Re-Entry Youth)	44,463
	Community Development Block Grant - Montgomery County Coalition For The Homeless, Inc. (Home Builders Care Employment Specialist)	45,000
	Community Development Block Grant - Montgomery Housing Partnership, Inc. (Greenwood Terrace Middle School Afterschool program)	38,000
	Community Development Block Grant - Urban Alliance Foundation, Inc. (Montgomery County High School Internship Program)	38,297
Total Non-Tax Supported		**362,000**

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 Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this Initiative's operating budget.

OVERVIEW

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. Since taking office, the County Executive increased services that support the County's senior community. The County Executive's primary focus has been on the following issues that directly affect Seniors:

- Age and Dementia Friendly Community,
- Housing,
- Food Security,
- Transportation,
- Safety,
- Engagement, and
- Communication.

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.

Creation of the Senior Subcabinet on Senior Vital Living: In response to the increasing number of seniors who expressed their desires to remain active in the public, private, and nonprofit sectors, the County Executive hosted a Senior Summit in 2008. This summit was attended by nearly 400 participants including business leaders, faith community representatives, nonprofit organizations, advocates and consumers, elected officials, and other key stakeholders who collaborated to identify key areas to promote seniors. One of the major accomplishments of this Summit was the creation of the Subcabinet on Senior Vital Living whose mission is to increase senior connectedness, community engagement, and knowledge of and access to available resources.

AARP/WHO Age Friendly Community and Certified Dementia Friendly Initiative: In December 2015, the County Executive hosted the second Senior Summit that showcased the County's enrollment in the American Association of Retired Persons (AARP)/World Health Organization (WHO) Age-Friendly Communities Network and designation as an "Age Friendly Community." The initiative provides a framework for developing a comprehensive approach toward ensuring that the needs of older adults and all County residents are recognized and acknowledged. Also, in partnership with BrightFocus Foundation, the County enrolled in the Dementia Friendly America Initiative. This national initiative fosters the creation of communities that better recognize and help those affected by dementia, their families, and care partners. With a continued commitment to the County's senior population, the County Executive has expanded public safety support to strengthen and empower individuals living with dementia and their families.

Age Friendly Montgomery County: A Three Year Action Plan: In 2017, the County Executive completed a three-year strategic plan to maintain the County's WHO/AARP Age Friendly Initiative status. The plan includes activities and programs to be completed over three years to enhance services for older adults in our community in ten domain areas. The Three Year Plan establishes working groups for civic and social involvement, communication and outreach, elder abuse prevention, employment, health and wellness, home and community based services, housing, outdoor spaces, senior public safety, and transportation and mobility. Each working group detailed its priorities, goals, and accomplishments for the next three years and what metrics it will collect to track progress. The plan can be found at: www.montgomerycountymd.gov/senior/Resources/Files/3-years-action-plan.pdf.

Mobile Integrated Health Program: To address the disproportionate increase in the number of repeat low acuity 911 calls by seniors, the County Executive directed the implementation of the Mobile Integrated Healthcare pilot program. This collaborative initiative of Health and Human Services (HHS) and Fire and Rescue Services (MCFRS) holistically incorporates the skills of fire/rescue personnel, clinical social workers, and community health nurses to better meet the needs of patients who utilize EMS services frequently. In its first year, the pilot program reduced non-emergency calls by 55% for the population served by the program. The FY19 budget includes a Community Nurse II and Social Worker III to expand the program's outreach. This funds a full implementation of the program at $416,802. MCFRS estimates that the program expansion will enable an enrollment increase of about 150 patients, for a total patient caseload of 200. Linking these users to more appropriate care options is anticipated to reduce EMS utilization among this population segment by 40 percent, or approximately 1,200 fewer EMS incidents per year, and improve outcomes for participants.

Housing: In response to one of the primary issues facing seniors, affordable housing, the County Executive has dedicated and leveraged funds for a number of senior housing projects throughout the County. Since FY08, the County has developed 17 senior housing projects, of which 8 are complete, 2 are underway, and 7 are committed. In all, these projects will produce or preserve over 2,100 total senior rental units, including approximately 1,700 units affordable to seniors. The County has dedicated $71 million dollars in funding for senior housing while leveraging $363M in other financing. This equates to $5.09 in outside financing for every $1 of County financing invested. The County Executive recommends allocating $4.06 million for senior affordable housing in FY19 to further support senior communities in the County. This funding will be applied to future affordable senior housing initiatives. Currently, seven additional projects are being considered and are being studied for feasibility.

Food Security: The Senior Nutrition Program has served as a focal point for the County Executive's commitment to increase food security and nutrition options for seniors. This program provides meals for older adults to improve food security and provide

access to other supportive services, such as health and wellness promotions and education. A key aspect of the program is the community support seniors receive from those who deliver meals to adults who are frail, homebound due to illness or disability, or otherwise isolated. It is administered in cooperation with a vast network of public, private, and nonprofit organizations.

The Senior Nutrition Program has served over four million meals since FY08. The County Executive has supported enhancements to the program including meal choices that reflect the diversity of residents served and the creation of the Cold Meal Box Program, which delivers lunch meals three times per week during the peak winter months.

Senior Transportation: In FY13, the County Executive established a new Escorted Transportation Program for low-income adults with disabilities who require an escort for the duration of their trips. Through January 2018, the program served 337 residents for a total of 3,064 trips. The County Executive expanded the "Seniors Ride Free" on mentrobus and RideOn during non-peak hours, and began providing, in partnership with the Jewish Council for the Aging, free curb-to-curb transportation service to residents living within a three to five-mile radius of the County's Senior Centers.

Adult Protective and Public Guardian Services: Adult Protective Services (APS) and Public Guardianship Services, provide multi-disciplinary assessments, care planning, and case management services to frail seniors and adults with disabilities. The purpose of the program is to prevent abuse, neglect, self-neglect, exploitation, and inappropriate institutionalization. In 2017, APS served 867 clients by preventing and investigating abuse and developing remedial actions for vulnerable adults to prevent self-neglect. In FY18, the County Executive expanded the Adult Protective Services program by adding two investigative staff positions to the Department of Health and Human Services.

Engagement: To keep pace with the County's growing active senior population, the County Executive has supported increased senior participation at two Senior Centers in White Oak and North Potomac and expanded programming at the remaining community recreation centers. These centers facilitate senior engagement by conducting a wide breadth of senior events. Through the Senior Planet Montgomery program, seniors can learn how to use the internet, social media, and participate in the digital economy at senior centers.

Senior Mini-trip Program: In FY15, the County Executive established the Senior Mini-trip Program which conducts local trips for seniors that they might not otherwise be able to afford or attend. Trips include downtown museums in Washington D.C., theaters, the Montgomery County Fair, Mt. Vernon, the Air & Space Museum Annex at Dulles Airport, and shopping venues.

Senior Fellows Program: The Senior Fellows Program, created in FY11, taps the experience and skills of retired seniors. These senior fellows add valuable capacity and increase the focus across a range of issues from affordable housing to transportation options, with special attention to senior engagement. In FY18, the County Executive expanded the program by adding two senior fellows to the Community Engagement Cluster.

Communication: In FY17 and FY18, the County Executive increased funding for County events and services published in the *Beacon.* This newsletter, published in multiple languages, provides a vital link for seniors to be informed of multiple events, volunteer opportunities, and information on government services to increase senior engagement and quality of life.

FY19 RECOMMENDED ENHANCEMENTS

The FY19 County Executive Recommended Budget includes approximately $38.5 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 recommended budget includes $15.1million in non-tax supported resources for seniors.

Department of Health and Human Services

- Enhance funding for the Mobile Integrated Health Program with an additional full-time Social Worker III and full-time Community Health Nurse II.
- Enhance funding for the Adult Foster Care reimbursement rate to reduce the gap between the County and State

subsidy for senior assisted living group homes.

- Enhance funds for Adult Medical Daycare minimum wage subsidies for direct service staff.

Fire and Rescue Service (MCFRS)

- Expand funding for the Mobile Integrated Health program which will reduce the frequency of high volume 911 callers and track relevant program data. Additional staff will maintain and create partnerships with other public and private agencies to connect program participants to additional services and will maintain, analyze, and present program data to measure program efficacy and report to relevant agencies.
- 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.

Non-Departmental Account Community Grants

- Provide grants to our community partners of $884,298 for 35 proposals benefiting seniors. These grant resources 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.

DEPARTMENTAL PROGRAMS

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, and facility bookings.
- Operate a Senior Transportation Service providing limited range access to each of the five Senior Centers.
- Operate 13 55+ Active Adult Centers where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Operate a Senior Nutrition Program at eight facilities 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.
- Continue the popular senior mini-trip program. Each senior center and Active Adult Program now receives three trips per year to take seniors to local destinations of interest.
- 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 World Elder Abuse Awareness Day, 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.
- Maintain funding for respite care services for older adults and persons with disabilities.
- 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.
- 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 link callers with transportation providers.
- Provide free public transit travel training classes for seniors, increasing their travel options and comfort level with public

transportation.

- Continue ongoing advertising campaigns and distribution of senior transportation services.
- Conduct on-site outreach events and presentations about senior transportation options and resources at locations where seniors frequent or reside.
- Provide fixed route service (Ride On) to many senior centers and make Senior SmarTrip cards availabile through multiple channels.
- Transport seniors to five senior centers and for grocery shopping trips from 12 residential facilities during Ride On's off-peak period.
- Provide free bus service on Ride On and Metrobus during off-peak periods (Monday-Friday 9:30 AM to 3:00 PM and Saturday 8:30 AM to 4:00 PM) and half price fares at all other times.
- Improve over 4,000 bus stops as part of Ride On's safety, ADA compliance, and accessibility program.
- Improve pedestrian crossings by re-timing 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 by 25 percent, add advanced street name signs, use higher grade retro-reflective signs and upgrade stop signs to 30-inch size (from 24-inches) for increased legibility.
- Continue to improve pedestrian access by using high visibility ladder bar style at crosswalks, focus on pedestrian access safety in work zones and continue converting street lights to LED.

Department of Public Libraries (MCPL)

- 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 Montgomery County Fire and Rescue Service (MCFRS) and Montgomery County Police Department (MCPD) on safety issues;
    - Stepping On - partnership with Maryland State Department of Health, programs on preventing falls; and
    - 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.

Department of Technology Services (DTS)

- Senior Planet Montgomery provides technology training for older adults. Ten-week and five-week training courses and single day technology exploration lectures are offered throughout the County. This effort enables seniors to feel more connected to their families, friends, and communities, feel more optimistic about their future, and have better access to health information and employment opportunities.

Fire and Rescue Service (MCFRS)

- In partnership with HHS, implement the Mobile Integrated Health program to better serve the needs of patients who frequently call 911 with low acuity needs.
- 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.
- Continue to identify and expand collaborative partnerships between MCFRS, County agencies and departments, and professional organizations providing services to seniors.
- Continue 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.
- Continue appointment-based and door-to-door safety campaigns offering department services to seniors including the evaluation of existing residential smoke alarm equipment, replacement of smoke alarms, and general injury prevention information.
- Offer free residential safety evaluations and smoke alarm checks 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 emergency preparedness information.
- Provide education and training to first responders to increase awareness of the needs, health issues 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.
- Provide home care aid to very low-income seniors and adults with disabilities which is estimated to benefit 55 seniors.

Office of the State's Attorney

- Aggressively prosecute crimes against seniors and vulnerable adults through the 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, technology, socialization, and lifelong learning.

- Recognize senior volunteer contributions annually by honoring two seniors with the Neal Potter Path of Achievement Award.
- Continue the Senior Fellows program which taps the experience and skills of retired seniors across a range of issues from affordable housing to transportation options.

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.
- Provide 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 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: http://www.montgomerycountymd.gov/senior/.

Montgomery County Police Department (MCPD)

- Maintain"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.

Other Services

- Beginning in levy year 2015, doubled the rate of Senior Tax Credit and expand eligibility to include homeowners who are 65 and older.
- Allow eligible seniors to defer, interest free, the annual increase in their County real property tax bill. The amount of the deferral can accumulate to up to half of the full cash value of the property and is not due until the property is sold

or it is no longer used as the owner's principal residence.

Senior Initiative
FY19 Recommended Operating Budget
Tax-Supported

Department	Project/Program	FY19 Recommended
Health and Human Services	Adult Foster Care	834,689
	Adult Protective Services/SSTA/ Public Guardianship	3,840,935
	Aging and Disability Services Resource Unit	234,029
	CFC Nurse Monitoring	1,551,491
	CFC Supports Planning	712,567
	Mental Health Services for Seniors and Persons with Disabilities	541,552
	Ombudsman Services	541,573
	Respite Services	452,446
	Senior Community Programs	1,693,271
	Senior Dental Services	389,394
	Senior Food Program	1,121,761
	Senior Group Homes	55,396
	The Home Care Services program	2,137,786
	The Adult Medical Day Care Subsidies Initiative	1,135,324
	The Medical Assistance Eligibility Services	300,022
Sub-total, Health and Human Services		**15,542,236**
Recreation	Damascus Senior Center	166,364
	Full-time Staff to Support Maryland Senior Olympics	77,105
	Holiday Park Senior Center	303,039
	JCA Senior Transportation	450,000
	Long Branch Senior Center	139,160
	Manager III - Senior Services	172,204
	North Potomac Senior Center	166,282
	Schweinhaut Senior Center	182,161
	Senior Mini Trips	30,617
	Senior Neighborhood Programs	161,573
	Senior Outdoor Adventure Recreation	269,173
	White Oak Community Recreation Center Senior programs	173,747
Sub-total, Recreation		**2,291,425**
Transportation	Call N Ride Program	3,560,946
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	126,527
	Seniors/Disabled Ride Free Program	262,445
Sub-total, Transportation		**4,103,778**
Other Departments	Community Engagement Cluster - RSVP Leadership	50,470
	Community Engagement Cluster - Senior Volunteer Network	40,000
	Community Grants NDA - Grants for Senior Services	884,298
	Department of Housing and Community Affairs - HOC- Upton II (Rockville)	8,000,000
	Department of Housing and Community Affairs - Victory Haven (Damascus)	6,475,000
	Human Resources - Senior Fellows	100,000
	Police - Project Lifesaver Program	12,500
	Public Information - Senior Beacon Advertising	18,000
	State's Attorney - Senior Financial Exploitation Prevention Initiative	823,688
	Technology Services - Senior Planet Montgomery	120,000
Sub-total, Other Departments		**16,523,956**
Total Tax-Supported		**38,461,395**
Total Non-Tax Supported		**15,112,687**
Grand Total		**53,574,082**

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and the disabled, except Jewish Council on Aging/Connect-A Ride which serves older adults (50+). All other appropriations reflect only funds attributed to senior services.

Non-Tax Supported

Department	Project/Program	FY19 Recommended
Health and Human Services	Aging and Disability Services Resource Unit	574,082
	Senior Community Programs	965,055
	Senior Food Program	1,921,292
	Adult Protective Services/SSTA/ Public Guardianship	2,564,556
	Respite Services	87,384
	The Home Care Services program	776,901
	Senior Group Homes	172,852
	Adult Foster Care	306,335
	Ombudsman Services	269,977
	The Medical Assistance Long Term Care program	3,071,956
Sub-total, Health and Human Services		**10,710,390**
Other Departments	Department of Housing and Community Affairs - HOME Care Partners, Inc.	35,000
	Department of Transportation - Call N Ride Program	387,911
	Fire and Rescue - Senior Safety Outreach	100,000
	Department of Transportation - Medicaid Special Transportation	3,879,386
Sub-total, Other Departments		**4,402,297**
Total Non-Tax Supported		**15,112,687**

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.

Schedule A

FY19 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)
						FY19 Operating Budget					
Agencies By Fund	FY18 Est Fund Bal	FY19 Est Revenue	Net Inter-Fund Transfers	FY19 Total Resources	CIP Current Revenue & PAYGO	GO & LTL Debt Service	Agy/Fund Approp.	Total Approp.	Total Use of Approp.	Designated Fund Balance	FY19 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	138,421	3,464,719	(323,659)	3,279,481	44,332	220,950	1,221,916	1,442,866	1,487,198	0	0
Debt Service: Non-Agency	0	31,721	381,703	413,424	0	11,497	0	11,497	11,497	0	0
Montgomery County Public Schools	25,000	710,453	0	735,453	(4,670)	154,959	2,443,168	2,598,127	2,593,457	0	0
Montgomery College	9,351	116,851	1,305	127,507	13,561	26,018	264,800	290,817	304,378	0	0
SUBTOTAL GENERAL FUND	**172,772**	**4,323,744**	**59,349**	**4,555,865**	**53,223**	**413,424**	**3,929,884**	**4,343,308**	**4,396,531**	**0**	**159,334**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	186	2,233	6,643	9,062	0	0	8,837	8,837	8,837	0	225
Fire	(6,566)	228,618	(11,072)	210,980	99	0	210,725	210,725	210,824	0	156
Mass Transit	7,273	182,589	(42,325)	147,537	14,894	0	132,432	132,432	147,326	0	211
Recreation	252	54,863	(16,740)	38,375	0	0	38,155	38,155	38,155	0	220
Economic Development	0	196	4,724	4,919	0	0	4,919	4,919	4,919	0	0
M-NCPPC	11,719	129,087	(2,072)	138,734	350	6,674	126,880	133,554	133,904	0	4,830
SUBTOTAL OTHER TAX SUPPORTED	**12,863**	**597,586**	**(60,842)**	**549,607**	**15,343**	**6,674**	**521,949**	**528,623**	**543,966**	**0**	**5,641**
TOTAL AVAIL. TAX SUPPORTED	**185,636**	**4,921,329**	**(1,494)**	**5,105,471**	**68,566**	**420,098**	**4,451,833**	**4,871,931**	**4,940,497**	**0**	**164,975**
Revenue Stabilization (Designated)	308,265	3,518	26,148	337,931	0	0	0	0	0	337,931	0
TOTAL TAX SUPPORTED (W RSF)	**493,900**	**4,924,848**	**24,654**	**5,443,402**	**68,566**	**420,098**	**4,451,833**	**4,871,931**	**4,940,497**	**337,931**	**164,975**
GRANT FUNDS											
County Government	0	117,438	0	117,438	0	0	118,058	118,058	118,058	0	(620)
Montgomery County Public Schools	0	82,191	0	82,191	0	0	82,191	82,191	82,191	0	0
Montgomery College	0	19,631	0	19,631	0	0	19,631	19,631	19,631	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
FEE SUPPORTED FUNDS											
Cable TV	2,710	28,947	(10,876)	20,781	4,520	0	16,193	16,193	20,713	0	67
Montgomery Housing Initiative	11,634	21,508	12,831	45,973	0	57	35,533	35,590	35,590	6,293	4,090
Water Quality Protection Fund	5,029	40,272	(7,901)	37,400	5,090	0	27,945	27,945	33,035	0	4,364
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	5,796	11,621	(689)	16,728	0	0	12,670	12,670	12,670	0	4,058
Parking Districts	29,189	33,397	(5,091)	57,495	11,412	0	27,829	27,829	39,241	0	18,253
Permitting Services	16,330	42,521	(5,642)	53,209	4,009	0	40,234	40,234	44,243	0	8,966
Solid Waste Collection	3,440	7,152	(286)	10,305	0	0	9,247	9,247	9,247	0	1,058
Solid Waste Disposal	0	98,427	729	99,156	8,787	0	100,713	100,713	109,500	(2,172)	(8,172)
Vacuum Leaf Collection	227	7,617	(1,377)	6,466	0	0	6,205	6,205	6,205	0	262
Liquor Control	2,708	91,697	(28,171)	66,233	0	0	63,990	63,990	63,990	0	2,243
Non-Tax Supported Debt Service	0	0	15,650	15,650	0	15,650	0	15,650	15,650	0	0
Montgomery County Public Schools	11,498	63,184	3,698	78,379	0	0	66,882	66,882	66,882	0	11,498
Montgomery College	21,899	26,808	(1,579)	47,128	0	0	28,567	28,567	28,567	0	18,561
M-NCPPC	13,211	16,364	1,217	30,792	4,125	0	17,830	17,830	21,955	0	8,837
SUBTOTAL NON-TAX SUPPORTED	**123,670**	**709,324**	**(27,489)**	**805,505**	**37,943**	**15,707**	**674,269**	**689,976**	**727,919**	**4,121**	**73,465**
TOTAL BUDGET (with Revenue Stabilization)	**617,571**	**5,634,171**	**(2,835)**	**6,248,907**	**106,509**	**435,805**	**5,126,102**	**5,561,907**	**5,668,416**	**342,052**	**238,440**

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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				
FY18 Approved	1,618.5	118.0	326.2	2,062.7
FY19 Recommended	1,617.0	118.1	340.6	2,075.7
Percent Change From FY18	-0.1%	----	4.4%	0.6%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY18 Approved	2,368.7	82.2	66.2	2,517.1
FY19 Recommended	2,443.2	82.2	66.9	2,592.2
Percent Change From FY18	3.1%	----	1.0%	3.0%
MONTGOMERY COLLEGE				
FY18 Approved	262.8	22.2	29.0	314.0
FY19 Recommended	264.8	19.6	28.6	313.0
Percent Change From FY18	0.8%	-11.7%	-1.4%	-0.3%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY18 Approved	125.9	0.6	16.2	142.7
FY19 Recommended	126.9	0.6	17.8	145.3
Percent Change From FY18	0.8%	----	9.8%	1.8%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY18 Approved	4,375.8	223.0	437.6	5,036.5
FY19 Recommended	4,451.8	220.4	453.9	5,126.2
Percent Change From FY18	1.7%	-1.2%	3.7%	1.8%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY18 Approved	399.9		14.0	413.9
FY19 Recommended	420.1		15.7	435.7
Percent Change From FY18	5.0%	----	12.2%	5.3%
TOTAL BUDGETS				
FY18 Approved	4,775.8	223.0	451.6	5,450.4
FY19 Recommended	4,871.9	220.4	469.5	5,561.9
Percent Change From FY18	2.0%	-1.2%	4.0%	2.0%

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Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY18

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	118,366,481	168,219	292,450	455,885	0	14,348,879	(1,904,982)
Revenues	3,310,747,343	876,849	1,041,456	232,173	0	178,305,742	233,077,263
Net Transfers	(268,181,975)	2,297,225	2,106,140	1,232,289	0	(48,127,389)	(12,177,899)
TOTAL RESOURCES	3,160,931,849	3,342,293	3,440,046	1,920,347	0	144,527,232	218,994,382
Contributions	(1,803,264,410)	0	0	0	0	0	0
To CIP: Current Revenue	(78,799,000)	0	0	0	0	(14,360,000)	(2,497,000)
Expenditures	(1,142,900,513)	(3,161,937)	(3,439,879)	(1,915,149)	0	(126,792,070)	(223,063,658)
TOTAL USE OF RESOURCES	(3,024,963,923)	(3,161,937)	(3,439,879)	(1,915,149)	0	(141,152,070)	(225,560,658)
ESTIMATED FY18 ENDING FUND BALANCE	135,967,926	180,356	167	5,198	0	3,375,162	(6,566,276)
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	2,453,389	0	0	0	0	3,897,479	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY19	**138,421,315**	**180,356**	**167**	**5,198**	**0**	**7,272,641**	**(6,566,276)**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY19

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	138,421,315	180,356	167	5,198	0	7,272,641	(6,566,276)
Revenues	3,464,719,056	907,491	1,081,139	244,479	0	182,589,461	228,618,207
Net Transfers	(323,659,404)	2,289,678	2,562,304	1,790,801	0	(42,325,343)	(11,071,562)
TOTAL RESOURCES	3,279,480,967	3,377,525	3,643,610	2,040,478	0	147,536,759	210,980,369
Contributions	(1,849,699,428)	0	0	0	0	0	0
To CIP: Current Revenue	(53,223,000)	0	0	0	0	(14,894,000)	(99,000)
Expenditures	(1,221,916,042)	(3,294,405)	(3,553,430)	(1,989,070)	0	(132,432,153)	(210,725,257)
TOTAL USE OF RESOURCES	(3,124,838,470)	(3,294,405)	(3,553,430)	(1,989,070)	0	(147,326,153)	(210,824,257)
ESTIMATED FY19 ENDING FUND BALANCE	154,642,497	83,120	90,180	51,408	0	210,606	156,112
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 FY20	**154,642,497**	**83,120**	**90,180**	**51,408**	**0**	**210,606**	**156,112**

Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY18

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
3,002,120	2,888,010	280,660,259	418,277,321	0	26,459,296	9,979,127	12,708,200	467,423,944
51,306,288	177,698	2,483,350	3,778,248,162	26,805,141	682,591,576	112,725,377	130,480,478	4,730,850,734
(17,110,177)	4,233,040	25,121,288	(310,607,458)	359,697,174	0	1,428,344	(1,689,143)	48,828,917
37,198,231	7,298,748	308,264,897	3,885,918,025	386,502,315	709,050,872	124,132,848	141,499,535	5,247,103,595
0	0	0	(1,803,264,410)	0	1,663,280,683	139,983,727	0	0
25,000	0	0	(95,631,000)	0	0	0	(350,000)	(95,981,000)
(36,971,488)	(7,298,748)	0	(1,545,543,442)	(386,502,315)	(2,347,331,555)	(254,765,520)	(129,430,195)	(4,663,573,027)
(36,946,488)	(7,298,748)	0	(3,444,438,852)	(386,502,315)	(684,050,872)	(114,781,793)	(129,780,195)	(4,759,554,027)
251,743	0	308,264,897	441,479,173	0	25,000,000	9,351,055	11,719,340	487,549,568
0	0	(308,264,897)	(308,264,897)	0	0	0	0	(308,264,897)
0	0	0	6,350,868	0	0	0	0	6,350,868
0	0	0	0	0	0	0	0	0
251,743	0	0	139,565,144	0	25,000,000	9,351,055	11,719,340	185,635,539

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY19

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
251,743	0	308,264,897	447,830,041	0	25,000,000	9,351,055	11,719,340	493,900,436
54,862,552	195,728	3,518,080	3,936,736,193	31,721,420	710,452,517	116,850,511	129,086,873	4,924,847,514
(16,739,627)	4,723,589	26,147,636	(356,281,928)	381,702,580	0	1,305,485	(2,072,078)	24,654,059
38,374,668	4,919,317	337,930,613	4,028,284,306	413,424,000	735,452,517	127,507,051	138,734,135	5,443,402,009
0	0	0	(1,849,699,428)	0	1,707,715,701	141,983,727	0	0
0	0	0	(68,216,000)	0	0	0	(350,000)	(68,566,000)
(38,154,835)	(4,919,317)	0	(1,616,984,509)	(413,424,000)	(2,443,168,218)	(264,799,723)	(133,554,446)	(4,871,930,896)
(38,154,835)	(4,919,317)	0	(3,534,899,937)	(413,424,000)	(735,452,517)	(122,815,996)	(133,904,446)	(4,940,496,896)
219,833	0	337,930,613	493,384,369	0	0	4,691,055	4,829,689	502,905,113
0	0	(337,930,613)	(337,930,613)	0	0	0	0	(337,930,613)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
219,833	0	0	155,453,756	0	0	4,691,055	4,829,689	164,974,500

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 15, 2018

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY17 Exp	ACTUAL FY18 Appr.	LATEST FY18 Appr.	REC 6 YR	REC FY19 Appr	REC FY20	REC FY21	REC FY22	REC FY23	REC FY24
GENERAL REVENUE SUPPORTED										
MCG	11,540	6,732	6,782	68,409	2,772	12,984	14,458	13,168	12,561	12,466
M-NCPPC PARKS	9,714	2,438	2,538	23,288	2,258	3,438	4,398	4,398	4,398	4,398
PUBLIC SCHOOLS (MCPS)	22,000	20,127	25,127	105,738	(5,000)	22,254	21,455	16,419	25,346	25,264
MONTGOMERY COLLEGE	14,132	15,084	15,084	87,081	11,661	15,084	15,084	15,084	15,084	15,084
HOC	-	2,550	2,550	8,100	1,250	1,850	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	34,000	34,000	34,000	186,000	33,000	32,000	31,000	30,000	30,000	30,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	34,000	34,000	34,000	186,000	33,000	32,000	31,000	30,000	30,000	30,000
SUBTOTAL	91,386	80,931	86,081	478,616	45,941	87,610	87,645	80,319	88,639	88,462
OTHER TAX SUPPORTED										
MASS TRANSIT	2,337	16,387	16,387	106,856	12,867	16,625	17,020	9,695	26,224	24,425
FIRE CONSOLIDATED	6,058	2,497	2,497	26,673	99	6,111	5,116	5,116	5,116	5,115
M-NCPPC PARKS	350	350	350	2,100	350	350	350	350	350	350
RECREATION	42	-	-	(25)	(25)	-	-	-	-	-
URBAN DISTRICTS	-	-	-	-	-	-	-	-	-	-
ECONOMIC DEVELOPMENT FUND	-	-	-	11,000	-	-	5,500	5,500	-	-
SUBTOTAL	8,787	19,234	19,234	146,604	13,291	23,086	27,986	20,661	31,690	29,890
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	100,173	100,165	105,315	625,220	59,232	110,696	115,631	100,980	120,329	118,352
INFLATION	-	-	-	20,589	-	-	2,014	3,397	6,547	8,631
SUBTOTAL ALLOCATION:	-	-	-	20,589	-	-	2,014	3,397	6,547	8,631
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	100,173	100,165	105,315	645,809	59,232	110,696	117,645	104,377	126,876	126,983

NON-TAX SUPPORTED EXPENDITURES ($000s)	ACTUAL FY17 Exp	ACTUAL FY18 Appr	LATEST FY18 Appr.	REC 6 YR	REC FY19	REC FY20	REC FY21	REC FY22	REC FY23	REC FY24
NON-TAX SUPPORTED										
MONTGOMERY HOUSING INITIATIVE	-	-	-	-	-	-	-	-	-	-
PARKING DISTRICTS	4,925	5,949	5,949	41,098	11,412	6,647	5,292	5,547	6,100	6,100
SOLID WASTE DISPOSAL	-	1,000	1,000	36,576	8,787	8,989	12,300	6,500	-	-
PERMITTING SERVICES	-	14,400	14,400	4,009	4,009			-	-	-
M-NCPPC ENTERPRISE FUND	664	1,050	1,050	8,525	4,125	4,000	-	400	-	-
CABLE TV FUND	3,194	4,670	4,670	25,727	4,520	4,430	4,249	4,176	4,176	4,176
WATER QUALITY PROTECTION CHARGE	4,217	5,413	5,413	25,755	5,090	3,810	4,040	3,920	5,130	3,765
SUBTOTAL EXPENDITURES:	13,000	32,482	32,482	141,690	37,943	27,876	25,881	20,543	15,406	14,041
TOTAL CURRENT REVENUE REQUIREMENTS	113,173	132,647	137,797	787,499	97,175	138,572	143,526	124,920	142,282	141,024

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government					
County General Fund					
BEGINNING FUND BALANCE	**113,028,313**	**142,784,232**	**118,366,481**	**138,421,315**	**-3.1%**
REVENUES					
Taxes	3,180,837,400	3,290,390,417	3,185,119,952	3,339,151,169	1.5%
Licenses & Permits	11,236,330	12,337,445	12,458,345	12,688,000	2.8%
Charges for Services	10,511,727	9,444,770	9,897,160	9,861,388	4.4%
Fines & Forfeitures	26,826,771	28,272,150	28,518,060	28,672,650	1.4%
Intergovernmental	72,747,353	62,413,549	63,607,408	62,873,201	0.7%
Investment Income	(422,058)	1,266,790	62,960	89,190	-93.0%
Miscellaneous	22,300,236	10,476,458	11,083,458	11,383,458	8.7%
Total REVENUES	3,324,037,759	3,414,601,579	3,310,747,343	3,464,719,056	1.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	33,466,000	44,905,026	49,287,631	51,853,898	15.5%
To Non-Tax Supported Funds	(23,979,220)	(24,870,444)	(24,870,444)	(25,059,464)	0.8%
From Tax Supported Funds	18,625,342	20,468,677	31,519,877	22,226,214	8.6%
To Tax Supported Funds	(318,813,655)	(328,691,651)	(319,985,182)	(341,128,357)	3.8%
From Internal Service Funds	4,312	17,136,019	27,359,360	1,037,012	-93.9%
To Revenue Stabilization Fund	(24,741,399)	(25,634,541)	(25,121,288)	(26,147,636)	2.0%
To Component Units/Agencies	(5,284,402)	(6,371,929)	(6,371,929)	(6,441,071)	1.1%
Total NET INTER-FUND TRANSFERS	(320,723,022)	(303,058,843)	(268,181,975)	(323,659,404)	6.8%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,752,415,324)	(1,803,264,410)	(1,803,264,410)	(1,849,699,428)	2.6%
County Contribution to CIP Fund	(91,386,561)	(80,931,000)	(78,799,000)	(53,223,000)	-34.2%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(1,843,801,885)	(1,884,195,410)	(1,882,063,410)	(1,902,922,428)	1.0%
Total Resources	***1,272,541,165***	***1,370,131,558***	***1,278,868,439***	***1,376,558,539***	***0.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,163,601,657)	(1,220,938,817)	(1,142,900,513)	(1,221,916,042)	0.1%
Adjustment for Prior Year Encumbrances/Reserves	9,426,973	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,154,174,684)	(1,220,938,817)	(1,142,900,513)	(1,221,916,042)	0.1%
CLAIMS ON FUND					
Designated Reserves	0	0	2,453,389	0	----
Total CLAIMS ON FUND	0	0	2,453,389	0	----
Total Use of Resources	***(1,154,174,684)***	***(1,220,938,817)***	***(1,140,447,124)***	***(1,221,916,042)***	***0.1%***
PROJECTED FUND BALANCE	**118,366,481**	**149,192,741**	**138,421,315**	**154,642,497**	**3.7%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**388,167**	**140,319**	**168,219**	**180,356**	**28.5%**
REVENUES					
Taxes	645,731	632,520	686,972	717,614	13.5%
Charges for Services	177,684	189,877	189,877	189,877	----
Total REVENUES	823,415	822,397	876,849	907,491	10.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,502,000	1,671,030	1,671,030	1,513,030	-9.5%

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
From Tax Supported Funds	650,318	650,318	650,318	800,318	23.1%
To Tax Supported Funds	(22,235)	(24,123)	(24,123)	(23,670)	-1.9%
Total NET INTER-FUND TRANSFERS	2,130,083	2,297,225	2,297,225	2,289,678	-0.3%
Total Resources	***3,341,665***	***3,259,941***	***3,342,293***	***3,377,525***	***3.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,173,445)	(3,174,943)	(3,161,937)	(3,294,405)	3.8%
Adjustment for Prior Year Encumbrances/Reserves	(1)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,173,446)	(3,174,943)	(3,161,937)	(3,294,405)	3.8%
Total Use of Resources	***(3,173,446)***	***(3,174,943)***	***(3,161,937)***	***(3,294,405)***	***3.8%***
PROJECTED FUND BALANCE	**168,219**	**84,998**	**180,356**	**83,120**	**-2.2%**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**734,148**	**438,654**	**292,450**	**167**	**-100.0%**
REVENUES					
Taxes	793,294	897,511	891,456	931,139	3.7%
Charges for Services	104,924	150,000	150,000	150,000	----
Miscellaneous	2,980	0	0	0	----
Total REVENUES	901,198	1,047,511	1,041,456	1,081,139	3.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,015,282	1,989,710	1,989,710	2,480,710	24.7%
From Tax Supported Funds	524,660	539,660	539,660	539,660	----
To Tax Supported Funds	(396,804)	(423,230)	(423,230)	(458,066)	8.2%
Total NET INTER-FUND TRANSFERS	2,143,138	2,106,140	2,106,140	2,562,304	21.7%
Total Resources	***3,778,484***	***3,592,305***	***3,440,046***	***3,643,610***	***1.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,486,414)	(3,498,672)	(3,439,879)	(3,553,430)	1.6%
Adjustment for Prior Year Encumbrances/Reserves	380	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,486,034)	(3,498,672)	(3,439,879)	(3,553,430)	1.6%
Total Use of Resources	***(3,486,034)***	***(3,498,672)***	***(3,439,879)***	***(3,553,430)***	***1.6%***
PROJECTED FUND BALANCE	**292,450**	**93,633**	**167**	**90,180**	**-3.7%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**493,591**	**617,937**	**455,885**	**5,198**	**-99.2%**
REVENUES					
Taxes	195,640	217,506	227,053	237,229	9.1%
Investment Income	3,118	550	5,120	7,250	1218.2%
Total REVENUES	198,758	218,056	232,173	244,479	12.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	23,629	24,358	24,358	36,537	50.0%
From Tax Supported Funds	1,917,740	1,464,240	1,464,240	2,022,240	38.1%
To Tax Supported Funds	(242,554)	(256,309)	(256,309)	(267,976)	4.6%
Total NET INTER-FUND TRANSFERS	1,698,815	1,232,289	1,232,289	1,790,801	45.3%
Total Resources	***2,391,164***	***2,068,282***	***1,920,347***	***2,040,478***	***-1.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,942,357)	(2,016,434)	(1,915,149)	(1,989,070)	-1.4%
Adjustment for Prior Year Encumbrances/Reserves	7,078	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,935,279)	(2,016,434)	(1,915,149)	(1,989,070)	-1.4%
Total Use of Resources	***(1,935,279)***	***(2,016,434)***	***(1,915,149)***	***(1,989,070)***	***-1.4%***
PROJECTED FUND BALANCE	**455,885**	**51,848**	**5,198**	**51,408**	**-0.8%**
Mass Transit					
BEGINNING FUND BALANCE	**16,605,735**	**10,061,119**	**14,348,879**	**7,272,641**	**-27.7%**

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
REVENUES					
Taxes	96,813,423	112,620,948	112,466,470	115,015,892	2.1%
Licenses & Permits	522,354	531,000	425,000	425,000	-20.0%
Charges for Services	28,383,154	24,417,881	24,293,881	25,865,878	5.9%
Fines & Forfeitures	608,904	405,000	405,000	405,000	----
Intergovernmental	41,345,413	39,453,060	40,325,861	40,325,861	2.2%
Investment Income	237,298	120,250	389,530	551,830	358.9%
Miscellaneous	39,048	0	0	0	----
Total REVENUES	167,949,594	177,548,139	178,305,742	182,589,461	2.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(340,000)	0	0	0	----
From Tax Supported Funds	2,346,310	531,310	531,310	531,310	----
To Tax Supported Funds	(38,614,728)	(39,387,832)	(48,658,699)	(42,856,653)	8.8%
Total NET INTER-FUND TRANSFERS	(36,608,418)	(38,856,522)	(48,127,389)	(42,325,343)	8.9%
Total Resources	***147,946,911***	***148,752,736***	***144,527,232***	***147,536,759***	***-0.8%***
CIP CURRENT REVENUE	***(2,337,300)***	***(16,387,000)***	***(14,360,000)***	***(14,894,000)***	***-9.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(123,703,546)	(132,226,957)	(126,792,070)	(132,432,153)	0.2%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(7,557,186)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(131,260,732)	(132,226,957)	(126,792,070)	(132,432,153)	0.2%
CLAIMS ON FUND					
Designated Reserves	0	0	3,897,479	0	----
Total CLAIMS ON FUND	0	0	3,897,479	0	----
Total Use of Resources	***(133,598,032)***	***(148,613,957)***	***(137,254,591)***	***(147,326,153)***	***-0.9%***
PROJECTED FUND BALANCE	**14,348,879**	**138,779**	**7,272,641**	**210,606**	**51.8%**
Fire					
BEGINNING FUND BALANCE	**4,994,451**	**589,575**	**(1,904,982)**	**(6,566,276)**	**-1213.7%**
REVENUES					
Taxes	212,289,123	211,455,538	211,165,492	208,162,565	-1.6%
Charges for Services	25,177,358	19,199,561	19,199,561	19,500,000	1.6%
Intergovernmental	1,965,335	0	1,970,000	0	----
Investment Income	305,635	242,130	501,710	710,760	193.5%
Miscellaneous	369,918	240,500	240,500	244,882	1.8%
Total REVENUES	240,107,369	231,137,729	233,077,263	228,618,207	-1.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(11,599)	0	0	0	----
From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Tax Supported Funds	(12,023,195)	(14,511,412)	(12,427,899)	(11,321,562)	-22.0%
Total NET INTER-FUND TRANSFERS	(11,784,794)	(14,261,412)	(12,177,899)	(11,071,562)	-22.4%
Total Resources	***233,317,026***	***217,465,892***	***218,994,382***	***210,980,369***	***-3.0%***
CIP CURRENT REVENUE	***(6,057,852)***	***(2,497,000)***	***(2,497,000)***	***(99,000)***	***-96.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(226,653,689)	(214,862,420)	(223,063,658)	(210,725,257)	-1.9%
Adjustment for Prior Year Encumbrances/Reserves	(2,510,467)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(229,164,156)	(214,862,420)	(223,063,658)	(210,725,257)	-1.9%
Total Use of Resources	***(235,222,008)***	***(217,359,420)***	***(225,560,658)***	***(210,824,257)***	***-3.0%***
PROJECTED FUND BALANCE	**(1,904,982)**	**106,472**	**(6,566,276)**	**156,112**	**46.6%**
Recreation					
BEGINNING FUND BALANCE	**2,681,535**	**2,554,495**	**3,002,120**	**251,743**	**-90.1%**

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
REVENUES					
Taxes	37,270,977	40,622,929	40,523,909	44,080,173	8.5%
Charges for Services	10,552,833	10,580,542	10,580,542	10,580,542	----
Investment Income	44,006	35,970	72,240	72,240	100.8%
Miscellaneous	212,776	129,597	129,597	129,597	----
Total REVENUES	48,080,592	51,369,038	51,306,288	54,862,552	6.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,009,700	1,309,700	1,009,700	1,009,700	-22.9%
To Tax Supported Funds	(15,032,100)	(17,273,211)	(18,119,877)	(17,749,327)	2.8%
Total NET INTER-FUND TRANSFERS	(14,022,400)	(15,963,511)	(17,110,177)	(16,739,627)	4.9%
Total Resources	***36,739,727***	***37,960,022***	***37,198,231***	***38,374,668***	***1.1%***
CIP CURRENT REVENUE	***(42,120)***	***0***	***25,000***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(33,828,785)	(37,687,311)	(36,971,488)	(38,154,835)	1.2%
Adjustment for Prior Year Encumbrances/Reserves	133,298	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(33,695,487)	(37,687,311)	(36,971,488)	(38,154,835)	1.2%
Total Use of Resources	***(33,737,607)***	***(37,687,311)***	***(36,946,488)***	***(38,154,835)***	***1.2%***
PROJECTED FUND BALANCE	**3,002,120**	**272,711**	**251,743**	**219,833**	**-19.4%**
Economic Development Fund					
BEGINNING FUND BALANCE	**2,201,580**	**0**	**2,888,010**	**0**	**----**
REVENUES					
Investment Income	26,353	38,917	43,260	61,290	57.5%
Miscellaneous	194,306	134,438	134,438	134,438	----
Total REVENUES	220,659	173,355	177,698	195,728	12.9%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	2,949,557	3,937,383	4,233,040	4,723,589	20.0%
Total NET INTER-FUND TRANSFERS	2,949,557	3,937,383	4,233,040	4,723,589	20.0%
Total Resources	***5,371,796***	***4,110,738***	***7,298,748***	***4,919,317***	***19.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,483,425)	(4,110,738)	(7,298,748)	(4,919,317)	19.7%
Adjustment for Prior Year Encumbrances/Reserves	(361)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,483,786)	(4,110,738)	(7,298,748)	(4,919,317)	19.7%
Total Use of Resources	***(2,483,786)***	***(4,110,738)***	***(7,298,748)***	***(4,919,317)***	***19.7%***
PROJECTED FUND BALANCE	**2,888,010**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**254,406,038**	**280,417,068**	**280,660,259**	**308,264,897**	**9.9%**
REVENUES					
Investment Income	1,512,822	2,045,550	2,483,350	3,518,080	72.0%
Total REVENUES	1,512,822	2,045,550	2,483,350	3,518,080	72.0%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	24,741,399	25,634,541	25,121,288	26,147,636	2.0%
Total NET INTER-FUND TRANSFERS	24,741,399	25,634,541	25,121,288	26,147,636	2.0%
Total Resources	***280,660,259***	***308,097,159***	***308,264,897***	***337,930,613***	***9.7%***
DESIGNATED FUND BALANCE	**280,660,259**	**308,097,159**	**308,264,897**	**337,930,613**	**9.7%**
Debt Service					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Intergovernmental	17,111,015	21,829,310	23,309,560	26,084,320	19.5%
Investment Income	76,713	0	0	0	----
Miscellaneous	51,940	1,033,870	3,495,581	5,637,100	445.2%
Total REVENUES	17,239,668	22,863,180	26,805,141	31,721,420	38.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	356,871,644	371,416,480	359,697,174	381,702,580	2.8%
Total NET INTER-FUND TRANSFERS	356,871,644	371,416,480	359,697,174	381,702,580	2.8%
Total Resources	***374,111,312***	***394,279,660***	***386,502,315***	***413,424,000***	***4.9%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(348,488,660)	(369,855,550)	(366,115,975)	(389,165,690)	5.2%
Debt Service - Other	(25,622,652)	(24,424,110)	(20,386,340)	(24,258,310)	-0.7%
Total APPROPRIATION/EXPENDITURE	(374,111,312)	(394,279,660)	(386,502,315)	(413,424,000)	4.9%
Total Use of Resources	***(374,111,312)***	***(394,279,660)***	***(386,502,315)***	***(413,424,000)***	***4.9%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Montgomery County Public Schools					
Current Fund MCPS					
BEGINNING FUND BALANCE	**36,452,652**	**22,783,303**	**26,459,296**	**25,000,000**	**9.7%**
REVENUES					
Charges for Services	4,009,256	3,326,736	3,326,736	3,366,736	1.2%
Intergovernmental	657,687,237	679,264,840	679,264,840	707,085,781	4.1%
Total REVENUES	661,696,493	682,591,576	682,591,576	710,452,517	4.1%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,617,631,597	1,663,280,683	1,663,280,683	1,707,715,701	2.7%
County Contribution to CIP Fund	22,000,000	20,127,000	24,797,000	(4,670,000)	-123.2%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,639,631,597	1,683,407,683	1,688,077,683	1,703,045,701	1.2%
Total Resources	***2,337,780,742***	***2,388,782,562***	***2,397,128,555***	***2,438,498,218***	***2.1%***
CIP CURRENT REVENUE	***(22,000,000)***	***(20,127,000)***	***(24,797,000)***	***4,670,000***	***-123.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,312,490,723)	(2,368,655,562)	(2,347,331,555)	(2,443,168,218)	3.1%
Adjustment for Prior Year Encumbrances/Reserves	23,169,277	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,289,321,446)	(2,368,655,562)	(2,347,331,555)	(2,443,168,218)	3.1%
Total Use of Resources	***(2,311,321,446)***	***(2,388,782,562)***	***(2,372,128,555)***	***(2,438,498,218)***	***2.1%***
PROJECTED FUND BALANCE	**26,459,296**	**0**	**25,000,000**	**0**	**----**
Montgomery College					
Current Fund MC					
BEGINNING FUND BALANCE	**8,509,486**	**6,784,389**	**9,442,949**	**8,857,877**	**30.6%**
REVENUES					
Charges for Services	79,313,993	80,419,457	74,300,000	78,186,535	-2.8%
Intergovernmental	36,580,408	36,119,377	36,194,377	36,914,976	2.2%
Investment Income	215,563	155,000	200,000	155,000	----
Miscellaneous	1,658,457	1,594,000	2,024,000	1,594,000	----
Total REVENUES	117,768,421	118,287,834	112,718,377	116,850,511	-1.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	375,758	1,828,345	1,428,344	1,305,485	-28.6%
Total NET INTER-FUND TRANSFERS	375,758	1,828,345	1,428,344	1,305,485	-28.6%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	134,133,727	139,333,727	139,333,727	141,333,727	1.4%
County Contribution to CIP Fund	14,132,462	15,084,000	13,184,000	13,561,000	-10.1%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	148,266,189	154,417,727	152,517,727	154,894,727	0.3%
Total Resources	***274,919,854***	***281,318,295***	***276,107,397***	***281,908,600***	***0.2%***

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
CIP CURRENT REVENUE	***(14,132,462)***	***(15,084,000)***	***(13,184,000)***	***(13,561,000)***	***-10.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(254,915,795)	(262,009,376)	(254,065,520)	(264,049,723)	0.8%
Adjustment for Prior Year Encumbrances/Reserves	3,571,352	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(251,344,443)	(262,009,376)	(254,065,520)	(264,049,723)	0.8%
Total Use of Resources	***(265,476,905)***	***(277,093,376)***	***(267,249,520)***	***(277,610,723)***	***0.2%***
PROJECTED FUND BALANCE	**9,442,949**	**4,224,919**	**8,857,877**	**4,297,877**	**1.7%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**452,953**	**515,520**	**536,178**	**493,178**	**-4.3%**
REVENUES					
Investment Income	4,983	0	7,000	0	----
Total REVENUES	4,983	0	7,000	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	***707,936***	***765,520***	***793,178***	***743,178***	***-2.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(171,758)	(350,000)	(300,000)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(171,758)	(350,000)	(300,000)	(350,000)	----
Total Use of Resources	***(171,758)***	***(350,000)***	***(300,000)***	***(350,000)***	***----***
PROJECTED FUND BALANCE	**536,178**	**415,520**	**493,178**	**393,178**	**-5.4%**
MC Grants Tax Supported Fund					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	400,000	400,000	400,000	400,000	----
Total 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	**5,404,084**	**3,061,803**	**5,808,834**	**4,368,157**	**42.7%**
REVENUES					
Taxes	27,326,044	28,944,760	28,870,773	27,343,775	-5.5%
Charges for Services	395,509	163,400	163,400	204,200	25.0%
Intergovernmental	395,208	420,300	420,300	391,700	-6.8%
Investment Income	106,457	70,000	70,000	100,000	42.9%
Miscellaneous	6,854	0	0	0	----
Total REVENUES	28,230,072	29,598,460	29,524,473	28,039,675	-5.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(500,000)	(300,000)	0	(300,000)	----
To Tax Supported Funds	0	(500,000)	(500,000)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(500,000)	(800,000)	(500,000)	(300,000)	-62.5%
Total Resources	***33,134,156***	***31,860,263***	***34,833,307***	***32,107,832***	***0.8%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Appropriation/Expenditure	(27,325,322)	(30,778,741)	(30,465,150)	(30,967,927)	0.6%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(27,325,322)	(30,778,741)	(30,465,150)	(30,967,927)	0.6%
Total Use of Resources	***(27,325,322)***	***(30,778,741)***	***(30,465,150)***	***(30,967,927)***	***0.6%***
PROJECTED FUND BALANCE	**5,808,834**	**1,081,522**	**4,368,157**	**1,139,905**	**5.4%**
Park Fund					
BEGINNING FUND BALANCE	**7,263,188**	**5,031,011**	**6,893,750**	**7,351,183**	**46.1%**
REVENUES					
Taxes	88,051,405	93,229,054	92,990,744	92,548,161	-0.7%
Charges for Services	2,710,876	2,800,643	2,800,643	2,947,100	5.2%
Intergovernmental	2,827,413	3,084,641	3,084,641	3,344,909	8.4%
Investment Income	68,409	20,000	20,000	65,000	225.0%
Miscellaneous	169,097	120,900	120,900	117,100	-3.1%
Total REVENUES	93,827,200	99,255,238	99,016,928	99,022,270	-0.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	600,000	600,000	100,000	-83.3%
Total NET INTER-FUND TRANSFERS	0	600,000	600,000	100,000	-83.3%
Total Resources	***101,090,388***	***104,886,249***	***106,510,678***	***106,473,453***	***1.5%***
CIP CURRENT REVENUE	***(350,000)***	***(350,000)***	***(350,000)***	***(350,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(88,979,386)	(95,101,570)	(93,298,285)	(95,912,384)	0.9%
Debt Service - Other	(4,838,893)	(5,511,210)	(5,511,210)	(6,521,285)	18.3%
Adjustment for Prior Year Encumbrances/Reserves	(28,359)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(93,846,638)	(100,612,780)	(98,809,495)	(102,433,669)	1.8%
Total Use of Resources	***(94,196,638)***	***(100,962,780)***	***(99,159,495)***	***(102,783,669)***	***1.8%***
PROJECTED FUND BALANCE	**6,893,750**	**3,923,469**	**7,351,183**	**3,689,784**	**-6.0%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**8,174**	**0**	**5,616**	**0**	**----**
REVENUES					
Taxes	1,859,162	1,941,740	1,939,077	2,024,928	4.3%
Total REVENUES	1,859,162	1,941,740	1,939,077	2,024,928	4.3%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,785,591)	(1,786,190)	(1,789,143)	(1,872,078)	4.8%
Total NET INTER-FUND TRANSFERS	(1,785,591)	(1,786,190)	(1,789,143)	(1,872,078)	4.8%
Total Resources	***81,745***	***155,550***	***155,550***	***152,850***	***-1.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(76,129)	(155,550)	(155,550)	(152,850)	-1.7%
Total APPROPRIATION/EXPENDITURE	(76,129)	(155,550)	(155,550)	(152,850)	-1.7%
Total Use of Resources	***(76,129)***	***(155,550)***	***(155,550)***	***(152,850)***	***-1.7%***
PROJECTED FUND BALANCE	**5,616**	**0**	**0**	**0**	**----**
NON-TAX SUPPORTED					
Montgomery County Government					
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**16,884,269**	**1,504,900**	**19,430,002**	**5,028,814**	**234.2%**
REVENUES					
Taxes	37,121,569	39,973,767	39,973,767	39,887,856	-0.2%
Charges for Services	1,146,599	565,000	565,000	50,000	-91.2%
Investment Income	203,069	235,750	235,750	333,980	41.7%
Total REVENUES	38,471,237	40,774,517	40,774,517	40,271,836	-1.2%

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(6,148,160)	(6,146,000)	(6,146,000)	(6,148,600)	----
To Tax Supported Funds	(1,431,071)	(1,611,261)	(1,611,261)	(1,752,361)	8.8%
Total NET INTER-FUND TRANSFERS	(7,579,231)	(7,757,261)	(7,757,261)	(7,900,961)	1.9%
Total Resources	***47,776,275***	***34,522,156***	***52,447,258***	***37,399,689***	***8.3%***
CIP CURRENT REVENUE	***(4,217,031)***	***(5,413,000)***	***(5,413,000)***	***(5,090,000)***	***-6.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(24,327,270)	(27,364,649)	(26,849,984)	(27,945,464)	2.1%
Adjustment for Prior Year Encumbrances/Reserves	198,028	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(24,129,242)	(27,364,649)	(26,849,984)	(27,945,464)	2.1%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(15,155,460)	0	----
Total CLAIMS ON FUND	0	0	(15,155,460)	0	----
Total Use of Resources	***(28,346,273)***	***(32,777,649)***	***(47,418,444)***	***(33,035,464)***	***0.8%***
PROJECTED FUND BALANCE	**19,430,002**	**1,744,507**	**5,028,814**	**4,364,225**	**150.2%**
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	138,333	0	0	0	----
Intergovernmental	107,948,842	116,419,799	116,419,799	116,437,634	----
Investment Income	781,152	0	0	0	----
Miscellaneous	2,140,845	1,000,000	1,000,000	1,000,000	----
Total REVENUES	111,009,172	117,419,799	117,419,799	117,437,634	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	351,599	0	0	0	----
Total NET INTER-FUND TRANSFERS	351,599	0	0	0	----
Total Resources	***111,360,771***	***117,419,799***	***117,419,799***	***117,437,634***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(111,360,771)	(118,039,684)	(118,039,684)	(118,057,522)	----
Total APPROPRIATION/EXPENDITURE	(111,360,771)	(118,039,684)	(118,039,684)	(118,057,522)	----
Total Use of Resources	***(111,360,771)***	***(118,039,684)***	***(118,039,684)***	***(118,057,522)***	***----***
PROJECTED FUND BALANCE	**0**	**(619,885)**	**(619,885)**	**(619,888)**	**----**
Cable Television					
BEGINNING FUND BALANCE	**2,140,343**	**1,619,877**	**6,030,856**	**2,709,617**	**67.3%**
REVENUES					
Charges for Services	31,673,246	29,236,307	29,282,000	28,840,220	-1.4%
Investment Income	73,147	75,330	75,000	106,720	41.7%
Total REVENUES	31,746,393	29,311,637	29,357,000	28,946,940	-1.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(9,181,309)	(10,251,189)	(12,482,189)	(10,875,898)	6.1%
Total NET INTER-FUND TRANSFERS	(9,181,309)	(10,251,189)	(12,482,189)	(10,875,898)	6.1%
Total Resources	***24,705,427***	***20,680,325***	***22,905,667***	***20,780,659***	***0.5%***
CIP CURRENT REVENUE	***(4,373,000)***	***(4,570,000)***	***(4,570,000)***	***(4,520,000)***	***-1.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,618,017)	(16,071,604)	(15,626,050)	(16,193,212)	0.8%
Adjustment for Prior Year Encumbrances/Reserves	1,316,446	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,301,571)	(16,071,604)	(15,626,050)	(16,193,212)	0.8%
Total Use of Resources	***(18,674,571)***	***(20,641,604)***	***(20,196,050)***	***(20,713,212)***	***0.3%***
PROJECTED FUND BALANCE	**6,030,856**	**38,721**	**2,709,617**	**67,447**	**74.2%**

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	**14,298,690**	**9,023,651**	**28,063,500**	**11,633,504**	**28.9%**
REVENUES					
Taxes	15,418,027	15,086,338	14,017,227	14,471,142	-4.1%
Charges for Services	390	70,200	70,200	70,200	----
Investment Income	5,153,166	1,851,460	2,124,840	3,010,190	62.6%
Miscellaneous	4,154,427	3,759,026	3,759,026	3,956,756	5.3%
Total REVENUES	24,726,010	20,767,024	19,971,293	21,508,288	3.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(7,261,715)	(7,808,010)	(7,208,010)	(9,501,510)	21.7%
From Tax Supported Funds	22,167,940	22,703,644	22,703,644	22,703,644	----
To Tax Supported Funds	(303,734)	(329,848)	(329,848)	(371,142)	12.5%
Total NET INTER-FUND TRANSFERS	14,602,491	14,565,786	15,165,786	12,830,992	-11.9%
Total Resources	***53,627,191***	***44,356,461***	***63,200,579***	***45,972,784***	***3.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(28,388,510)	(36,497,030)	(35,412,532)	(35,533,040)	-2.6%
Debt Service - Other	(61,280)	(59,020)	(59,020)	(56,750)	-3.8%
Adjustment for Prior Year Encumbrances/Reserves	2,886,099	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(25,563,691)	(36,556,050)	(35,471,552)	(35,589,790)	-2.6%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(5,636,051)	(16,095,523)	(6,292,994)	11.7%
Total CLAIMS ON FUND	0	(5,636,051)	(16,095,523)	(6,292,994)	11.7%
Total Use of Resources	***(25,563,691)***	***(42,192,101)***	***(51,567,075)***	***(41,882,784)***	***-0.7%***
PROJECTED FUND BALANCE	**28,063,500**	**2,164,360**	**11,633,504**	**4,090,000**	**89.0%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**6,617,148**	**5,508,680**	**6,919,320**	**5,796,363**	**5.2%**
REVENUES					
Charges for Services	11,200,072	11,003,765	11,003,765	11,512,996	4.6%
Investment Income	108,892	72,364	72,364	108,083	49.4%
Total REVENUES	11,308,964	11,076,129	11,076,129	11,621,079	4.9%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(755,354)	(791,032)	(791,032)	(849,493)	7.4%
Total NET INTER-FUND TRANSFERS	(595,354)	(631,032)	(631,032)	(689,493)	9.3%
Total Resources	***17,330,758***	***15,953,777***	***17,364,417***	***16,727,949***	***4.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,599,195)	(11,691,144)	(11,568,054)	(12,669,899)	8.4%
Adjustment for Prior Year Encumbrances/Reserves	187,757	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,411,438)	(11,691,144)	(11,568,054)	(12,669,899)	8.4%
Total Use of Resources	***(10,411,438)***	***(11,691,144)***	***(11,568,054)***	***(12,669,899)***	***8.4%***
PROJECTED UNRESTRICTED NET ASSETS	**6,919,320**	**4,262,633**	**5,796,363**	**4,058,050**	**-4.8%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**14,136,037**	**12,452,557**	**15,460,800**	**15,605,538**	**25.3%**
REVENUES					
Taxes	(44,085)	0	0	0	----
Charges for Services	15,949,411	15,555,081	15,555,081	15,555,081	----
Fines & Forfeitures	3,812,117	3,250,000	3,250,000	3,250,000	----
Investment Income	88,792	66,330	122,460	173,490	161.6%

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Miscellaneous	537,783	1,344,120	1,344,120	359,120	-73.3%
Total REVENUES	20,344,018	20,215,531	20,271,661	19,337,691	-4.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(144,900)	0	(400,000)	176.1%
To Tax Supported Funds	(1,882,332)	(2,078,355)	(2,078,355)	(1,940,158)	-6.6%
Total NET INTER-FUND TRANSFERS	(1,882,332)	(2,223,255)	(2,078,355)	(2,340,158)	5.3%
Total Resources	***32,597,723***	***30,444,833***	***33,654,106***	***32,603,071***	***7.1%***
CIP CURRENT REVENUE	***(2,536,749)***	***(3,092,000)***	***(3,092,000)***	***(5,155,000)***	***66.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,835,636)	(10,303,268)	(10,306,658)	(10,262,834)	-0.4%
Debt Service - Other	(4,564,347)	(4,633,604)	(4,649,910)	(4,653,194)	0.4%
Adjustment for Prior Year Encumbrances/Reserves	(200,191)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,600,174)	(14,936,872)	(14,956,568)	(14,916,028)	-0.1%
Total Use of Resources	***(17,136,923)***	***(18,028,872)***	***(18,048,568)***	***(20,071,028)***	***11.3%***
PROJECTED CASH BALANCE	**15,460,800**	**12,415,961**	**15,605,538**	**12,532,043**	**0.9%**
Montgomery Hills Parking District					
BEGINNING CASH BALANCE	**12,648**	**0**	**58,856**	**0**	**----**
REVENUES					
Taxes	(119)	0	0	0	----
Charges for Services	42,104	0	0	0	----
Fines & Forfeitures	33,919	0	0	0	----
Investment Income	2,406	0	0	0	----
Miscellaneous	(8,728)	0	0	0	----
Total REVENUES	69,582	0	0	0	----
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	(58,856)	0	----
To Tax Supported Funds	(13,378)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(13,378)	0	(58,856)	0	----
Total Resources	***68,852***	***0***	***0***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(60,664)	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	50,668	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,996)	0	0	0	----
Total Use of Resources	***(9,996)***	***0***	***0***	***0***	***----***
PROJECTED CASH BALANCE	**58,856**	**0**	**0**	**0**	**----**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**19,205,235**	**14,946,821**	**18,172,362**	**13,132,931**	**-12.1%**
REVENUES					
Taxes	(887)	0	0	0	----
Charges for Services	11,687,828	10,706,253	10,706,253	10,663,333	-0.4%
Fines & Forfeitures	2,182,734	1,897,689	1,897,689	1,897,689	----
Investment Income	119,279	222,240	199,750	282,980	27.3%
Miscellaneous	268,651	0	0	0	----
Total REVENUES	14,257,605	12,826,182	12,803,692	12,844,002	0.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	164,220	0	0	-100.0%
To Non-Tax Supported Funds	0	0	58,856	0	----
To Tax Supported Funds	(2,502,734)	(2,525,826)	(2,525,826)	(3,040,130)	20.4%
Total NET INTER-FUND TRANSFERS	(2,502,734)	(2,361,606)	(2,466,970)	(3,040,130)	28.7%
Total Resources	***30,960,106***	***25,411,397***	***28,509,084***	***22,936,803***	***-9.7%***

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
CIP CURRENT REVENUE	***(2,228,522)***	***(2,700,000)***	***(3,940,000)***	***(6,100,000)***	***125.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,165,002)	(11,433,242)	(11,436,153)	(11,507,531)	0.6%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(394,220)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,559,222)	(11,433,242)	(11,436,153)	(11,507,531)	0.6%
Total Use of Resources	***(12,787,744)***	***(14,133,242)***	***(15,376,153)***	***(17,607,531)***	***24.6%***
PROJECTED CASH BALANCE	**18,172,362**	**11,278,155**	**13,132,931**	**5,329,272**	**-52.7%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**963,728**	**682,257**	**900,350**	**451,008**	**-33.9%**
REVENUES					
Taxes	(671)	0	0	0	----
Charges for Services	928,783	725,000	725,000	725,000	----
Fines & Forfeitures	549,994	476,000	476,000	476,000	----
Investment Income	6,015	14,660	9,870	13,980	-4.6%
Miscellaneous	17,245	0	0	0	----
Total REVENUES	1,501,366	1,215,660	1,210,870	1,214,980	-0.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	400,000	----
To Non-Tax Supported Funds	0	(19,320)	0	0	-100.0%
To Tax Supported Funds	(90,084)	(96,084)	(96,084)	(111,148)	15.7%
Total NET INTER-FUND TRANSFERS	(90,084)	(115,404)	(96,084)	288,852	-350.3%
Total Resources	***2,375,010***	***1,782,513***	***2,015,136***	***1,954,840***	***9.7%***
CIP CURRENT REVENUE	***(160,011)***	***(157,000)***	***(157,000)***	***(157,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,281,613)	(1,407,792)	(1,407,128)	(1,405,707)	-0.1%
Adjustment for Prior Year Encumbrances/Reserves	(33,036)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,314,649)	(1,407,792)	(1,407,128)	(1,405,707)	-0.1%
Total Use of Resources	***(1,474,660)***	***(1,564,792)***	***(1,564,128)***	***(1,562,707)***	***-0.1%***
PROJECTED CASH BALANCE	**900,350**	**217,721**	**451,008**	**392,133**	**80.1%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**37,497,651**	**29,712,391**	**36,574,865**	**16,329,877**	**-45.0%**
REVENUES					
Licenses & Permits	38,442,968	41,006,408	41,972,864	40,315,397	-1.7%
Charges for Services	1,102,023	807,311	832,540	1,339,464	65.9%
Fines & Forfeitures	87,485	140,485	98,152	89,772	-36.1%
Investment Income	334,005	153,700	548,280	776,730	405.4%
Miscellaneous	19,796	0	0	0	----
Total REVENUES	39,986,277	42,107,904	43,451,836	42,521,363	1.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(4,815,802)	(5,236,021)	(5,236,021)	(5,642,377)	7.8%
Total NET INTER-FUND TRANSFERS	(4,815,802)	(5,236,021)	(5,236,021)	(5,642,377)	7.8%
Total Resources	***72,668,126***	***66,584,274***	***74,790,680***	***53,208,863***	***-20.1%***
CIP CURRENT REVENUE	***0***	***(14,400,000)***	***(20,991,000)***	***(4,009,000)***	***-72.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(36,868,045)	(38,874,829)	(37,469,803)	(40,234,230)	3.5%
Adjustment for Prior Year Encumbrances/Reserves	774,784	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(36,093,261)	(38,874,829)	(37,469,803)	(40,234,230)	3.5%
Total Use of Resources	***(36,093,261)***	***(53,274,829)***	***(58,460,803)***	***(44,243,230)***	***-17.0%***

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
PROJECTED UNRESTRICTED NET ASSETS	**36,574,865**	**13,309,445**	**16,329,877**	**8,965,633**	**-32.6%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**1,768,599**	**1,431,044**	**1,534,806**	**3,439,935**	**140.4%**
REVENUES					
Charges for Services	6,424,950	6,440,210	6,438,870	7,102,557	10.3%
Investment Income	21,196	32,640	32,640	49,300	51.0%
Total REVENUES	6,446,146	6,472,850	6,471,510	7,151,857	10.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	4,000,000	0	----
To Tax Supported Funds	(245,187)	(267,254)	(267,254)	(286,394)	7.2%
Total NET INTER-FUND TRANSFERS	(245,187)	(267,254)	3,732,746	(286,394)	7.2%
Total Resources	***7,969,558***	***7,636,640***	***11,739,062***	***10,305,398***	***34.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,625,563)	(6,842,647)	(8,299,127)	(9,247,348)	35.1%
Budget to GAAP Reconciliation	(15,893)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	206,704	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,434,752)	(6,842,647)	(8,299,127)	(9,247,348)	35.1%
Total Use of Resources	***(6,434,752)***	***(6,842,647)***	***(8,299,127)***	***(9,247,348)***	***35.1%***
ENDING RETAINED EARNINGS	**1,534,806**	**793,993**	**3,439,935**	**1,058,050**	**33.3%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					
Licenses & Permits	11,230	13,145	13,145	13,145	----
Charges for Services	96,678,058	88,060,524	98,483,365	97,600,603	10.8%
Fines & Forfeitures	50,370	48,345	48,345	48,345	----
Intergovernmental	0	0	5,000	5,000	----
Investment Income	300,595	304,130	493,440	699,040	129.8%
Miscellaneous	2,583,377	12,676,556	60,526	60,526	-99.5%
Total REVENUES	99,623,630	101,102,700	99,103,821	98,426,659	-2.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	687,926	0	0	755,000	----
To Non-Tax Supported Funds	0	0	(4,000,000)	0	----
From Tax Supported Funds	1,651,280	2,006,800	2,006,800	2,195,820	9.4%
To Tax Supported Funds	(2,015,947)	(2,148,701)	(2,148,701)	(2,221,759)	3.4%
Total NET INTER-FUND TRANSFERS	323,259	(141,901)	(4,141,901)	729,061	-613.8%
Total Resources	***99,946,889***	***100,960,799***	***94,961,920***	***99,155,720***	***-1.8%***
CIP CURRENT REVENUE	***0***	***(1,000,000)***	***(1,000,000)***	***(8,786,648)***	***778.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(83,571,365)	(89,700,728)	(89,658,769)	(100,713,014)	12.3%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	(1,511,502)	958,482	958,482	464,846	-51.5%
Plus Payout of Appropriated Closure Costs	1,117,258	1,675,088	1,675,088	1,706,853	1.9%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(83,965,609)	(87,067,158)	(87,025,199)	(98,541,315)	13.2%
Total Use of Resources	***(83,965,609)***	***(88,067,158)***	***(88,025,199)***	***(107,327,963)***	***21.9%***
NET CHANGE	**15,981,280**	**12,893,641**	**6,936,721**	**(8,172,243)**	**-163.4%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**(467,803)**	**(76,684)**	**(83,322)**	**226,612**	**-395.5%**

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
REVENUES					
Charges for Services	7,226,049	7,216,578	7,216,578	7,595,788	5.3%
Investment Income	8,923	13,350	14,650	20,750	55.4%
Total REVENUES	7,234,972	7,229,928	7,231,228	7,616,538	5.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(687,926)	0	0	(755,000)	----
To Tax Supported Funds	(532,337)	(577,855)	(577,855)	(621,852)	7.6%
Total NET INTER-FUND TRANSFERS	(1,220,263)	(577,855)	(577,855)	(1,376,852)	138.3%
Total Resources	***5,546,906***	***6,575,389***	***6,570,051***	***6,466,298***	***-1.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,581,810)	(6,124,584)	(6,343,439)	(6,204,721)	1.3%
Adjustment for Prior Year Encumbrances/Reserves	(48,418)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,630,228)	(6,124,584)	(6,343,439)	(6,204,721)	1.3%
Total Use of Resources	***(5,630,228)***	***(6,124,584)***	***(6,343,439)***	***(6,204,721)***	***1.3%***
PROJECTED FUND BALANCE	**(83,322)**	**450,805**	**226,612**	**261,577**	**-42.0%**
Liquor Control					
BEGINNING CASH BALANCE	**2,290,672**	**1,367,683**	**2,427,629**	**2,707,801**	**98.0%**
REVENUES					
Taxes	7,693	0	0	0	----
Licenses & Permits	1,913,800	1,726,197	1,726,197	1,726,197	----
Charges for Services	17,830	8,740	8,740	8,740	----
Fines & Forfeitures	218,464	220,560	220,560	220,560	----
Investment Income	78,759	28,710	129,290	183,160	538.0%
Miscellaneous	80,462,584	86,212,495	87,014,065	89,558,487	3.9%
Total REVENUES	82,699,130	88,196,702	89,098,852	91,697,144	4.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(13,237,642)	(22,676,698)	(24,828,303)	(28,171,463)	24.2%
Total NET INTER-FUND TRANSFERS	(13,237,642)	(22,676,698)	(24,828,303)	(28,171,463)	24.2%
Total Resources	***71,752,160***	***66,887,687***	***66,698,178***	***66,233,482***	***-1.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(58,824,660)	(54,168,719)	(55,405,198)	(52,615,051)	-2.9%
Debt Service - Other	(9,909,371)	(10,992,600)	(10,992,400)	(11,375,400)	3.5%
Adjustment for Prior Year Encumbrances/Reserves	(590,500)	0	0	0	----
Future Expenditure Requirements	0	0	0	0	----
Bond Proceeds Applied to Debt Service	0	107,221	107,221	0	-100.0%
Master Lease Proceeds	0	0	2,300,000	0	----
Total APPROPRIATION/EXPENDITURE	(69,324,531)	(65,054,098)	(63,990,377)	(63,990,451)	-1.6%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(125,000)	0	0	-100.0%
Total CLAIMS ON FUND	0	(125,000)	0	0	-100.0%
Total Use of Resources	***(69,324,531)***	***(65,179,098)***	***(63,990,377)***	***(63,990,451)***	***-1.8%***
PROJECTED CASH BALANCE	**2,427,629**	**1,708,589**	**2,707,801**	**2,243,031**	**31.3%**
Debt Service					
Debt Service - Non-Tax Supported					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	13,347,406	13,954,010	13,354,010	15,650,110	12.2%
Total NET INTER-FUND TRANSFERS	13,347,406	13,954,010	13,354,010	15,650,110	12.2%
Total Resources	***13,347,406***	***13,954,010***	***13,354,010***	***15,650,110***	***12.2%***

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(13,347,406)	(13,954,010)	(13,354,010)	(15,650,110)	12.2%
Total APPROPRIATION/EXPENDITURE	(13,347,406)	(13,954,010)	(13,354,010)	(15,650,110)	12.2%
Total Use of Resources	***(13,347,406)***	***(13,954,010)***	***(13,354,010)***	***(15,650,110)***	***12.2%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Montgomery County Public Schools

Grant Fund MCPS

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	74,657,887	82,190,798	82,190,798	82,190,798	----
Total REVENUES	74,657,887	82,190,798	82,190,798	82,190,798	----
Total Resources	***74,657,887***	***82,190,798***	***82,190,798***	***82,190,798***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(74,657,887)	(82,190,798)	(82,190,798)	(82,190,798)	----
Total APPROPRIATION/EXPENDITURE	(74,657,887)	(82,190,798)	(82,190,798)	(82,190,798)	----
Total Use of Resources	***(74,657,887)***	***(82,190,798)***	***(82,190,798)***	***(82,190,798)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Food Service Fund

BEGINNING CASH BALANCE	**6,952,834**	**6,952,834**	**10,422,081**	**10,422,081**	**49.9%**
REVENUES					
Charges for Services	20,491,795	16,943,135	16,943,135	17,078,839	0.8%
Intergovernmental	40,767,282	37,270,399	37,270,399	37,568,909	0.8%
Total REVENUES	61,259,077	54,213,534	54,213,534	54,647,748	0.8%
Total Resources	***68,211,911***	***61,166,368***	***64,635,615***	***65,069,829***	***6.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(58,125,752)	(54,213,534)	(54,213,534)	(54,647,748)	0.8%
Adjustment for Prior Year Encumbrances/Reserves	335,922	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(57,789,830)	(54,213,534)	(54,213,534)	(54,647,748)	0.8%
Total Use of Resources	***(57,789,830)***	***(54,213,534)***	***(54,213,534)***	***(54,647,748)***	***0.8%***
PROJECTED CASH BALANCE	**10,422,081**	**6,952,834**	**10,422,081**	**10,422,081**	**49.9%**

Real Estate Fund

BEGINNING CASH BALANCE	**612,495**	**612,495**	**579,658**	**579,658**	**-5.4%**
REVENUES					
Miscellaneous	3,194,139	3,932,647	3,932,647	3,932,647	----
Total REVENUES	3,194,139	3,932,647	3,932,647	3,932,647	----
Total Resources	***3,806,634***	***4,545,142***	***4,512,305***	***4,512,305***	***-0.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,226,308)	(3,932,647)	(3,932,647)	(3,932,647)	----
Adjustment for Prior Year Encumbrances/Reserves	(668)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,226,976)	(3,932,647)	(3,932,647)	(3,932,647)	----
Total Use of Resources	***(3,226,976)***	***(3,932,647)***	***(3,932,647)***	***(3,932,647)***	***----***
PROJECTED CASH BALANCE	**579,658**	**612,495**	**579,658**	**579,658**	**-5.4%**

Field Trip Fund

BEGINNING CASH BALANCE	**436,129**	**436,129**	**480,807**	**480,807**	**10.2%**
REVENUES					
Charges for Services	2,053,978	2,313,743	2,313,743	2,513,743	8.6%
Total REVENUES	2,053,978	2,313,743	2,313,743	2,513,743	8.6%
Total Resources	***2,490,107***	***2,749,872***	***2,794,550***	***2,994,550***	***8.9%***

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,006,344)	(2,313,743)	(2,313,743)	(2,513,743)	8.6%
Adjustment for Prior Year Encumbrances/Reserves	(2,956)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,009,300)	(2,313,743)	(2,313,743)	(2,513,743)	8.6%
Total Use of Resources	***(2,009,300)***	***(2,313,743)***	***(2,313,743)***	***(2,513,743)***	***8.6%***
PROJECTED CASH BALANCE	**480,807**	**436,129**	**480,807**	**480,807**	**10.2%**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**181,441**	**181,441**	**0**	**0**	**-100.0%**
REVENUES					
Charges for Services	2,962,897	2,090,053	2,090,053	2,090,053	----
Total REVENUES	2,962,897	2,090,053	2,090,053	2,090,053	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,077,679	2,000,000	2,000,000	2,000,000	----
Total NET INTER-FUND TRANSFERS	1,077,679	2,000,000	2,000,000	2,000,000	----
Total Resources	***4,222,017***	***4,271,494***	***4,090,053***	***4,090,053***	***-4.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,875,067)	(4,090,053)	(4,090,053)	(4,090,053)	----
Adjustment for Prior Year Encumbrances/Reserves	(346,950)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,222,017)	(4,090,053)	(4,090,053)	(4,090,053)	----
Total Use of Resources	***(4,222,017)***	***(4,090,053)***	***(4,090,053)***	***(4,090,053)***	***----***
PROJECTED CASH BALANCE	**0**	**181,441**	**0**	**0**	**-100.0%**
Instructional Television Fund					
BEGINNING CASH BALANCE	**(369)**	**(369)**	**15,190**	**15,190**	**-4216.5%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,742,791	1,697,504	1,697,504	1,697,504	----
Total NET INTER-FUND TRANSFERS	1,742,791	1,697,504	1,697,504	1,697,504	----
Total Resources	***1,742,422***	***1,697,135***	***1,712,694***	***1,712,694***	***0.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,727,601)	(1,697,504)	(1,697,504)	(1,697,504)	----
Adjustment for Prior Year Encumbrances/Reserves	369	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,727,232)	(1,697,504)	(1,697,504)	(1,697,504)	----
Total Use of Resources	***(1,727,232)***	***(1,697,504)***	***(1,697,504)***	***(1,697,504)***	***----***
PROJECTED CASH BALANCE	**15,190**	**(369)**	**15,190**	**15,190**	**-4216.5%**

Montgomery College

Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	14,986,612	22,973,000	15,764,144	19,631,000	-14.5%
Total REVENUES	14,986,612	22,973,000	15,764,144	19,631,000	-14.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	(728,345)	(764,144)	0	-100.0%
Total NET INTER-FUND TRANSFERS	0	(728,345)	(764,144)	0	-100.0%
Total Resources	***14,986,612***	***22,244,655***	***15,000,000***	***19,631,000***	***-11.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,986,612)	(22,244,655)	(15,000,000)	(19,631,000)	-11.7%
Total APPROPRIATION/EXPENDITURE	(14,986,612)	(22,244,655)	(15,000,000)	(19,631,000)	-11.7%
Total Use of Resources	***(14,986,612)***	***(22,244,655)***	***(15,000,000)***	***(19,631,000)***	***-11.7%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Endowment Fund					
BEGINNING FUND BALANCE	**540,105**	**543,241**	**544,533**	**551,783**	**1.6%**
REVENUES					
Miscellaneous	4,428	2,500	7,250	7,250	190.0%
Total REVENUES	4,428	2,500	7,250	7,250	190.0%
Total Resources	***544,533***	***545,741***	***551,783***	***559,033***	***2.4%***
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	**544,533**	**282,741**	**551,783**	**296,033**	**4.7%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**1,480,626**	**733,861**	**913,358**	**990,358**	**35.0%**
REVENUES					
Charges for Services	8,412,842	10,550,000	9,100,992	10,700,000	1.4%
Intergovernmental	6,122,792	6,717,202	6,717,202	7,336,869	9.2%
Miscellaneous	41,710	160,000	48,806	100,000	-37.5%
Total REVENUES	14,577,344	17,427,202	15,867,000	18,136,869	4.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	0	0	(459,485)	----
Total NET INTER-FUND TRANSFERS	0	0	0	(459,485)	----
Total Resources	***16,057,970***	***18,161,063***	***16,780,358***	***18,667,742***	***2.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,233,874)	(17,784,950)	(15,790,000)	(17,677,384)	-0.6%
Adjustment for Prior Year Encumbrances/Reserves	89,262	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,144,612)	(17,784,950)	(15,790,000)	(17,677,384)	-0.6%
Total Use of Resources	***(15,144,612)***	***(17,784,950)***	***(15,790,000)***	***(17,677,384)***	***-0.6%***
PROJECTED FUND BALANCE	**913,358**	**376,113**	**990,358**	**990,358**	**163.3%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**1,723,368**	**2,186,168**	**2,229,309**	**2,344,509**	**7.2%**
REVENUES					
Charges for Services	1,233,399	1,508,510	1,003,100	1,364,000	-9.6%
Miscellaneous	634,699	771,000	990,300	870,220	12.9%
Total REVENUES	1,868,098	2,279,510	1,993,400	2,234,220	-2.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	(1,100,000)	(664,200)	(846,000)	-23.1%
To Internal Service Funds	(375,758)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(375,758)	(1,100,000)	(664,200)	(846,000)	-23.1%
Total Resources	***3,215,708***	***3,365,678***	***3,558,509***	***3,732,729***	***10.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(992,000)	(1,638,620)	(1,214,000)	(1,700,000)	3.7%
Adjustment for Prior Year Encumbrances/Reserves	5,601	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(986,399)	(1,638,620)	(1,214,000)	(1,700,000)	3.7%
Total Use of Resources	***(986,399)***	***(1,638,620)***	***(1,214,000)***	***(1,700,000)***	***3.7%***
PROJECTED FUND BALANCE	**2,229,309**	**1,727,058**	**2,344,509**	**2,032,729**	**17.7%**
Cable Television Fund					
BEGINNING FUND BALANCE	**151,720**	**155,773**	**90,426**	**119,871**	**-23.0%**

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
REVENUES					
Miscellaneous	1,770	0	3,720	0	----
Total REVENUES	1,770	0	3,720	0	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,620,732	1,683,725	1,683,725	1,726,867	2.6%
Total NET INTER-FUND TRANSFERS	1,620,732	1,683,725	1,683,725	1,726,867	2.6%
Total Resources	***1,774,222***	***1,839,498***	***1,777,871***	***1,846,738***	***0.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,699,280)	(1,683,725)	(1,658,000)	(1,726,867)	2.6%
Adjustment for Prior Year Encumbrances/Reserves	15,484	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,683,796)	(1,683,725)	(1,658,000)	(1,726,867)	2.6%
Total Use of Resources	***(1,683,796)***	***(1,683,725)***	***(1,658,000)***	***(1,726,867)***	***2.6%***
PROJECTED FUND BALANCE	**90,426**	**155,773**	**119,871**	**119,871**	**-23.0%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**11,822,090**	**9,168,091**	**9,415,677**	**9,455,677**	**3.1%**
REVENUES					
Charges for Services	2,751,109	2,900,000	2,117,658	2,700,000	-6.9%
Investment Income	64,036	14,000	122,342	110,000	685.7%
Total REVENUES	2,815,145	2,914,000	2,240,000	2,810,000	-3.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(3,509,352)	(2,300,000)	(500,000)	(1,500,000)	-34.8%
Total NET INTER-FUND TRANSFERS	(3,509,352)	(2,300,000)	(500,000)	(1,500,000)	-34.8%
Total Resources	***11,127,883***	***9,782,091***	***11,155,677***	***10,765,677***	***10.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,712,206)	(3,500,000)	(1,700,000)	(3,000,000)	-14.3%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,712,206)	(3,500,000)	(1,700,000)	(3,000,000)	-14.3%
Total Use of Resources	***(1,712,206)***	***(3,500,000)***	***(1,700,000)***	***(3,000,000)***	***-14.3%***
PROJECTED FUND BALANCE	**9,415,677**	**6,282,091**	**9,455,677**	**7,765,677**	**23.6%**
Transportation Fund					
BEGINNING FUND BALANCE	**9,003,882**	**9,062,882**	**9,285,067**	**8,437,067**	**-6.9%**
REVENUES					
Charges for Services	3,622,489	3,496,300	3,512,000	3,380,217	-3.3%
Miscellaneous	239,372	195,000	240,000	239,213	22.7%
Total REVENUES	3,861,861	3,691,300	3,752,000	3,619,430	-1.9%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(500,000)	(500,000)	(500,000)	----
Total NET INTER-FUND TRANSFERS	0	(500,000)	(500,000)	(500,000)	----
Total Resources	***12,865,743***	***12,254,182***	***12,537,067***	***11,556,497***	***-5.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,594,351)	(4,100,000)	(4,100,000)	(4,200,000)	2.4%
Adjustment for Prior Year Encumbrances/Reserves	13,675	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,580,676)	(4,100,000)	(4,100,000)	(4,200,000)	2.4%
Total Use of Resources	***(3,580,676)***	***(4,100,000)***	***(4,100,000)***	***(4,200,000)***	***2.4%***
PROJECTED FUND BALANCE	**9,285,067**	**8,154,182**	**8,437,067**	**7,356,497**	**-9.8%**
Maryland-National Capital Park and Planning Commission					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
REVENUES					
Intergovernmental	101,408	550,000	550,000	550,000	----
Total REVENUES	101,408	550,000	550,000	550,000	----
Total Resources	***101,408***	***550,000***	***550,000***	***550,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(101,408)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(101,408)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(101,408)***	***(550,000)***	***(550,000)***	***(550,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**5,451,538**	**3,629,237**	**5,153,314**	**3,367,832**	**-7.2%**
REVENUES					
Charges for Services	3,171,408	2,543,770	2,530,851	3,167,430	24.5%
Intergovernmental	233,612	145,000	145,000	360,000	148.3%
Investment Income	29,483	16,500	17,060	28,000	69.7%
Miscellaneous	274,332	200,800	166,000	149,900	-25.3%
Total REVENUES	3,708,835	2,906,070	2,858,911	3,705,330	27.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,622	0	0	0	----
From Tax Supported Funds	500,000	300,000	0	300,000	----
From Component Units/Agencies	843,200	890,700	890,700	916,700	2.9%
Total NET INTER-FUND TRANSFERS	1,345,822	1,190,700	890,700	1,216,700	2.2%
Total Resources	***10,506,195***	***7,726,007***	***8,902,925***	***8,289,862***	***7.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,352,881)	(5,634,625)	(5,535,093)	(6,519,833)	15.7%
Total APPROPRIATION/EXPENDITURE	(5,352,881)	(5,634,625)	(5,535,093)	(6,519,833)	15.7%
Total Use of Resources	***(5,352,881)***	***(5,634,625)***	***(5,535,093)***	***(6,519,833)***	***15.7%***
PROJECTED FUND BALANCE	**5,153,314**	**2,091,382**	**3,367,832**	**1,770,029**	**-15.4%**
Enterprise Fund					
BEGINNING CASH BALANCE	**8,080,992**	**9,774,172**	**8,408,670**	**8,856,881**	**-9.4%**
REVENUES					
Charges for Services	9,952,538	10,655,981	10,249,612	10,404,737	-2.4%
Miscellaneous	827,081	60,000	767,286	821,225	1268.7%
Total REVENUES	10,779,619	10,715,981	11,016,898	11,225,962	4.8%
Total Resources	***18,860,611***	***20,490,153***	***19,425,568***	***20,082,843***	***-2.0%***
CIP CURRENT REVENUE	***(664,010)***	***(1,050,000)***	***(1,050,000)***	***(4,125,000)***	***292.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,795,713)	(9,297,797)	(9,518,687)	(9,777,775)	5.2%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	(992,218)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,787,931)	(9,297,797)	(9,518,687)	(9,777,775)	5.2%
Total Use of Resources	***(10,451,941)***	***(10,347,797)***	***(10,568,687)***	***(13,902,775)***	***34.4%***
PROJECTED CASH BALANCE	**8,408,670**	**10,142,356**	**8,856,881**	**6,180,068**	**-39.1%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**965,547**	**965,547**	**986,760**	**986,760**	**2.2%**
REVENUES					
Charges for Services	1,250,934	1,306,600	1,282,831	1,424,800	9.0%
Investment Income	7,632	4,500	4,500	8,000	77.8%
Miscellaneous	33,053	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Total REVENUES	1,291,619	1,311,100	1,287,331	1,432,800	9.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(2,622)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(2,622)	0	0	0	----
Total Resources	***2,254,544***	***2,276,647***	***2,274,091***	***2,419,560***	***6.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,267,784)	(1,311,100)	(1,287,331)	(1,532,800)	16.9%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,267,784)	(1,311,100)	(1,287,331)	(1,532,800)	16.9%
Total Use of Resources	***(1,267,784)***	***(1,311,100)***	***(1,287,331)***	***(1,532,800)***	***16.9%***
PROJECTED FUND BALANCE	**986,760**	**965,547**	**986,760**	**886,760**	**-8.2%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	367,533	394,526	394,526	414,329	5.0%
From Bethesda Parking District: Telecommunications NDA	12,799	12,799	12,799	12,799	----
From Cable TV	5,163,433	6,040,000	8,271,000	6,590,000	9.1%
From Cable TV: M-NCPPC Park Fund	0	100,000	100,000	100,000	----
From Cable TV: MC Cable Fund	1,620,732	1,683,725	1,683,725	1,726,867	2.6%
From Cable TV: MCPS Instructional TV Fund	1,742,791	1,697,504	1,697,504	1,697,504	----
From Cable TV: Overhead	649,394	725,001	725,001	756,568	4.4%
From Cable TV: Telecommunications NDA	4,959	4,959	4,959	4,959	----
From Community Use of Public Facilities: CAPP	200,000	200,000	200,000	200,000	----
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	515,821	551,499	551,499	609,960	10.6%
From Community Use of Public Facilities: Telecommunications NDA	32,203	32,203	32,203	32,203	----
From Liquor: Earnings Transfer	9,710,586	19,011,715	21,163,320	24,506,777	28.9%
From Liquor: Overhead	3,358,024	3,495,951	3,495,951	3,495,654	----
From Liquor: Telecommunications NDA	169,032	169,032	169,032	169,032	----
From Montgomery Hills Parking District: Overhead	8,378	0	0	0	----
From Montgomery Hills Parking District: RSC	5,000	0	0	0	----
From Montgomery Housing Initiative: Overhead	303,734	329,848	329,848	371,142	12.5%
From Permitting Services: DCM	109,020	109,020	109,020	109,020	----
From Permitting Services: Overhead	4,654,730	5,074,949	5,074,949	5,481,305	8.0%
From Permitting Services: Telecommunications NDA	52,052	52,052	52,052	52,052	----
From Silver Spring Parking District: Other	0	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	405,260	448,924	448,924	472,228	5.2%
From Silver Spring Parking District: Telecommunications NDA	82,192	82,192	82,192	82,192	----
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	240,187	262,254	262,254	281,394	7.3%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: EOB Rent	222,710	227,830	227,830	232,270	1.9%
From Solid Waste Disposal: Overhead	1,701,407	1,829,041	1,829,041	1,897,659	3.8%
From Solid Waste Disposal: Telecommunications NDA	68,450	68,450	68,450	68,450	----
From Vacuum Leaf Collection: Overhead	532,337	577,855	577,855	621,852	7.6%
From Water Quality Protection Fund: Overhead	1,417,920	1,598,110	1,598,110	1,739,210	8.8%
From Water Quality Protection Fund: Telecommunications NDA	13,151	13,151	13,151	13,151	----
From Wheaton Parking Distirct: Telecommunications NDA	4,064	4,064	4,064	4,064	----
From Wheaton Parking District: Overhead	62,391	67,662	67,662	70,547	4.3%
TOTAL From Non-Tax Supported Funds	**33,466,000**	**44,905,026**	**49,287,631**	**51,853,898**	**15.5%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	22,235	24,123	24,123	23,670	-1.9%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire: Telecommunications NDA	430,482	430,482	430,482	430,482	----
From Mass Transit: Fund Balance Transfer	0	0	10,051,200	0	----
From Mass Transit: Overhead	11,602,510	12,812,933	12,812,933	14,113,024	10.1%
From Mass Transit: Telecommunications NDA	131,019	131,019	131,019	131,019	----
From Recreation	0	0	1,000,000	0	----
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	----
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	----
From Recreation: Overhead	3,548,948	4,139,791	4,139,791	4,551,187	9.9%
From Recreation: Telecommunications NDA	283,630	283,630	283,630	283,630	----
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	396,804	423,230	423,230	458,066	8.2%

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
From Wheaton Urban District: Overhead	242,554	256,309	256,309	267,976	4.6%
TOTAL From Tax Supported Funds	**18,625,342**	**20,468,677**	**31,519,877**	**22,226,214**	**8.6%**
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	(22,167,940)	(22,703,644)	(22,703,644)	(22,703,644)	----
To Solid Waste Disposal Fund	(1,651,280)	(2,006,800)	(2,006,800)	(2,195,820)	9.4%
TOTAL To Non-Tax Supported Funds	**(23,979,220)**	**(24,870,444)**	**(24,870,444)**	**(25,059,464)**	**0.8%**
To Tax Supported Funds					
To Bethesda Urban District: Baseline Services	(650,318)	(650,318)	(650,318)	(800,318)	23.1%
To Debt Service: GO Bonds	(297,850,103)	(310,657,830)	(303,466,644)	(318,864,140)	2.6%
To Debt Service: Short and Long Term Leases	(11,315,267)	(9,351,210)	(7,840,270)	(12,387,400)	32.5%
To Economic Development Fund	(2,949,557)	(3,937,383)	(4,233,040)	(4,723,589)	20.0%
To Fire: EMST Fee Payment for Uninsured Residents	(250,000)	(250,000)	(250,000)	(250,000)	----
To Mass Transit	(1,815,000)	0	0	0	----
To Mass Transit: Parking Tickets	(531,310)	(531,310)	(531,310)	(531,310)	----
To Recreation: ASACs	(120,990)	(120,990)	(120,990)	(120,990)	----
To Recreation: Countywide Services	(888,710)	(888,710)	(888,710)	(888,710)	----
To Recreation: Fund Balance Transfer	0	(300,000)	0	0	-100.0%
To Silver Spring Urban District: Baseline Services	(524,660)	(539,660)	(539,660)	(539,660)	----
To Wheaton Urban District: Baseline Services	(76,090)	(76,090)	(76,090)	(76,090)	----
To Wheaton Urban District: Non-Baseline Services	(1,841,650)	(1,388,150)	(1,388,150)	(1,946,150)	40.2%
TOTAL To Tax Supported Funds	**(318,813,655)**	**(328,691,651)**	**(319,985,182)**	**(341,128,357)**	**3.8%**
From Internal Service Funds					
From ISF: Central Duplicating	0	0	0	32,700	----
From ISF: Motor Pool	0	1,181,250	5,954,591	1,000,000	-15.3%
From Risk Management	0	3,450,457	3,450,457	0	-100.0%
From Risk Management: Telecommunications NDA	4,312	4,312	4,312	4,312	----
From: Employee Health Benefit Fund	0	12,500,000	17,950,000	0	-100.0%
TOTAL From Internal Service Funds	**4,312**	**17,136,019**	**27,359,360**	**1,037,012**	**-93.9%**
To Component Units/Agencies					
To M-NCPPC Park Fund	0	(100,000)	(100,000)	(100,000)	----
To MC: Cable TV Fund (Non-Tax)	(1,620,732)	(1,683,725)	(1,683,725)	(1,726,867)	2.6%
To MCPS Entrepreneurial Activities Fund	(1,077,679)	(2,000,000)	(2,000,000)	(2,000,000)	----
To MCPS: Instructional Television Fund (Non-Tax)	(1,742,791)	(1,697,504)	(1,697,504)	(1,697,504)	----
To MNCPPC: Special Revenue Fund	(843,200)	(890,700)	(890,700)	(916,700)	2.9%
TOTAL To Component Units/Agencies	**(5,284,402)**	**(6,371,929)**	**(6,371,929)**	**(6,441,071)**	**1.1%**
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	(24,741,399)	(25,634,541)	(25,121,288)	(26,147,636)	2.0%
TOTAL To Revenue Stabilization Fund	**(24,741,399)**	**(25,634,541)**	**(25,121,288)**	**(26,147,636)**	**2.0%**
TOTAL COUNTY GENERAL FUND	**(320,723,022)**	**(303,058,843)**	**(268,181,975)**	**(323,659,404)**	**6.8%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	1,502,000	1,671,030	1,671,030	1,513,030	-9.5%
TOTAL From Non-Tax Supported Funds	**1,502,000**	**1,671,030**	**1,671,030**	**1,513,030**	**-9.5%**
From Tax Supported Funds					
From General Fund: Baseline Services	650,318	650,318	650,318	800,318	23.1%
TOTAL From Tax Supported Funds	**650,318**	**650,318**	**650,318**	**800,318**	**23.1%**
To Tax Supported Funds					
To General Fund: Overhead	(22,235)	(24,123)	(24,123)	(23,670)	-1.9%
TOTAL To Tax Supported Funds	**(22,235)**	**(24,123)**	**(24,123)**	**(23,670)**	**-1.9%**
TOTAL BETHESDA URBAN DISTRICT	**2,130,083**	**2,297,225**	**2,297,225**	**2,289,678**	**-0.3%**

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,015,282	1,989,710	1,989,710	2,480,710	24.7%
TOTAL From Non-Tax Supported Funds	**2,015,282**	**1,989,710**	**1,989,710**	**2,480,710**	**24.7%**
From Tax Supported Funds					
From General Fund: Baseline Services	524,660	539,660	539,660	539,660	----
TOTAL From Tax Supported Funds	**524,660**	**539,660**	**539,660**	**539,660**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(396,804)	(423,230)	(423,230)	(458,066)	8.2%
TOTAL To Tax Supported Funds	**(396,804)**	**(423,230)**	**(423,230)**	**(458,066)**	**8.2%**
TOTAL SILVER SPRING URBAN DISTRICT	**2,143,138**	**2,106,140**	**2,106,140**	**2,562,304**	**21.7%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	23,629	24,358	24,358	36,537	50.0%
TOTAL From Non-Tax Supported Funds	**23,629**	**24,358**	**24,358**	**36,537**	**50.0%**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	1,841,650	1,388,150	1,388,150	1,946,150	40.2%
TOTAL From Tax Supported Funds	**1,917,740**	**1,464,240**	**1,464,240**	**2,022,240**	**38.1%**
To Tax Supported Funds					
To General Fund: Overhead	(242,554)	(256,309)	(256,309)	(267,976)	4.6%
TOTAL To Tax Supported Funds	**(242,554)**	**(256,309)**	**(256,309)**	**(267,976)**	**4.6%**
TOTAL WHEATON URBAN DISTRICT	**1,698,815**	**1,232,289**	**1,232,289**	**1,790,801**	**45.3%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund	1,815,000	0	0	0	----
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
TOTAL From Tax Supported Funds	**2,346,310**	**531,310**	**531,310**	**531,310**	**----**
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	(18,517,146)	(20,461,280)	(20,384,947)	(21,894,010)	7.0%
To Debt Service: Long Term Lease	(8,364,053)	(5,982,600)	(5,278,600)	(6,718,600)	12.3%
To General Fund: Fund Balance Transfer	0	0	(10,051,200)	0	----
To General Fund: Overhead	(11,602,510)	(12,812,933)	(12,812,933)	(14,113,024)	10.1%
To General Fund: Telecommunications NDA	(131,019)	(131,019)	(131,019)	(131,019)	----
TOTAL To Tax Supported Funds	**(38,614,728)**	**(39,387,832)**	**(48,658,699)**	**(42,856,653)**	**8.8%**
TOTAL MASS TRANSIT	**(36,608,418)**	**(38,856,522)**	**(48,127,389)**	**(42,325,343)**	**8.9%**
FIRE					
From Tax Supported Funds					
Tran Fr GF: EMST Fee Payment for Unisure 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	(11,599)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(11,599)**	**0**	**0**	**0**	**----**
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	(4,347,322)	(6,281,400)	(4,349,500)	(2,896,600)	-53.9%

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
To Debt Service: GO Bonds	(7,124,641)	(7,678,780)	(7,527,167)	(7,873,730)	2.5%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Telecommunications NDA	(430,482)	(430,482)	(430,482)	(430,482)	----
TOTAL To Tax Supported Funds	**(12,023,195)**	**(14,511,412)**	**(12,427,899)**	**(11,321,562)**	**-22.0%**
TOTAL FIRE	**(11,784,794)**	**(14,261,412)**	**(12,177,899)**	**(11,071,562)**	**-22.4%**
RECREATION					
From Tax Supported Funds					
From General Fund: ASACs	120,990	120,990	120,990	120,990	----
From General Fund: Countywide Services	888,710	888,710	888,710	888,710	----
From General Fund: Fund Balance Transfer	0	300,000	0	0	-100.0%
TOTAL From Tax Supported Funds	**1,009,700**	**1,309,700**	**1,009,700**	**1,009,700**	**-22.9%**
To Tax Supported Funds					
To Debt Service: GO Bonds	(7,828,616)	(9,477,020)	(9,323,686)	(9,542,400)	0.7%
To Debt Service: Long Term Lease	(1,524,496)	(1,526,360)	(1,526,360)	(1,525,700)	----
To General Fund	0	0	(1,000,000)	0	----
To General Fund: Custodial Cleaning Costs	(611,360)	(611,360)	(611,360)	(611,360)	----
To General Fund: Facility Maintenance Costs	(1,151,850)	(1,151,850)	(1,151,850)	(1,151,850)	----
To General Fund: Other - DCM	(83,200)	(83,200)	(83,200)	(83,200)	----
To General Fund: Overhead	(3,548,948)	(4,139,791)	(4,139,791)	(4,551,187)	9.9%
To General Fund: Telecommunications NDA	(283,630)	(283,630)	(283,630)	(283,630)	----
TOTAL To Tax Supported Funds	**(15,032,100)**	**(17,273,211)**	**(18,119,877)**	**(17,749,327)**	**2.8%**
TOTAL RECREATION	**(14,022,400)**	**(15,963,511)**	**(17,110,177)**	**(16,739,627)**	**4.9%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	2,949,557	3,937,383	4,233,040	4,723,589	20.0%
TOTAL From Tax Supported Funds	**2,949,557**	**3,937,383**	**4,233,040**	**4,723,589**	**20.0%**
TOTAL ECONOMIC DEVELOPMENT FUND	**2,949,557**	**3,937,383**	**4,233,040**	**4,723,589**	**20.0%**
REVENUE STABILIZATION FUND					
TOTAL REVENUE STABILIZATION FUND	**24,741,399**	**25,634,541**	**25,121,288**	**26,147,636**	**2.0%**
DEBT SERVICE					
DEBT SERVICE					
From Tax Supported Funds					
From Fire Fund (LTL)	4,347,322	6,281,400	4,349,500	2,896,600	-53.9%
From Fire Tax District	7,124,641	7,678,780	7,527,167	7,873,730	2.5%
From General Fund: GO Bonds	297,850,103	310,657,830	303,466,644	318,864,140	2.6%
From General Fund: Long Term Lease	11,315,267	9,351,210	7,840,270	12,387,400	32.5%
From Mass Transit	18,517,146	20,461,280	20,384,947	21,894,010	7.0%
From Mass Transit (LTL)	8,364,053	5,982,600	5,278,600	6,718,600	12.3%
From Recreation	7,828,616	9,477,020	9,323,686	9,542,400	0.7%
From Recreation Fund: Long Term Lease	1,524,496	1,526,360	1,526,360	1,525,700	----
TOTAL From Tax Supported Funds	**356,871,644**	**371,416,480**	**359,697,174**	**381,702,580**	**2.8%**
TOTAL DEBT SERVICE	**356,871,644**	**371,416,480**	**359,697,174**	**381,702,580**	**2.8%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
From Non-Tax Supported Funds					
Non Mandatory Transfer (From Grant Fund)	0	728,345	764,144	0	-100.0%
Non Mandatory Transfer (from MC Auxiliary Fund)	375,758	1,100,000	664,200	846,000	-23.1%
Non Mandatory Transfer (from WDCE)	0	0	0	459,485	----
TOTAL From Non-Tax Supported Funds	**375,758**	**1,828,345**	**1,428,344**	**1,305,485**	**-28.6%**
TOTAL CURRENT FUND MC	**375,758**	**1,828,345**	**1,428,344**	**1,305,485**	**-28.6%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	(500,000)	(300,000)	0	(300,000)	----
TOTAL To Non-Tax Supported Funds	**(500,000)**	**(300,000)**	**0**	**(300,000)**	**----**
To Tax Supported Funds					
Transfer To Park Fund	0	(500,000)	(500,000)	0	-100.0%
TOTAL To Tax Supported Funds	**0**	**(500,000)**	**(500,000)**	**0**	**-100.0%**
TOTAL ADMINISTRATION FUND	**(500,000)**	**(800,000)**	**(500,000)**	**(300,000)**	**-62.5%**
PARK FUND					
From Tax Supported Funds					
Transfer From Admin Fund	0	500,000	500,000	0	-100.0%
Transfer from General Fund	0	100,000	100,000	100,000	----
TOTAL From Tax Supported Funds	**0**	**600,000**	**600,000**	**100,000**	**-83.3%**
TOTAL PARK FUND	**0**	**600,000**	**600,000**	**100,000**	**-83.3%**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,785,591)	(1,786,190)	(1,789,143)	(1,872,078)	4.8%
TOTAL To Internal Service Funds	**(1,785,591)**	**(1,786,190)**	**(1,789,143)**	**(1,872,078)**	**4.8%**
TOTAL ALA DEBT SERVICE FUND	**(1,785,591)**	**(1,786,190)**	**(1,789,143)**	**(1,872,078)**	**4.8%**
TOTAL TAX SUPPORTED	**5,486,169**	**34,325,925**	**48,828,917**	**24,654,059**	**-28.2%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(6,148,160)	(6,146,000)	(6,146,000)	(6,148,600)	----
TOTAL To Non-Tax Supported Funds	**(6,148,160)**	**(6,146,000)**	**(6,146,000)**	**(6,148,600)**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(1,417,920)	(1,598,110)	(1,598,110)	(1,739,210)	8.8%
To General Fund: Telecommunications NDA	(13,151)	(13,151)	(13,151)	(13,151)	----
TOTAL To Tax Supported Funds	**(1,431,071)**	**(1,611,261)**	**(1,611,261)**	**(1,752,361)**	**8.8%**
TOTAL WATER QUALITY PROTECTION FUND	**(7,579,231)**	**(7,757,261)**	**(7,757,261)**	**(7,900,961)**	**1.9%**
GRANT FUND MCG					
From Tax Supported Funds					
From Fire: County Match	11,599	0	0	0	----
From Mass Transit: County Match	340,000	0	0	0	----
TOTAL From Tax Supported Funds	**351,599**	**0**	**0**	**0**	**----**
TOTAL GRANT FUND MCG	**351,599**	**0**	**0**	**0**	**----**
CABLE TELEVISION					
To Tax Supported Funds					
To General Fund: M-NCPPC Park Fund	0	(100,000)	(100,000)	(100,000)	----
To General Fund: MC Cable Fund	(1,620,732)	(1,683,725)	(1,683,725)	(1,726,867)	2.6%
To General Fund: MCPS Instructional TV Fund	(1,742,791)	(1,697,504)	(1,697,504)	(1,697,504)	----
To General Fund: Overhead	(649,394)	(725,001)	(725,001)	(756,568)	4.4%
To General Fund: Telecommunications NDA	(4,959)	(4,959)	(4,959)	(4,959)	----
Transfer to General Fund	(5,163,433)	(6,040,000)	(8,271,000)	(6,590,000)	9.1%
TOTAL To Tax Supported Funds	**(9,181,309)**	**(10,251,189)**	**(12,482,189)**	**(10,875,898)**	**6.1%**
TOTAL CABLE TELEVISION	**(9,181,309)**	**(10,251,189)**	**(12,482,189)**	**(10,875,898)**	**6.1%**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					
From General Fund	22,167,940	22,703,644	22,703,644	22,703,644	----

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
TOTAL From Tax Supported Funds	**22,167,940**	**22,703,644**	**22,703,644**	**22,703,644**	**----**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(7,261,715)	(7,808,010)	(7,208,010)	(9,501,510)	21.7%
TOTAL To Non-Tax Supported Funds	**(7,261,715)**	**(7,808,010)**	**(7,208,010)**	**(9,501,510)**	**21.7%**
To Tax Supported Funds					
To General Fund: Overhead	(303,734)	(329,848)	(329,848)	(371,142)	12.5%
TOTAL To Tax Supported Funds	**(303,734)**	**(329,848)**	**(329,848)**	**(371,142)**	**12.5%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**14,602,491**	**14,565,786**	**15,165,786**	**12,830,992**	**-11.9%**
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**	**----**
To Tax Supported Funds					
To General Fund: CAPP	(200,000)	(200,000)	(200,000)	(200,000)	----
To General Fund: DCM	(7,330)	(7,330)	(7,330)	(7,330)	----
To General Fund: Overhead	(515,821)	(551,499)	(551,499)	(609,960)	10.6%
To General Fund: Telecommunications NDA	(32,203)	(32,203)	(32,203)	(32,203)	----
TOTAL To Tax Supported Funds	**(755,354)**	**(791,032)**	**(791,032)**	**(849,493)**	**7.4%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(595,354)**	**(631,032)**	**(631,032)**	**(689,493)**	**9.3%**
BETHESDA PARKING DISTRICT					
To Non-Tax Supported Funds					
To Silver Spring PLD (PD Service Facility)	0	(144,900)	0	0	-100.0%
To Wheaton PLD	0	0	0	(400,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**(144,900)**	**0**	**(400,000)**	**176.1%**
To Tax Supported Funds					
To General Fund: Overhead	(367,533)	(394,526)	(394,526)	(414,329)	5.0%
To General Fund: Telecommunications NDA	(12,799)	(12,799)	(12,799)	(12,799)	----
To Urban District: Meter Revenue	(1,502,000)	(1,671,030)	(1,671,030)	(1,513,030)	-9.5%
TOTAL To Tax Supported Funds	**(1,882,332)**	**(2,078,355)**	**(2,078,355)**	**(1,940,158)**	**-6.6%**
TOTAL BETHESDA PARKING DISTRICT	**(1,882,332)**	**(2,223,255)**	**(2,078,355)**	**(2,340,158)**	**5.3%**
MONTGOMERY HILLS PARKING DISTRICT					
To Non-Tax Supported Funds					
To Silver Spring PLD	0	0	(58,856)	0	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**(58,856)**	**0**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(8,378)	0	0	0	----
To General Fund: RSC	(5,000)	0	0	0	----
TOTAL To Tax Supported Funds	**(13,378)**	**0**	**0**	**0**	**----**
TOTAL MONTGOMERY HILLS PARKING DISTRICT	**(13,378)**	**0**	**(58,856)**	**0**	**----**
SILVER SPRING PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD (PLD Service Facility)	0	144,900	0	0	-100.0%
From Wheaton PLD (PD Service Facility	0	19,320	0	0	-100.0%
TOTAL From Non-Tax Supported Funds	**0**	**164,220**	**0**	**0**	**-100.0%**
To Non-Tax Supported Funds					
To Montgomery Hills PLD	0	0	58,856	0	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**58,856**	**0**	**----**

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
To Tax Supported Funds					
To General Fund: Other	0	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(405,260)	(448,924)	(448,924)	(472,228)	5.2%
To General Fund: Telecommunications NDA	(82,192)	(82,192)	(82,192)	(82,192)	----
To Urban District: Meter Revenue	(2,015,282)	(1,989,710)	(1,989,710)	(2,480,710)	24.7%
TOTAL To Tax Supported Funds	**(2,502,734)**	**(2,525,826)**	**(2,525,826)**	**(3,040,130)**	**20.4%**
TOTAL SILVER SPRING PARKING DISTRICT	**(2,502,734)**	**(2,361,606)**	**(2,466,970)**	**(3,040,130)**	**28.7%**
WHEATON PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD	0	0	0	400,000	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**0**	**400,000**	**----**
To Non-Tax Supported Funds					
To Silver Spring PLD (PD Service Facility)	0	(19,320)	0	0	-100.0%
TOTAL To Non-Tax Supported Funds	**0**	**(19,320)**	**0**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(62,391)	(67,662)	(67,662)	(70,547)	4.3%
To General Fund: Telecommunications NDA	(4,064)	(4,064)	(4,064)	(4,064)	----
To Urban District: Meter Revenue	(23,629)	(24,358)	(24,358)	(36,537)	50.0%
TOTAL To Tax Supported Funds	**(90,084)**	**(96,084)**	**(96,084)**	**(111,148)**	**15.7%**
TOTAL WHEATON PARKING DISTRICT	**(90,084)**	**(115,404)**	**(96,084)**	**288,852**	**-350.3%**
PERMITTING SERVICES					
To Tax Supported Funds					
To General Fund: DCM	(109,020)	(109,020)	(109,020)	(109,020)	----
To General Fund: Overhead	(4,654,730)	(5,074,949)	(5,074,949)	(5,481,305)	8.0%
To General Fund: Telecommunications NDA	(52,052)	(52,052)	(52,052)	(52,052)	----
TOTAL To Tax Supported Funds	**(4,815,802)**	**(5,236,021)**	**(5,236,021)**	**(5,642,377)**	**7.8%**
TOTAL PERMITTING SERVICES	**(4,815,802)**	**(5,236,021)**	**(5,236,021)**	**(5,642,377)**	**7.8%**
SOLID WASTE COLLECTION					
From Non-Tax Supported Funds					
From Solid Waste Disposal	0	0	4,000,000	0	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**4,000,000**	**0**	**----**
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(240,187)	(262,254)	(262,254)	(281,394)	7.3%
TOTAL To Tax Supported Funds	**(245,187)**	**(267,254)**	**(267,254)**	**(286,394)**	**7.2%**
TOTAL SOLID WASTE COLLECTION	**(245,187)**	**(267,254)**	**3,732,746**	**(286,394)**	**7.2%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	687,926	0	0	755,000	----
TOTAL From Non-Tax Supported Funds	**687,926**	**0**	**0**	**755,000**	**----**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	1,651,280	2,006,800	2,006,800	2,195,820	9.4%
TOTAL From Tax Supported Funds	**1,651,280**	**2,006,800**	**2,006,800**	**2,195,820**	**9.4%**
To Non-Tax Supported Funds					
To Solid Waste Collection	0	0	(4,000,000)	0	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**(4,000,000)**	**0**	**----**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: EOB Rent	(222,710)	(227,830)	(227,830)	(232,270)	1.9%

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
To General Fund: Overhead	(1,701,407)	(1,829,041)	(1,829,041)	(1,897,659)	3.8%
To General Fund: Telecommunications NDA	(68,450)	(68,450)	(68,450)	(68,450)	----
TOTAL To Tax Supported Funds	**(2,015,947)**	**(2,148,701)**	**(2,148,701)**	**(2,221,759)**	**3.4%**
TOTAL SOLID WASTE DISPOSAL	**323,259**	**(141,901)**	**(4,141,901)**	**729,061**	**-613.8%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(687,926)	0	0	(755,000)	----
TOTAL To Non-Tax Supported Funds	**(687,926)**	**0**	**0**	**(755,000)**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(532,337)	(577,855)	(577,855)	(621,852)	7.6%
TOTAL To Tax Supported Funds	**(532,337)**	**(577,855)**	**(577,855)**	**(621,852)**	**7.6%**
TOTAL VACUUM LEAF COLLECTION	**(1,220,263)**	**(577,855)**	**(577,855)**	**(1,376,852)**	**138.3%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(9,710,586)	(19,011,715)	(21,163,320)	(24,506,777)	28.9%
To General Fund: Overhead	(3,358,024)	(3,495,951)	(3,495,951)	(3,495,654)	----
To General Fund: Telecommunications NDA	(169,032)	(169,032)	(169,032)	(169,032)	----
TOTAL To Tax Supported Funds	**(13,237,642)**	**(22,676,698)**	**(24,828,303)**	**(28,171,463)**	**24.2%**
TOTAL LIQUOR CONTROL	**(13,237,642)**	**(22,676,698)**	**(24,828,303)**	**(28,171,463)**	**24.2%**
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
To Tax Supported Funds					
To: General Fund	0	(12,500,000)	(17,950,000)	0	-100.0%
TOTAL To Tax Supported Funds	**0**	**(12,500,000)**	**(17,950,000)**	**0**	**-100.0%**
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	**0**	**(12,500,000)**	**(17,950,000)**	**0**	**-100.0%**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To General Fund	0	(1,181,250)	(5,954,591)	(1,000,000)	-15.3%
TOTAL To Tax Supported Funds	**0**	**(1,181,250)**	**(5,954,591)**	**(1,000,000)**	**-15.3%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**0**	**(1,181,250)**	**(5,954,591)**	**(1,000,000)**	**-15.3%**
PRINTING AND MAIL INTERNAL SERVICE FUND					
To Tax Supported Funds					
Transfer to General Fund	0	0	0	(32,700)	----
TOTAL To Tax Supported Funds	**0**	**0**	**0**	**(32,700)**	**----**
TOTAL PRINTING AND MAIL INTERNAL SERVICE FUND	**0**	**0**	**0**	**(32,700)**	**----**
SELF INSURANCE INTERNAL SERVICE FUND					
To Tax Supported Funds					
To General Fund	0	(3,450,457)	(3,450,457)	0	-100.0%
To General Fund: Telecommunications NDA	(4,312)	(4,312)	(4,312)	(4,312)	----
TOTAL To Tax Supported Funds	**(4,312)**	**(3,454,769)**	**(3,454,769)**	**(4,312)**	**-99.9%**
TOTAL SELF INSURANCE INTERNAL SERVICE FUND	**(4,312)**	**(3,454,769)**	**(3,454,769)**	**(4,312)**	**-99.9%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	7,199,246	7,808,010	7,208,010	9,501,510	21.7%
From Water Quality Protection: Other Debt	6,148,160	6,146,000	6,146,000	6,148,600	----
TOTAL From Non-Tax Supported Funds	**13,347,406**	**13,954,010**	**13,354,010**	**15,650,110**	**12.2%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**13,347,406**	**13,954,010**	**13,354,010**	**15,650,110**	**12.2%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	1,077,679	2,000,000	2,000,000	2,000,000	----
TOTAL From Tax Supported Funds	**1,077,679**	**2,000,000**	**2,000,000**	**2,000,000**	**----**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**1,077,679**	**2,000,000**	**2,000,000**	**2,000,000**	**----**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,742,791	1,697,504	1,697,504	1,697,504	----
TOTAL From Tax Supported Funds	**1,742,791**	**1,697,504**	**1,697,504**	**1,697,504**	**----**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,742,791**	**1,697,504**	**1,697,504**	**1,697,504**	**----**
MONTGOMERY COLLEGE					
GRANT FUND MC					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	0	(728,345)	(764,144)	0	-100.0%
TOTAL To Tax Supported Funds	**0**	**(728,345)**	**(764,144)**	**0**	**-100.0%**
TOTAL GRANT FUND MC	**0**	**(728,345)**	**(764,144)**	**0**	**-100.0%**
WORKFORCE DEVELOPMENT & CONTINUING ED					
To Tax Supported Funds					
Nonmandatory Transfer to Current Fund	0	0	0	(459,485)	----
TOTAL To Tax Supported Funds	**0**	**0**	**0**	**(459,485)**	**----**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**0**	**0**	**0**	**(459,485)**	**----**
AUXILIARY FUND					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	0	(1,100,000)	(664,200)	(846,000)	-23.1%
TOTAL To Tax Supported Funds	**0**	**(1,100,000)**	**(664,200)**	**(846,000)**	**-23.1%**
To Internal Service Funds					
Nonmandatory Transfer CWSP	(375,758)	0	0	0	----
TOTAL To Internal Service Funds	**(375,758)**	**0**	**0**	**0**	**----**
TOTAL AUXILIARY FUND	**(375,758)**	**(1,100,000)**	**(664,200)**	**(846,000)**	**-23.1%**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,620,732	1,683,725	1,683,725	1,726,867	2.6%
TOTAL From Tax Supported Funds	**1,620,732**	**1,683,725**	**1,683,725**	**1,726,867**	**2.6%**
TOTAL CABLE TELEVISION FUND	**1,620,732**	**1,683,725**	**1,683,725**	**1,726,867**	**2.6%**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(3,509,352)	(2,300,000)	(500,000)	(1,500,000)	-34.8%
TOTAL To Non-Tax Supported Funds	**(3,509,352)**	**(2,300,000)**	**(500,000)**	**(1,500,000)**	**-34.8%**
TOTAL MAJOR FACILITIES RESERVE FUND	**(3,509,352)**	**(2,300,000)**	**(500,000)**	**(1,500,000)**	**-34.8%**
TRANSPORTATION FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	0	(500,000)	(500,000)	(500,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**(500,000)**	**(500,000)**	**(500,000)**	**----**
TOTAL TRANSPORTATION FUND	**0**	**(500,000)**	**(500,000)**	**(500,000)**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Non-Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
From M-NCPPC Property Mgt Fund	2,622	0	0	0	----
TOTAL From Non-Tax Supported Funds	**2,622**	**0**	**0**	**0**	**----**
From Tax Supported Funds					
Transfer From Administration Fund	500,000	300,000	0	300,000	----
TOTAL From Tax Supported Funds	**500,000**	**300,000**	**0**	**300,000**	**----**
From Component Units/Agencies					
From County GF (Ballfields)	843,200	890,700	890,700	916,700	2.9%
TOTAL From Component Units/Agencies	**843,200**	**890,700**	**890,700**	**916,700**	**2.9%**
TOTAL SPECIAL REVENUE FUNDS	**1,345,822**	**1,190,700**	**890,700**	**1,216,700**	**2.2%**
PROP MGMT MNCPPC					
To Non-Tax Supported Funds					
To M-NCPPC Special Revenue Fund	(2,622)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(2,622)**	**0**	**0**	**0**	**----**
TOTAL PROP MGMT MNCPPC	**(2,622)**	**0**	**0**	**0**	**----**
TOTAL NON-TAX SUPPORTED	**(10,843,581)**	**(38,912,115)**	**(51,618,060)**	**(28,526,137)**	**-26.7%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(5,357,412)**	**(4,586,190)**	**(2,789,143)**	**(3,872,078)**	**-15.6%**

Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(134,133,727)	(139,333,727)	(139,333,727)	(141,333,727)	1.4%
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	(1,617,631,597)	(1,663,280,683)	(1,663,280,683)	(1,707,715,701)	2.7%
TOTAL To Tax Supported Funds	**(1,752,415,324)**	**(1,803,264,410)**	**(1,803,264,410)**	**(1,849,699,428)**	**2.6%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(34,000,000)	(34,000,000)	(34,000,000)	(33,000,000)	-2.9%
Contribution To HOC: CIP	0	(2,550,000)	(1,950,000)	(1,850,000)	-27.5%
Contribution To MC: CIP	(14,132,462)	(15,084,000)	(13,184,000)	(13,561,000)	-10.1%
Contribution To MCG: CIP	(11,540,111)	(6,732,000)	(3,510,000)	(6,044,000)	-10.2%
Contribution To MCPS: CIP	(22,000,000)	(20,127,000)	(24,797,000)	4,670,000	-123.2%
Contribution To MNCPPC: Regional Parks CIP	(9,713,988)	(2,438,000)	(1,358,000)	(3,438,000)	41.0%
TOTAL County Contribution to CIP Fund	**(91,386,561)**	**(80,931,000)**	**(78,799,000)**	**(53,223,000)**	**-34.2%**
TOTAL COUNTY GENERAL FUND	**(1,843,801,885)**	**(1,884,195,410)**	**(1,882,063,410)**	**(1,902,922,428)**	**1.0%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(1,843,801,885)**	**(1,884,195,410)**	**(1,882,063,410)**	**(1,902,922,428)**	**1.0%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,617,631,597	1,663,280,683	1,663,280,683	1,707,715,701	2.7%
TOTAL County Contribution to Current/Other Fund	**1,617,631,597**	**1,663,280,683**	**1,663,280,683**	**1,707,715,701**	**2.7%**
County Contribution to CIP Fund					
County Contribution to CIP	22,000,000	20,127,000	24,797,000	(4,670,000)	-123.2%
TOTAL County Contribution to CIP Fund	**22,000,000**	**20,127,000**	**24,797,000**	**(4,670,000)**	**-123.2%**
TOTAL CURRENT FUND MCPS	**1,639,631,597**	**1,683,407,683**	**1,688,077,683**	**1,703,045,701**	**1.2%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**1,639,631,597**	**1,683,407,683**	**1,688,077,683**	**1,703,045,701**	**1.2%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	134,133,727	139,333,727	139,333,727	141,333,727	1.4%
TOTAL County Contribution to Current/Other Fund	**134,133,727**	**139,333,727**	**139,333,727**	**141,333,727**	**1.4%**
County Contribution to CIP Fund					
County Contribution to CIP	14,132,462	15,084,000	13,184,000	13,561,000	-10.1%
TOTAL County Contribution to CIP Fund	**14,132,462**	**15,084,000**	**13,184,000**	**13,561,000**	**-10.1%**
TOTAL CURRENT FUND MC	**148,266,189**	**154,417,727**	**152,517,727**	**154,894,727**	**0.3%**
EMERGENCY REPAIR FUND					
County Contribution to Current/Other Fund					

Contribution To/From Other Funds

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
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	**148,916,189**	**155,067,727**	**153,167,727**	**155,544,727**	**0.3%**
TOTAL TAX SUPPORTED	**(55,254,099)**	**(45,720,000)**	**(40,818,000)**	**(44,332,000)**	**-3.0%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(55,254,099)**	**(45,720,000)**	**(40,818,000)**	**(44,332,000)**	**-3.0%**

Expenditure Schedules

The expenditure schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

SCHEDULE B-1, EXPENDITURES DETAILED BY TYPE

This schedule reports by fund type (tax or non-tax supported) for all agencies all expenditures for the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M NCPPC. The purpose of Schedule B 1 is to display the total cost of the government functions.

SCHEDULE B-2, EXPENDITURES DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule gives an overview of the allocation of resources by agency and by function within MCG. The purpose of Schedule B-2 is to display the cost of government and the expenditures and budgets of the departments included in those functions regardless of fund type. This schedule reflects a categorization of functions that corresponds to department appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

SCHEDULE B-3, EXPENDITURES DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule presents the total expenditures for all agencies and each department of MCG according to fund type. Because this schedule is organized by fund, there is no total expenditure figure for those departments whose activities appear in more than one fund (e.g., DHHS, DHCA). Consult Schedule B 2 for the total expenditures of these departments. This schedule reflects a categorization of functions that corresponds to department and fund appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

SCHEDULE B-4, EXPENDITURES BY APPROPRIATION CATEGORY

This schedule summarizes MCG expenditures into the four appropriation categories presented on departmental Budget Summary pages: Personnel Costs, Operating Expenses, Debt Service (G.O. bonds and other), and Capital Outlay. The Internal Service Fund appropriations are included in the individual departments and, therefore, are not displayed.

SCHEDULE B-5, MONTGOMERY COUNTY GOVERNMENT INTERNAL SERVICE FUNDS

Internal Service Funds record the financing of goods or services provided by one department to other departments on a cost reimbursement basis. The Internal Service Fund units charge back their costs to the users, so that the costs of these services are found in the appropriations of all departments. Because each department includes the Internal Service Funds' appropriations in its individual budget, these accounts are displayed separately to ensure that they are not double counted in the "Total Montgomery County Government" expenditures.

Schedule B-1

Expenditures Detailed By Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,163,601,657	1,220,938,817	1,142,900,513	1,221,916,042	0.1%
Montgomery County Government Special Funds	395,271,661	397,577,475	402,642,929	395,068,467	-0.6%
Debt Service Special Funds	374,111,312	394,279,660	386,502,315	413,424,000	4.9%
Montgomery County Public Schools Current Fund	2,312,490,723	2,368,655,562	2,347,331,555	2,443,168,218	3.1%
Montgomery College Current Fund	254,915,795	262,009,376	254,065,520	264,049,723	0.8%
Montgomery College Special Funds	571,758	750,000	700,000	750,000	----
M-NCPPC Special Funds	121,219,730	131,547,071	129,430,195	133,554,446	1.5%
TOTAL TAX SUPPORTED	4,622,182,636	4,775,757,961	4,663,573,027	4,871,930,896	2.0%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	237,887,271	246,173,157	247,536,639	260,888,929	6.0%
Montgomery County Government Special Funds	179,755,848	198,031,987	195,987,270	197,785,988	-0.1%
Debt Service Special Funds	13,347,406	13,954,010	13,354,010	15,650,110	12.2%
Montgomery County Public Schools Enterprise Funds	68,961,072	66,247,481	66,247,481	66,881,695	1.0%
Montgomery County Public Schools Special Funds	74,657,887	82,190,798	82,190,798	82,190,798	----
Montgomery College Enterprise Funds	23,231,711	28,707,295	24,462,000	28,304,251	-1.4%
Montgomery College Special Funds	14,986,612	22,507,655	15,000,000	19,894,000	-11.6%
M-NCPPC Enterprise Funds	15,416,378	16,243,522	16,341,111	17,830,408	9.8%
M-NCPPC Special Funds	101,408	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	628,345,593	674,605,905	661,669,309	689,976,179	2.3%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,250,528,229	5,450,363,866	5,325,242,336	5,561,907,075	2.0%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Montgomery County Government					
General Government					
Board of Appeals	554,108	541,752	530,460	559,230	3.2%
Board of Elections	8,179,483	8,213,700	8,199,294	8,053,422	-2.0%
Circuit Court	13,925,490	14,795,682	14,553,434	14,600,627	-1.3%
Community Engagement Cluster	3,714,491	3,839,370	3,776,227	3,849,082	0.3%
County Attorney	6,323,929	6,319,482	6,463,117	6,189,525	-2.1%
County Council	11,257,728	11,651,722	11,434,383	11,646,525	----
County Executive	5,601,950	6,084,967	5,724,967	5,872,922	-3.5%
Ethics Commission	578,703	429,607	431,820	443,283	3.2%
Finance	13,944,807	14,446,096	14,171,258	14,498,017	0.4%
General Services	32,721,783	30,965,577	31,692,368	29,963,204	-3.2%
Human Resources	8,218,213	8,355,091	8,212,579	8,755,692	4.8%
Human Rights	1,179,630	1,242,813	1,222,957	1,247,047	0.3%
Inspector General	993,871	1,071,872	1,056,356	1,140,590	6.4%
Intergovernmental Relations	1,068,870	1,156,343	1,092,037	1,127,159	-2.5%
Legislative Oversight	1,608,716	1,661,695	1,619,105	1,644,087	-1.1%
Management and Budget	4,130,038	4,730,931	4,800,042	4,920,305	4.0%
Merit System Protection Board	475,974	367,688	234,333	249,689	-32.1%
Procurement	4,425,768	4,512,962	4,457,699	4,445,369	-1.5%
Public Information	5,165,495	5,079,351	4,989,073	5,361,431	5.6%
State's Attorney	16,701,544	17,323,322	17,425,700	18,120,054	4.6%
Technology Services	40,014,254	43,022,058	39,111,367	42,171,965	-2.0%
Urban Districts	8,602,216	8,690,049	8,516,965	8,836,905	1.7%
Zoning and Administrative Hearings	642,538	689,591	605,724	694,059	0.6%
Total General Government	190,029,599	195,191,721	190,321,265	194,390,189	-0.4%
Public Safety					
Consumer Protection	2,082,691	2,364,597	2,182,415	2,337,140	-1.2%
Correction and Rehabilitation	67,876,028	66,716,261	66,081,827	66,278,818	-0.7%
Emergency Management and Homeland Security	6,999,053	2,085,976	2,041,513	2,165,859	3.8%
Fire and Rescue Service	228,796,231	214,862,420	223,063,658	211,314,247	-1.7%
Police	260,479,046	275,639,370	271,018,995	279,794,362	1.5%
Sheriff	23,297,704	24,198,527	24,545,648	23,929,627	-1.1%
Total Public Safety	589,530,753	585,867,151	588,934,056	585,820,053	----
Transportation					
Parking District Services	25,907,262	27,777,906	27,799,849	27,829,266	0.2%
Transit Services	128,136,401	137,292,596	131,857,709	137,511,283	0.2%
Transportation	61,961,448	55,934,504	54,753,369	51,918,803	-7.2%
Total Transportation	216,005,111	221,005,006	214,410,927	217,259,352	-1.7%
Health and Human Services					
Health and Human Services	300,782,870	312,961,396	309,518,613	316,672,040	1.2%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	10,599,195	11,691,144	11,568,054	12,669,899	8.4%
Public Libraries	39,846,741	42,725,153	41,748,638	42,860,115	0.3%
Recreation	33,934,084	37,769,874	37,054,051	38,233,908	1.2%

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Total Libraries, Culture, and Recreation	84,380,020	92,186,171	90,370,743	93,763,922	1.7%
Community Development and Housing					
Agriculture	961,684	989,195	929,862	972,187	-1.7%
Economic Development	0	0	0	0	----
Economic Development Fund	2,483,425	4,110,738	7,298,748	4,919,317	19.7%
Housing and Community Affairs	44,023,182	52,336,996	51,077,121	50,473,870	-3.6%
Permitting Services	36,876,194	38,874,829	37,469,803	40,234,230	3.5%
Total Community Development and Housing	84,344,485	96,311,758	96,775,534	96,599,604	0.3%
Environment					
Environmental Protection	26,911,693	30,271,992	29,494,160	30,659,857	1.3%
Solid Waste Services	90,196,928	96,543,375	97,957,896	109,960,362	13.9%
Total Environment	117,108,621	126,815,367	127,452,056	140,620,219	10.9%
Other County Government Functions					
Cable Television Communications Plan	15,618,017	16,071,604	15,626,050	16,193,212	0.8%
Liquor Control	68,766,057	65,161,319	66,397,598	63,990,451	-1.8%
Non-Departmental Accounts	284,347,861	324,914,298	263,424,864	323,797,638	-0.3%
Utilities	25,603,043	26,235,645	25,835,645	26,552,746	1.2%
Total Other County Government Functions	394,334,978	432,382,866	371,284,157	430,534,047	-0.4%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,976,516,437	2,062,721,436	1,989,067,351	2,075,659,426	0.6%
Debt Service					
Debt Service	387,458,718	408,233,670	399,856,325	429,074,110	5.1%
Maryland-National Capital Park and Planning Commission					
Maryland-National Capital Park and Planning Commission	136,737,516	148,340,593	146,321,306	151,934,854	2.4%
Montgomery College					
Montgomery College	293,705,876	313,974,326	294,227,520	312,997,974	-0.3%
Montgomery County Public Schools					
Montgomery County Public Schools	2,456,109,682	2,517,093,841	2,495,769,834	2,592,240,711	3.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	5,250,528,229	5,450,363,866	5,325,242,336	5,561,907,075	2.0%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	554,108	541,752	530,460	559,230	3.2%
Board of Elections	8,179,483	8,213,700	8,199,294	8,053,422	-2.0%
Circuit Court	11,510,727	12,066,554	11,824,306	11,982,488	-0.7%
Community Engagement Cluster	3,618,844	3,772,050	3,708,907	3,781,762	0.3%
County Attorney	6,323,929	6,319,482	6,463,117	6,189,525	-2.1%
County Council	11,257,728	11,651,722	11,434,383	11,646,525	----
County Executive	5,411,165	5,947,305	5,587,305	5,872,922	-1.3%
Ethics Commission	578,703	429,607	431,820	443,283	3.2%
Finance	13,944,807	14,446,096	14,171,258	14,498,017	0.4%
General Services	32,491,254	30,965,577	31,692,368	29,963,204	-3.2%
Human Resources	8,217,358	8,355,091	8,212,579	8,755,692	4.8%
Human Rights	1,179,630	1,242,813	1,222,957	1,247,047	0.3%
Inspector General	993,871	1,071,872	1,056,356	1,140,590	6.4%
Intergovernmental Relations	1,038,204	1,125,673	1,061,367	1,096,489	-2.6%
Legislative Oversight	1,581,166	1,661,695	1,619,105	1,644,087	-1.1%
Management and Budget	4,130,038	4,730,931	4,800,042	4,920,305	4.0%
Merit System Protection Board	475,974	367,688	234,333	249,689	-32.1%
Procurement	4,425,768	4,512,962	4,457,699	4,445,369	-1.5%
Public Information	5,165,495	5,079,351	4,989,073	5,361,431	5.6%
State's Attorney	16,515,918	17,188,455	17,290,833	17,843,310	3.8%
Technology Services	40,014,254	43,022,058	39,111,367	42,171,965	-2.0%
Zoning and Administrative Hearings	642,538	689,591	605,724	694,059	0.6%
Total General Government	178,250,962	183,402,025	178,704,653	182,560,411	-0.5%
Public Safety					
Consumer Protection	2,082,691	2,364,597	2,182,415	2,337,140	-1.2%
Correction and Rehabilitation	67,876,028	66,716,261	66,081,827	66,278,818	-0.7%
Emergency Management and Homeland Security	1,229,900	1,317,571	1,273,108	1,343,368	2.0%
Police	259,455,336	275,474,370	270,853,995	279,629,362	1.5%
Sheriff	22,449,457	23,366,446	23,713,567	23,082,666	-1.2%
Total Public Safety	353,093,412	369,239,245	364,104,912	372,671,354	0.9%
Transportation					
Transportation	56,379,638	49,809,920	48,409,930	45,714,082	-8.2%
Health and Human Services					
Health and Human Services	216,655,048	234,084,840	230,642,057	237,536,471	1.5%
Libraries, Culture, and Recreation					
Public Libraries	39,747,769	42,437,576	41,461,061	42,554,538	0.3%
Community Development and Housing					
Agriculture	961,684	989,195	929,862	972,187	-1.7%
Housing and Community Affairs	5,977,817	7,538,618	7,363,241	7,462,110	-1.0%
Total Community Development and Housing	6,939,501	8,527,813	8,293,103	8,434,297	-1.1%
Environment					
Environmental Protection	2,584,423	2,907,343	2,644,176	2,714,393	-6.6%
Other County Government Functions					
Non-Departmental Accounts	284,347,861	304,294,410	242,804,976	303,177,750	-0.4%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Utilities	25,603,043	26,235,645	25,835,645	26,552,746	1.2%
Total Other County Government Functions	309,950,904	330,530,055	268,640,621	329,730,496	-0.2%
TOTAL GENERAL FUND TAX SUPPORTED	1,163,601,657	1,220,938,817	1,142,900,513	1,221,916,042	0.1%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	8,602,216	8,690,049	8,516,965	8,836,905	1.7%
Public Safety					
Fire and Rescue Service	226,653,689	214,862,420	223,063,658	210,725,257	-1.9%
Transportation					
Transit Services	123,703,546	132,226,957	126,792,070	132,432,153	0.2%
Libraries, Culture, and Recreation					
Recreation	33,828,785	37,687,311	36,971,488	38,154,835	1.2%
Community Development and Housing					
Economic Development Fund	2,483,425	4,110,738	7,298,748	4,919,317	19.7%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	25,907,262	27,777,906	27,799,849	27,829,266	0.2%
Transportation	5,581,810	6,124,584	6,343,439	6,204,721	1.3%
Total Transportation	31,489,072	33,902,490	34,143,288	34,033,987	0.4%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	10,599,195	11,691,144	11,568,054	12,669,899	8.4%
Community Development and Housing					
Permitting Services	36,868,045	38,874,829	37,469,803	40,234,230	3.5%
Environment					
Solid Waste Services	90,196,928	96,543,375	97,957,896	109,960,362	13.9%
Other County Government Functions					
Liquor Control	68,734,031	65,161,319	66,397,598	63,990,451	-1.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,414,763	2,729,128	2,729,128	2,618,139	-4.1%
Community Engagement Cluster	95,647	67,320	67,320	67,320	----
County Executive	190,785	137,662	137,662	0	-100.0%
General Services	230,529	0	0	0	----
Human Resources	855	0	0	0	----
Intergovernmental Relations	30,666	30,670	30,670	30,670	----
Legislative Oversight	27,550	0	0	0	----
State's Attorney	185,626	134,867	134,867	276,744	105.2%
Total General Government	3,176,421	3,099,647	3,099,647	2,992,873	-3.4%
Public Safety					
Emergency Management and Homeland Security	5,769,153	768,405	768,405	822,491	7.0%
Fire and Rescue Service	2,142,542	0	0	588,990	----
Police	1,023,710	165,000	165,000	165,000	----
Sheriff	848,247	832,081	832,081	846,961	1.8%
Total Public Safety	9,783,652	1,765,486	1,765,486	2,423,442	37.3%
Transportation					
Transit Services	4,432,855	5,065,639	5,065,639	5,079,130	0.3%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Health and Human Services					
Health and Human Services	84,127,822	78,876,556	78,876,556	79,135,569	0.3%
Libraries, Culture, and Recreation					
Public Libraries	98,972	287,577	287,577	305,577	6.3%
Recreation	105,299	82,563	82,563	79,073	-4.2%
Total Libraries, Culture, and Recreation	204,271	370,140	370,140	384,650	3.9%
Community Development and Housing					
Housing and Community Affairs	38,045,365	44,798,378	43,713,880	43,011,760	-4.0%
Permitting Services	8,149	0	0	0	----
Total Community Development and Housing	38,053,514	44,798,378	43,713,880	43,011,760	-4.0%
Environment					
Environmental Protection	24,327,270	27,364,649	26,849,984	27,945,464	2.1%
Other County Government Functions					
Cable Television Communications Plan	15,618,017	16,071,604	15,626,050	16,193,212	0.8%
Liquor Control	32,026	0	0	0	----
Non-Departmental Accounts	0	20,619,888	20,619,888	20,619,888	----
Total Other County Government Functions	15,650,043	36,691,492	36,245,938	36,813,100	0.3%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	179,755,848	198,031,987	195,987,270	197,785,988	-0.1%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,976,516,437	2,062,721,436	1,989,067,351	2,075,659,426	0.6%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	374,111,312	394,279,660	386,502,315	413,424,000	4.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	13,347,406	13,954,010	13,354,010	15,650,110	12.2%
TOTAL DEBT SERVICE	387,458,718	408,233,670	399,856,325	429,074,110	5.1%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,312,490,723	2,368,655,562	2,347,331,555	2,443,168,218	3.1%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,875,067	4,090,053	4,090,053	4,090,053	----
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	2,006,344	2,313,743	2,313,743	2,513,743	8.6%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	58,125,752	54,213,534	54,213,534	54,647,748	0.8%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,727,601	1,697,504	1,697,504	1,697,504	----
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,226,308	3,932,647	3,932,647	3,932,647	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	74,657,887	82,190,798	82,190,798	82,190,798	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,456,109,682	2,517,093,841	2,495,769,834	2,592,240,711	3.0%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					
Montgomery College	254,915,795	262,009,376	254,065,520	264,049,723	0.8%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	571,758	750,000	700,000	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	571,758	750,000	700,000	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	992,000	1,638,620	1,214,000	1,700,000	3.7%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,699,280	1,683,725	1,658,000	1,726,867	2.6%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,712,206	3,500,000	1,700,000	3,000,000	-14.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	14,986,612	22,507,655	15,000,000	19,894,000	-11.6%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	14,986,612	22,507,655	15,000,000	19,894,000	-11.6%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	3,594,351	4,100,000	4,100,000	4,200,000	2.4%
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	15,233,874	17,784,950	15,790,000	17,677,384	-0.6%
TOTAL MONTGOMERY COLLEGE	293,705,876	313,974,326	294,227,520	312,997,974	-0.3%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	121,219,730	131,547,071	129,430,195	133,554,446	1.5%
TOTAL SPECIAL FUNDS TAX SUPPORTED	121,219,730	131,547,071	129,430,195	133,554,446	1.5%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	8,795,713	9,297,797	9,518,687	9,777,775	5.2%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,267,784	1,311,100	1,287,331	1,532,800	16.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	101,408	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	5,352,881	5,634,625	5,535,093	6,519,833	15.7%
TOTAL M-NCPPC	136,737,516	148,340,593	146,321,306	151,934,854	2.4%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**5,250,528,229**	**5,450,363,866**	**5,325,242,336**	**5,561,907,075**	**2.0%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	595,713,300	633,780,452	616,517,363	643,924,703	1.6%
Operating Expenses	567,311,614	586,674,005	525,898,790	577,871,039	-1.5%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	576,743	484,360	484,360	120,300	-75.2%
Total GENERAL FUND TAX SUPPORTED	1,163,601,657	1,220,938,817	1,142,900,513	1,221,916,042	0.1%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	277,600,771	278,532,268	281,915,144	280,643,976	0.8%
Operating Expenses	117,322,165	119,019,207	120,701,785	114,398,491	-3.9%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	348,725	26,000	26,000	26,000	----
Total SPECIAL FUNDS TAX SUPPORTED	395,271,661	397,577,475	402,642,929	395,068,467	-0.6%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	55,895,669	55,729,774	55,729,774	56,527,457	1.4%
Operating Expenses	54,526,024	62,309,910	62,309,910	61,530,065	-1.3%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	939,078	0	0	0	----
Total GRANT FUND - MCG NON-TAX SUPPORTED	111,360,771	118,039,684	118,039,684	118,057,522	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	13,934,631	15,255,421	14,340,342	15,725,847	3.1%
Operating Expenses	54,399,166	64,736,882	63,607,244	63,945,869	-1.2%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	61,280	0	0	56,750	----
Capital Outlay	0	0	0	0	----
Total SPECIAL FUNDS NON-TAX SUPPORTED	68,395,077	79,992,303	77,947,586	79,728,466	-0.3%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	84,923,248	87,900,078	87,194,354	88,984,886	1.2%
Operating Expenses	132,324,233	138,415,092	140,467,992	150,145,571	8.5%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	14,473,718	15,626,204	15,642,510	16,030,094	2.6%
Capital Outlay	6,166,072	4,231,783	4,231,783	5,728,378	35.4%

Expenditures By Appropriation Category

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	237,887,271	246,173,157	247,536,639	260,888,929	6.0%
SUMMARY					
Total PERSONNEL COSTS	1,028,067,619	1,071,197,993	1,055,696,977	1,085,806,869	1.4%
Total OPERATING EXPENSES	925,883,202	971,155,096	912,985,721	967,891,035	-0.3%
Total DEBT SERVICE G.O. BONDS	0	0	0	0	----
Total DEBT SERVICE OTHER	14,534,998	15,626,204	15,642,510	16,086,844	2.9%
Total CAPITAL OUTLAY	8,030,618	4,742,143	4,742,143	5,874,678	23.9%
Total MONTGOMERY COUNTY GOVERNMENT	1,976,516,437	2,062,721,436	1,989,067,351	2,075,659,426	0.6%
PERCENT OF TOTAL BUDGET					
PERSONNEL COSTS	52.0%	51.9%	53.1%	52.3%	----
OPERATING EXPENSES	46.8%	47.1%	45.9%	46.6%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.7%	0.8%	0.8%	0.8%	----
CAPITAL OUTLAY	0.4%	0.2%	0.2%	0.3%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	231,931,608	243,592,373	241,388,291	269,174,799	10.5%
Motor Pool Internal Service Fund	78,144,958	80,056,028	77,068,063	73,798,118	-7.8%
Printing & Mail Internal Service Fund	7,610,129	8,046,389	7,961,030	8,146,754	1.2%
Self Insurance Internal Service Fund	60,718,084	66,955,617	66,950,978	69,444,248	3.7%
TOTAL INTERNAL SERVICE FUNDS	378,404,779	398,650,407	393,368,362	420,563,919	5.5%

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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 FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	3,324,037,759	3,414,601,579	3,310,747,343	3,464,719,056	1.5%
Montgomery County Government Special Funds	459,794,407	464,361,775	467,500,819	472,017,137	1.6%
Debt Service Special Funds	17,239,668	22,863,180	26,805,141	31,721,420	38.7%
Montgomery County Public Schools Current Fund	661,696,493	682,591,576	682,591,576	710,452,517	4.1%
Montgomery College Current Fund	117,768,421	118,287,834	112,718,377	116,850,511	-1.2%
Montgomery College Special Funds	4,983	0	7,000	0	----
M-NCPPC Special Funds	123,916,434	130,795,438	130,480,478	129,086,873	-1.3%
TOTAL TAX SUPPORTED	4,704,458,165	4,833,501,382	4,730,850,734	4,924,847,514	1.9%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	283,471,690	290,443,586	290,719,599	292,431,313	0.7%
Montgomery County Government Special Funds	205,952,812	208,272,977	207,522,609	208,164,698	-0.1%
Montgomery County Public Schools Enterprise Funds	69,470,091	62,549,977	62,549,977	63,184,191	1.0%
Montgomery County Public Schools Special Funds	74,657,887	82,190,798	82,190,798	82,190,798	----
Montgomery College Enterprise Funds	23,124,218	26,312,012	23,856,120	26,800,519	1.9%
Montgomery College Special Funds	14,991,040	22,975,500	15,771,394	19,638,250	-14.5%
M-NCPPC Enterprise Funds	15,780,073	14,933,151	15,163,140	16,364,092	9.6%
M-NCPPC Special Funds	101,408	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	687,549,219	708,228,001	698,323,637	709,323,861	0.2%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,392,007,384	5,541,729,383	5,429,174,371	5,634,171,375	1.7%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	3,324,037,759	3,414,601,579	3,310,747,343	3,464,719,056	----
Special Funds Tax Supported	459,794,407	464,361,775	467,500,819	472,017,137	----
Enterprise Funds Non-Tax Supported	283,471,690	290,443,586	290,719,599	292,431,313	----
Special Funds Non-Tax Supported	205,952,812	208,272,977	207,522,609	208,164,698	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,273,256,668	4,377,679,917	4,276,490,370	4,437,332,204	----
DEBT SERVICE					
Debt Service Fund Tax Supported	17,239,668	22,863,180	26,805,141	31,721,420	40.0%
TOTAL DEBT SERVICE	17,239,668	22,863,180	26,805,141	31,721,420	40.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	661,696,493	682,591,576	682,591,576	710,452,517	----
Enterprise Funds Non-Tax Supported	69,470,091	62,549,977	62,549,977	63,184,191	----
Special Funds Non-Tax Supported	74,657,887	82,190,798	82,190,798	82,190,798	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	805,824,471	827,332,351	827,332,351	855,827,506	----
MONTGOMERY COLLEGE					
Current Fund Tax Supported	117,768,421	118,287,834	112,718,377	116,850,511	----
Special Funds Tax Supported	4,983	0	7,000	0	----
Enterprise Funds Non-Tax Supported	23,124,218	26,312,012	23,856,120	26,800,519	----
Special Funds Non-Tax Supported	14,991,040	22,975,500	15,771,394	19,638,250	-10.0%
TOTAL MONTGOMERY COLLEGE	155,888,662	167,575,346	152,352,891	163,289,280	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	123,916,434	130,795,438	130,480,478	129,086,873	----
Enterprise Funds Non-Tax Supported	15,780,073	14,933,151	15,163,140	16,364,092	10.0%
Special Funds Non-Tax Supported	101,408	550,000	550,000	550,000	----
TOTAL M-NCPPC	139,797,915	146,278,589	146,193,618	146,000,965	----
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,392,007,384	5,541,729,383	5,429,174,371	5,634,171,375	----

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government					
County General Fund					
Taxes					
Admissions Tax	3,371,013	3,289,800	3,469,910	3,579,210	8.8%
County Income Tax	1,466,625,994	1,557,887,240	1,481,983,305	1,585,159,299	1.8%
E-Cigarette Tax	483,415	412,100	611,773	652,071	58.2%
Energy Tax	192,459,066	204,333,000	190,700,752	193,982,138	-5.1%
Hotel/Motel Tax	21,462,751	21,938,020	22,036,472	22,235,992	1.4%
Property Tax	1,267,246,425	1,279,589,952	1,277,009,054	1,317,342,862	3.0%
Real Property Transfer Tax	118,000,203	114,280,000	106,050,000	109,540,000	-4.1%
Recordation Tax	60,375,616	56,156,616	51,692,688	53,406,507	-4.9%
Telephone Tax	50,812,917	52,503,689	51,565,998	53,253,090	1.4%
TOTAL TAXES	3,180,837,400	3,290,390,417	3,185,119,952	3,339,151,169	1.5%
Licenses & Permits					
Clerk of the Court Business Licenses	63,388	215,000	215,000	215,000	----
Hazardous Materials Permits	866,138	800,000	865,000	865,000	8.1%
Health Inspection: Restaurants	1,861,718	1,834,900	2,000,000	2,000,000	9.0%
Health Inspections: Living Facilities	258,735	254,470	254,470	254,470	----
Health Inspections: Swimming Pools	551,780	566,250	566,250	566,250	----
Landlord-Tennant Fees	5,663,644	6,404,595	6,404,595	6,418,250	0.2%
Marriage Licenses	300,700	367,000	367,000	367,000	----
New Home Builder's License	153,800	134,500	134,500	139,500	3.7%
Other Licenses and Permits	6,622	0	0	0	----
Other Licenses/Permits	335,527	197,530	197,530	408,530	106.8%
Pet Licenses	302,093	759,200	650,000	650,000	-14.4%
Residential Parking Permits	32,630	24,000	24,000	24,000	----
Trader's License	839,555	780,000	780,000	780,000	----
TOTAL LICENSES & PERMITS	11,236,330	12,337,445	12,458,345	12,688,000	2.8%
Charges for Services					
Alternative Community Services	351,518	385,000	385,000	385,000	----
Board of Appeals Fees	185,798	173,163	173,163	173,413	0.1%
Bus Advertising	25,000	0	0	0	----
Care of Federal/State Prisoners	1,178,864	1,160,000	1,160,000	1,160,000	----
Commission for Women Fees	651	0	0	0	----
Common Ownership Community Fees	703,300	685,125	685,125	685,125	----
Discovery Materials	900	7,000	1,400	7,000	----
Facility Rental Fees	22,562	11,000	11,000	11,000	----
Health and Human Services Fees	1,492,745	1,059,600	1,100,000	1,100,000	3.8%
Home Confinement Fees	74,184	30,000	30,000	30,000	----
Library Fees	18,957	20,000	20,000	20,000	----
Motor Pool Charges/Fees	9,032	0	0	0	----
Other Charges/Fees	3,901,647	3,489,882	3,907,472	3,785,850	8.5%
Parking Fees	245,670	210,000	210,000	290,000	38.1%
Recreation Fees	6,225	0	0	0	----
Sheriff Fees	1,014,067	1,200,000	1,200,000	1,200,000	----
Street Tree Planting	96,350	75,000	75,000	75,000	----
Subdivision Plan Review	289,998	300,000	300,000	300,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Substance Abusers Intervention Program (IPSA)	76,280	74,000	74,000	74,000	----
Tree Canopy	703,249	500,000	500,000	500,000	----
Zoning Fees	114,730	65,000	65,000	65,000	----
TOTAL CHARGES FOR SERVICES	10,511,727	9,444,770	9,897,160	9,861,388	4.4%
Fines & Forfeitures					
Library Fines	868,481	1,000,000	870,000	870,000	-13.0%
Other Fines/Forfeitures	1,651,313	2,922,150	2,987,560	2,907,150	-0.5%
Parking Fines	2,172,432	1,000,000	1,310,500	1,310,500	31.1%
Photo Red Light Citations	4,361,912	4,600,000	4,600,000	4,600,000	----
Speed Camera Citations	17,772,633	18,750,000	18,750,000	18,985,000	1.3%
TOTAL FINES & FORFEITURES	26,826,771	28,272,150	28,518,060	28,672,650	1.4%
Intergovernmental					
Core Health Services Funding	4,554,327	4,554,327	4,554,327	4,554,327	----
EEOC Reimbursement	0	55,000	55,000	55,000	----
Emergency 911	7,415,543	6,745,000	7,000,000	7,000,000	3.8%
Federal Financial Participation Reimbursements	16,173,922	14,484,085	14,583,640	14,583,640	0.7%
Federal Grants	972,000	0	0	0	----
Illegal Alien Inmate Reimbursement	692,771	600,000	600,000	600,000	----
Indirect Costs: Grants	1,219,314	1,000,000	1,200,000	1,200,000	20.0%
Medicaid/Medicare Reimbursement	3,353,638	3,498,580	3,500,000	2,341,220	-33.1%
Nursing Home Reimbursement	1,109,879	704,020	1,054,020	1,047,130	48.7%
Other Intergovernmental	12,523,820	3,591,515	3,180,665	4,504,180	25.4%
State Aid: Highway User	3,747,903	3,702,146	3,685,679	3,764,808	1.7%
State Aid: Police Protection	14,081,265	14,743,832	14,743,832	14,743,832	----
State Grants	5,000	650,000	1,800,000	650,000	----
State Interpreter Fee Reimbursement	277,593	434,799	0	0	-100.0%
State Jury Fee Reimbursement	441,970	404,245	404,245	404,245	----
State Reimbursement: Library Operations	3,017,175	3,120,000	3,120,000	3,236,000	3.7%
State Reimbursement: Library Staff Retirement	3,161,233	3,132,000	3,132,000	3,194,819	2.0%
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	72,747,353	62,413,549	63,607,408	62,873,201	0.7%
Investment Income					
Investment Income	(422,058)	1,266,790	62,960	89,190	-93.0%
Miscellaneous					
Conference Center - Net Proceeds	1,601,853	1,100,000	1,300,000	1,300,000	18.2%
Conference Center - Rental Income	319,100	319,100	319,100	319,100	----
Loan Payments	37,951	35,000	35,000	35,000	----
Miscellaneous Revenue	223	0	0	0	----
Miscellaneous Revenues	16,284,702	4,332,358	4,679,358	4,979,358	14.9%
Property Rentals	3,226,618	3,850,000	3,850,000	3,850,000	----
Vehicle/Bike Auction Proceeds	829,789	840,000	900,000	900,000	7.1%
TOTAL MISCELLANEOUS	22,300,236	10,476,458	11,083,458	11,383,458	8.7%
TOTAL COUNTY GENERAL FUND	3,324,037,759	3,414,601,579	3,310,747,343	3,464,719,056	1.5%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	645,731	632,520	686,972	717,614	13.5%
Charges for Services					
Optional Method Development	177,684	189,877	189,877	189,877	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
TOTAL BETHESDA URBAN DISTRICT	823,415	822,397	876,849	907,491	10.3%
Silver Spring Urban District					
Taxes					
Property Tax	793,294	897,511	891,456	931,139	3.7%
Charges for Services					
Optional Method Development	104,924	150,000	150,000	150,000	----
Miscellaneous					
Miscellaneous Revenues	2,980	0	0	0	----
TOTAL SILVER SPRING URBAN DISTRICT	901,198	1,047,511	1,041,456	1,081,139	3.2%
Wheaton Urban District					
Taxes					
Property Tax	195,640	217,506	227,053	237,229	9.1%
Investment Income					
Investment Income	3,118	550	5,120	7,250	1218.2%
TOTAL WHEATON URBAN DISTRICT	198,758	218,056	232,173	244,479	12.1%
Mass Transit					
Taxes					
Property Tax	96,813,423	112,620,948	112,466,470	115,015,892	2.1%
Licenses & Permits					
Taxi Licensing Fees	522,354	531,000	425,000	425,000	-20.0%
Charges for Services					
Bus Advertising	1,092,399	1,035,000	960,000	1,007,900	-2.6%
Motor Pool Charges/Fees	2,626,949	0	0	0	----
Other Charges/Fees	2,629,179	1,162,194	1,162,194	2,492,142	114.4%
Parking Fees	884,733	661,385	661,385	661,385	----
Ride On Fare Revenue	21,149,894	21,559,302	21,510,302	21,704,451	0.7%
TOTAL CHARGES FOR SERVICES	28,383,154	24,417,881	24,293,881	25,865,878	5.9%
Fines & Forfeitures					
Other Fines/Forfeitures	11,376	0	0	0	----
Parking Fines	597,528	405,000	405,000	405,000	----
TOTAL FINES & FORFEITURES	608,904	405,000	405,000	405,000	----
Intergovernmental					
State Aid: Call N' Ride	379,107	379,110	387,911	387,911	2.3%
State Aid: Damascus Fixed Route	309,958	309,950	309,950	309,950	----
State Aid: Ride On	40,656,348	38,764,000	39,628,000	39,628,000	2.2%
TOTAL INTERGOVERNMENTAL	41,345,413	39,453,060	40,325,861	40,325,861	2.2%
Investment Income					
Investment Income	237,298	120,250	389,530	551,830	358.9%
Miscellaneous					
Miscellaneous Revenues	39,048	0	0	0	----
TOTAL MASS TRANSIT	167,949,594	177,548,139	178,305,742	182,589,461	2.8%
Fire					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Taxes					
Property Tax	212,289,123	211,455,538	211,165,492	208,162,565	-1.6%
Charges for Services					
EMS Reimbursement-Ambulance Fee	25,177,358	19,199,561	19,199,561	19,500,000	1.6%
Intergovernmental					
State Fire/Rescue 508 Funds	1,965,335	0	1,970,000	0	----
Investment Income					
Investment Income	305,635	242,130	501,710	710,760	193.5%
Miscellaneous					
Miscellaneous Revenues	369,918	240,500	240,500	244,882	1.8%
TOTAL FIRE	240,107,369	231,137,729	233,077,263	228,618,207	-1.1%
Recreation					
Taxes					
Property Tax	37,270,977	40,622,929	40,523,909	44,080,173	8.5%
Charges for Services					
Facility Rental Fees	740,193	794,600	794,600	794,600	----
Recreation Fee Subsidy	0	(1,000,000)	(1,000,000)	(800,000)	-20.0%
Recreation Fees	9,812,640	10,785,942	10,785,942	10,585,942	-1.9%
TOTAL CHARGES FOR SERVICES	10,552,833	10,580,542	10,580,542	10,580,542	----
Investment Income					
Investment Income	44,006	35,970	72,240	72,240	100.8%
Miscellaneous					
Miscellaneous Revenues	212,776	84,365	84,365	84,365	----
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	----
TOTAL MISCELLANEOUS	212,776	129,597	129,597	129,597	----
TOTAL RECREATION	48,080,592	51,369,038	51,306,288	54,862,552	6.8%
Economic Development Fund					
Investment Income					
Investment Income	26,353	38,917	43,260	61,290	57.5%
Miscellaneous					
Loan Payments	168,306	134,438	134,438	134,438	----
Miscellaneous Revenues	26,000	0	0	0	----
TOTAL MISCELLANEOUS	194,306	134,438	134,438	134,438	----
TOTAL ECONOMIC DEVELOPMENT FUND	220,659	173,355	177,698	195,728	12.9%
Revenue Stabilization					
Investment Income					
Investment Income	1,512,822	2,045,550	2,483,350	3,518,080	72.0%
TOTAL REVENUE STABILIZATION	1,512,822	2,045,550	2,483,350	3,518,080	72.0%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,783,832,166	3,878,963,354	3,778,248,162	3,936,736,193	1.5%

Debt Service

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	5,624,450	5,598,670	5,660,650	5,359,380	-4.3%
Other Intergovernmental	65,494	0	0	0	----
Premium on General Obligation Bonds	11,421,071	16,230,640	17,648,910	20,724,940	27.7%
TOTAL INTERGOVERNMENTAL	17,111,015	21,829,310	23,309,560	26,084,320	19.5%
Investment Income					
Investment Income	76,713	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	51,940	1,033,870	3,495,581	5,637,100	445.2%
TOTAL DEBT SERVICE	17,239,668	22,863,180	26,805,141	31,721,420	38.7%
TOTAL DEBT SERVICE	17,239,668	22,863,180	26,805,141	31,721,420	38.7%
Montgomery County Public Schools					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	4,009,256	3,326,736	3,326,736	3,366,736	1.2%
Intergovernmental					
Basic State Aid	325,526,802	338,744,661	338,744,661	351,744,825	3.8%
Federal Revenues	946,565	150,000	150,000	150,000	----
Foster Care/Miscellaneous	164,934	140,000	140,000	140,000	----
GCEI - Geographic Cost of Education Index	35,976,870	36,854,599	36,854,599	37,711,769	2.3%
Students With Disabilities	54,843,667	56,526,981	56,526,981	58,955,879	4.3%
Thornton Legislation	199,296,312	204,758,509	204,758,509	215,138,780	5.1%
Transportation	40,932,087	42,090,090	42,090,090	43,244,528	2.7%
TOTAL INTERGOVERNMENTAL	657,687,237	679,264,840	679,264,840	707,085,781	4.1%
TOTAL CURRENT FUND MCPS	661,696,493	682,591,576	682,591,576	710,452,517	4.1%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	661,696,493	682,591,576	682,591,576	710,452,517	4.1%
Montgomery College					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	1,319,441	1,346,287	1,300,000	1,294,428	-3.9%
Tuition and Fees: Current Fund	77,994,552	79,073,170	73,000,000	76,892,107	-2.8%
TOTAL CHARGES FOR SERVICES	79,313,993	80,419,457	74,300,000	78,186,535	-2.8%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	438,824	325,000	400,000	325,000	----
State Aid	36,141,584	35,794,377	35,794,377	36,589,976	2.2%
TOTAL INTERGOVERNMENTAL	36,580,408	36,119,377	36,194,377	36,914,976	2.2%
Investment Income					
Current Fund: Interest	215,563	155,000	200,000	155,000	----
Miscellaneous					
Current Fund: Other Revenue	1,593,664	1,459,000	1,964,000	1,459,000	----
Current Fund: Performing Arts Center	64,793	135,000	60,000	135,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
TOTAL MISCELLANEOUS	1,658,457	1,594,000	2,024,000	1,594,000	----
TOTAL CURRENT FUND MC	117,768,421	118,287,834	112,718,377	116,850,511	-1.2%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	4,983	0	7,000	0	----
TOTAL EMERGENCY REPAIR FUND	4,983	0	7,000	0	----
TOTAL MONTGOMERY COLLEGE	117,773,404	118,287,834	112,725,377	116,850,511	-1.2%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	27,326,044	28,944,760	28,870,773	27,343,775	-5.5%
Charges for Services					
User Fees	395,509	163,400	163,400	204,200	25.0%
Intergovernmental					
Intergovernmental	395,208	420,300	420,300	391,700	-6.8%
Investment Income					
Investment Income	106,457	70,000	70,000	100,000	42.9%
Miscellaneous					
Miscellaneous	6,854	0	0	0	----
TOTAL ADMINISTRATION FUND	28,230,072	29,598,460	29,524,473	28,039,675	-5.3%
Park Fund					
Taxes					
Property Tax	88,051,405	93,229,054	92,990,744	92,548,161	-0.7%
Charges for Services					
Facility User Fees	2,710,876	2,800,643	2,800,643	2,947,100	5.2%
Intergovernmental					
Intergovernmental	2,827,413	3,084,641	3,084,641	3,344,909	8.4%
Investment Income					
Investment Income	46,240	5,000	5,000	40,000	700.0%
Investment Income: CIP	22,169	15,000	15,000	25,000	66.7%
TOTAL INVESTMENT INCOME	68,409	20,000	20,000	65,000	225.0%
Miscellaneous					
Miscellaneous	169,097	120,900	120,900	117,100	-3.1%
TOTAL PARK FUND	93,827,200	99,255,238	99,016,928	99,022,270	-0.2%
ALA Debt Service Fund					
Taxes					
Property Tax	1,859,162	1,941,740	1,939,077	2,024,928	4.3%
TOTAL ALA DEBT SERVICE FUND	1,859,162	1,941,740	1,939,077	2,024,928	4.3%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
TOTAL M-NCPPC	123,916,434	130,795,438	130,480,478	129,086,873	-1.3%
TOTAL TAX SUPPORTED	4,704,458,165	4,833,501,382	4,730,850,734	4,924,847,514	1.9%
NON-TAX SUPPORTED					
Montgomery County Government					
Special Funds					
Water Quality Protection					
Taxes					
Bag Tax	2,607,512	2,471,921	2,471,921	2,471,921	----
Water Quality Protection Charge	34,514,057	37,501,846	37,501,846	37,415,935	-0.2%
TOTAL TAXES	37,121,569	39,973,767	39,973,767	39,887,856	-0.2%
Charges for Services					
Other Charges/Fees	1,146,599	565,000	565,000	50,000	-91.2%
Investment Income					
Investment Income	203,069	235,750	235,750	333,980	41.7%
TOTAL WATER QUALITY PROTECTION	38,471,237	40,774,517	40,774,517	40,271,836	-1.2%
Grant Fund					
Charges for Services					
Other Charges/Fees	138,333	0	0	0	----
Intergovernmental					
Federal Grants	41,865,759	27,571,581	28,392,011	31,492,523	14.2%
HB669 Social Services State Reimbursement	37,082,236	37,548,400	37,548,400	37,731,200	0.5%
Medicaid Reimbursement	953,781	0	0	0	----
Medicaid/Medicare Reimbursement	3,050,416	0	0	0	----
Other Intergovernmental	521,272	309,200	309,200	338,842	9.6%
State Grants	24,475,378	50,990,618	50,170,188	46,875,069	-8.1%
TOTAL INTERGOVERNMENTAL	107,948,842	116,419,799	116,419,799	116,437,634	----
Investment Income					
Investment Income	781,152	0	0	0	----
Miscellaneous					
Loan Payments	1,655,100	1,000,000	1,000,000	1,000,000	----
Miscellaneous Revenues	485,745	0	0	0	----
TOTAL MISCELLANEOUS	2,140,845	1,000,000	1,000,000	1,000,000	----
TOTAL GRANT FUND	111,009,172	117,419,799	117,419,799	117,437,634	----
Cable TV					
Charges for Services					
Franchise Fees	18,080,040	17,986,502	17,992,000	17,867,623	-0.7%
Gaithersburg PEG Contribution	174,643	168,304	169,000	165,301	-1.8%
PEG Capital Revenue	7,559,641	6,673,805	6,711,000	6,644,000	-0.4%
PEG Operating Revenue	5,410,922	4,157,696	4,160,000	4,013,296	-3.5%
Tower Application Fees	448,000	250,000	250,000	150,000	-40.0%
TOTAL CHARGES FOR SERVICES	31,673,246	29,236,307	29,282,000	28,840,220	-1.4%
Investment Income					
Investment Income	73,147	75,330	75,000	106,720	41.7%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
TOTAL CABLE TV	31,746,393	29,311,637	29,357,000	28,946,940	-1.2%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	0	225,000	225,000	225,000	----
Recordation Tax	15,418,027	14,861,338	13,792,227	14,246,142	-4.1%
TOTAL TAXES	15,418,027	15,086,338	14,017,227	14,471,142	-4.1%
Charges for Services					
Asset Management Fee	0	70,200	70,200	70,200	----
Other Charges and Fees	390	0	0	0	----
TOTAL CHARGES FOR SERVICES	390	70,200	70,200	70,200	----
Investment Income					
Investment Income	5,153,166	1,851,460	2,124,840	3,010,190	62.6%
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
Loan Payments	884,277	2,175,000	2,175,000	2,375,000	9.2%
Miscellaneous Revenues	816,444	75,006	75,006	75,006	----
MPDU Revenues	2,435,431	1,250,000	1,250,000	1,250,000	----
Other Financing Sources	18,275	59,020	59,020	56,750	-3.8%
TOTAL MISCELLANEOUS	4,154,427	3,759,026	3,759,026	3,956,756	5.3%
TOTAL MONTGOMERY HOUSING INITIATIVE	24,726,010	20,767,024	19,971,293	21,508,288	3.6%
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	11,199,159	11,003,765	11,003,765	11,512,996	4.6%
Parking Permits	(37)	0	0	0	----
Recreation Fees	950	0	0	0	----
TOTAL CHARGES FOR SERVICES	11,200,072	11,003,765	11,003,765	11,512,996	4.6%
Investment Income					
Investment Income	108,892	72,364	72,364	108,083	49.4%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	11,308,964	11,076,129	11,076,129	11,621,079	4.9%
Bethesda Parking					
Taxes					
Property Tax	(44,085)	0	0	0	----
Charges for Services					
Parking Fees	15,949,411	15,555,081	15,555,081	15,555,081	----
Fines & Forfeitures					
Parking Fines	3,812,117	3,250,000	3,250,000	3,250,000	----
Investment Income					
Investment Income	88,792	66,330	122,460	173,490	161.6%
Miscellaneous					
Land Sale	0	900,000	900,000	0	-100.0%
Miscellaneous Revenues	130,026	284,120	284,120	284,120	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Property Rentals	407,757	160,000	160,000	75,000	-53.1%
TOTAL MISCELLANEOUS	537,783	1,344,120	1,344,120	359,120	-73.3%
TOTAL BETHESDA PARKING	20,344,018	20,215,531	20,271,661	19,337,691	-4.3%
Montgomery Hills Parking					
Taxes					
Property Tax	(119)	0	0	0	----
Charges for Services					
Parking Fees	42,104	0	0	0	----
Fines & Forfeitures					
Parking Fines	33,919	0	0	0	----
Investment Income					
Investment Income	2,406	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	(8,728)	0	0	0	----
TOTAL MONTGOMERY HILLS PARKING	69,582	0	0	0	----
Silver Spring Parking					
Taxes					
Property Tax	(887)	0	0	0	----
Charges for Services					
Parking Fees	11,687,828	10,706,253	10,706,253	10,663,333	-0.4%
Fines & Forfeitures					
Parking Fines	2,182,734	1,897,689	1,897,689	1,897,689	----
Investment Income					
Investment Income	119,279	222,240	199,750	282,980	27.3%
Miscellaneous					
Miscellaneous Revenues	254,349	0	0	0	----
Property Rentals	14,302	0	0	0	----
TOTAL MISCELLANEOUS	268,651	0	0	0	----
TOTAL SILVER SPRING PARKING	14,257,605	12,826,182	12,803,692	12,844,002	0.1%
Wheaton Parking					
Taxes					
Property Tax	(671)	0	0	0	----
Charges for Services					
Parking Fees	928,783	725,000	725,000	725,000	----
Fines & Forfeitures					
Parking Fines	549,994	476,000	476,000	476,000	----
Investment Income					
Investment Income	6,015	14,660	9,870	13,980	-4.6%
Miscellaneous					
Miscellaneous Revenues	17,245	0	0	0	----
TOTAL WHEATON PARKING	1,501,366	1,215,660	1,210,870	1,214,980	-0.1%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Permitting Services					
Licenses & Permits					
Building Permits	20,086,596	21,889,612	25,219,611	22,106,143	1.0%
Electrical Permits and Licenses	4,762,772	6,199,212	4,038,385	4,534,810	-26.8%
Fire Code Enforcement Permits	2,812,822	2,501,787	2,453,870	2,415,946	-3.4%
Grading/Storm Drains/Paving/Driveway Permits	3,605,088	3,663,418	3,735,716	3,697,727	0.9%
Mechanical Construction Permit	1,589,377	1,654,421	1,888,746	1,569,836	-5.1%
Occupancy Permits	555,941	457,678	576,780	603,695	31.9%
Other Licenses/Permits	431,893	737,366	449,455	594,672	-19.4%
Sediment Control Permits	3,482,839	3,181,283	2,670,410	3,811,233	19.8%
Sign Permits	201,315	184,808	225,936	191,776	3.8%
Special Exception Fee	228,519	212,405	212,405	230,549	8.5%
Stormwater Mgmt and Water Quality Plan Fee	351,391	266,777	246,410	284,702	6.7%
Well and Septic	334,415	57,641	255,140	274,308	375.9%
TOTAL LICENSES & PERMITS	38,442,968	41,006,408	41,972,864	40,315,397	-1.7%
Charges for Services					
Automation Enhancement Fee	331,081	120,000	126,334	95,437	-20.5%
Other Charges/Fees	770,942	687,311	706,206	1,244,027	81.0%
TOTAL CHARGES FOR SERVICES	1,102,023	807,311	832,540	1,339,464	65.9%
Fines & Forfeitures					
Other Fines/Forfeitures	87,485	140,485	98,152	89,772	-36.1%
Investment Income					
Investment Income	334,005	153,700	548,280	776,730	405.4%
Miscellaneous					
Miscellaneous Revenues	19,796	0	0	0	----
TOTAL PERMITTING SERVICES	39,986,277	42,107,904	43,451,836	42,521,363	1.0%
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	12,226	0	0	0	----
Systems Benefit Charge	6,412,724	6,440,210	6,438,870	7,102,557	10.3%
TOTAL CHARGES FOR SERVICES	6,424,950	6,440,210	6,438,870	7,102,557	10.3%
Investment Income					
Investment Income	21,196	32,640	32,640	49,300	51.0%
TOTAL SOLID WASTE COLLECTION	6,446,146	6,472,850	6,471,510	7,151,857	10.5%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	11,230	13,145	13,145	13,145	----
Charges for Services					
Other Charges/Fees	255,079	241,800	221,800	221,800	-8.3%
Sale of Recycled Materials	4,809,626	6,994,213	3,451,832	3,451,832	-50.6%
Solid Waste Disposal Fees/Operating Revenues	24,637,729	25,642,838	27,974,033	27,433,357	7.0%
Systems Benefit Charge	66,975,624	55,181,673	66,835,700	66,493,614	20.5%
TOTAL CHARGES FOR SERVICES	96,678,058	88,060,524	98,483,365	97,600,603	10.8%
Fines & Forfeitures					
Other Fines/Forfeitures	50,370	48,345	48,345	48,345	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Intergovernmental					
Other Intergovernmental	0	0	5,000	5,000	----
Investment Income					
Investment Income	300,595	304,130	493,440	699,040	129.8%
Miscellaneous					
Miscellaneous Revenues	2,583,377	12,641,030	25,000	25,000	-99.8%
Property Rentals	0	35,526	35,526	35,526	----
TOTAL MISCELLANEOUS	2,583,377	12,676,556	60,526	60,526	-99.5%
TOTAL SOLID WASTE DISPOSAL	99,623,630	101,102,700	99,103,821	98,426,659	-2.6%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	7,212,284	7,216,578	7,216,578	7,595,788	5.3%
Other Charges/Fees	13,777	0	0	0	----
Systems Benefit Charge	(12)	0	0	0	----
TOTAL CHARGES FOR SERVICES	7,226,049	7,216,578	7,216,578	7,595,788	5.3%
Investment Income					
Investment Income	8,923	13,350	14,650	20,750	55.4%
TOTAL LEAF VACUUMING	7,234,972	7,229,928	7,231,228	7,616,538	5.3%
Liquor					
Taxes					
Bag Tax	7,693	0	0	0	----
Licenses & Permits					
Liquor Licenses	1,848,400	1,570,197	1,570,197	1,570,197	----
Other Licenses/Permits	65,400	156,000	156,000	156,000	----
TOTAL LICENSES & PERMITS	1,913,800	1,726,197	1,726,197	1,726,197	----
Charges for Services					
Other Charges/Fees	17,830	8,740	8,740	8,740	----
Fines & Forfeitures					
Other Fines/Forfeitures	218,464	220,560	220,560	220,560	----
Investment Income					
Investment Income	78,759	28,710	129,290	183,160	538.0%
Miscellaneous					
Liquor Sales	80,282,178	86,212,495	87,014,065	89,558,487	3.9%
Miscellaneous Revenues	180,406	0	0	0	----
TOTAL MISCELLANEOUS	80,462,584	86,212,495	87,014,065	89,558,487	3.9%
TOTAL LIQUOR	82,699,130	88,196,702	89,098,852	91,697,144	4.0%
TOTAL MONTGOMERY COUNTY GOVERNMENT	489,424,502	498,716,563	498,242,208	500,596,011	0.4%
Montgomery County Public Schools					
Special Funds					
Grant Fund MCPS					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Intergovernmental					
Federal Grants	72,213,310	74,629,459	74,629,459	74,629,459	----
Private Grants	544,278	6,731,204	6,731,204	6,731,204	----
State Grants	1,900,299	830,135	830,135	830,135	----
TOTAL INTERGOVERNMENTAL	74,657,887	82,190,798	82,190,798	82,190,798	----
TOTAL GRANT FUND MCPS	74,657,887	82,190,798	82,190,798	82,190,798	----
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	20,491,795	16,943,135	16,943,135	17,078,839	0.8%
Intergovernmental					
Federal Food	38,564,790	35,058,547	35,058,547	35,339,342	0.8%
State Food	2,202,492	2,211,852	2,211,852	2,229,567	0.8%
TOTAL INTERGOVERNMENTAL	40,767,282	37,270,399	37,270,399	37,568,909	0.8%
TOTAL FOOD SERVICE FUND	61,259,077	54,213,534	54,213,534	54,647,748	0.8%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,194,139	3,932,647	3,932,647	3,932,647	----
TOTAL REAL ESTATE FUND	3,194,139	3,932,647	3,932,647	3,932,647	----
Field Trip Fund					
Charges for Services					
Field Trip Fees	2,053,978	2,313,743	2,313,743	2,513,743	8.6%
TOTAL FIELD TRIP FUND	2,053,978	2,313,743	2,313,743	2,513,743	8.6%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	2,962,897	2,090,053	2,090,053	2,090,053	----
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	2,962,897	2,090,053	2,090,053	2,090,053	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	144,127,978	144,740,775	144,740,775	145,374,989	0.4%
Montgomery College					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	14,986,612	22,973,000	15,764,144	19,631,000	-14.5%
TOTAL GRANT FUND MC	14,986,612	22,973,000	15,764,144	19,631,000	-14.5%
Endowment Fund					
Miscellaneous					
Interest	4,428	2,500	7,250	7,250	190.0%
TOTAL ENDOWMENT FUND	4,428	2,500	7,250	7,250	190.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	8,412,842	10,550,000	9,100,992	10,700,000	1.4%
Intergovernmental					
State Aid	6,122,792	6,717,202	6,717,202	7,336,869	9.2%
Miscellaneous					
Other Revenues: Interest	14,314	10,000	18,806	20,000	100.0%
Other Revenues; Miscellaneous	27,396	150,000	30,000	80,000	-46.7%
TOTAL MISCELLANEOUS	41,710	160,000	48,806	100,000	-37.5%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	14,577,344	17,427,202	15,867,000	18,136,869	4.1%
Auxiliary Fund					
Charges for Services					
Sales	1,233,399	1,508,510	1,003,100	1,364,000	-9.6%
Miscellaneous					
Auxiliary Fund: Interest Income	5,717	6,000	13,300	5,000	-16.7%
Other Revenues: Miscellaneous	628,982	765,000	977,000	865,220	13.1%
TOTAL MISCELLANEOUS	634,699	771,000	990,300	870,220	12.9%
TOTAL AUXILIARY FUND	1,868,098	2,279,510	1,993,400	2,234,220	-2.0%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	1,770	0	3,720	0	----
TOTAL CABLE TELEVISION FUND	1,770	0	3,720	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	2,751,109	2,900,000	2,117,658	2,700,000	-6.9%
Investment Income					
Interest Income	64,036	14,000	122,342	110,000	685.7%
TOTAL MAJOR FACILITIES RESERVE FUND	2,815,145	2,914,000	2,240,000	2,810,000	-3.6%
Transportation Fund					
Charges for Services					
Student Fees	3,622,489	3,496,300	3,512,000	3,380,217	-3.3%
Miscellaneous					
Miscellaneous Other	239,372	195,000	240,000	239,213	22.7%
TOTAL TRANSPORTATION FUND	3,861,861	3,691,300	3,752,000	3,619,430	-1.9%
TOTAL MONTGOMERY COLLEGE	38,115,258	49,287,512	39,627,514	46,438,769	-5.8%
M-NCPPC					
Special Funds					
Grant Fund MNCPPC					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	----
Park Fund Grants	101,408	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	101,408	550,000	550,000	550,000	----
TOTAL GRANT FUND MNCPPC	101,408	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	3,171,408	2,543,770	2,530,851	3,167,430	24.5%
Intergovernmental					
Intergovernmental	233,612	145,000	145,000	360,000	148.3%
Investment Income					
Investment Income	29,483	16,500	17,060	28,000	69.7%
Miscellaneous					
Miscellaneous	274,332	200,800	166,000	149,900	-25.3%
TOTAL SPECIAL REVENUE FUNDS	3,708,835	2,906,070	2,858,911	3,705,330	27.5%
Enterprise Fund					
Charges for Services					
Fees and Charges	6,171,837	6,643,275	6,228,985	6,337,960	-4.6%
Merchandise Sales	602,961	698,686	747,100	755,600	8.1%
Rentals	3,177,740	3,314,020	3,273,527	3,311,177	-0.1%
TOTAL CHARGES FOR SERVICES	9,952,538	10,655,981	10,249,612	10,404,737	-2.4%
Miscellaneous					
Miscellaneous	718,340	0	697,686	711,225	----
Non-Operating Revenues/Interest	108,741	60,000	69,600	110,000	83.3%
TOTAL MISCELLANEOUS	827,081	60,000	767,286	821,225	1268.7%
TOTAL ENTERPRISE FUND	10,779,619	10,715,981	11,016,898	11,225,962	4.8%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,250,934	1,306,600	1,282,831	1,424,800	9.0%
Investment Income					
Investment Income	7,632	4,500	4,500	8,000	77.8%
Miscellaneous					
Miscellaneous	33,053	0	0	0	----
TOTAL PROP MGMT MNCPPC	1,291,619	1,311,100	1,287,331	1,432,800	9.3%
TOTAL M-NCPPC	15,881,481	15,483,151	15,713,140	16,914,092	9.2%
TOTAL NON-TAX SUPPORTED	687,549,219	708,228,001	698,323,637	709,323,861	0.2%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,392,007,384	5,541,729,383	5,429,174,371	5,634,171,375	1.7%

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 FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,401	5,536	5,536	5,564	0.5%
Part-Time Positions	753	781	781	790	1.2%
FTEs	5,578.07	5,718.46	5,718.46	5,748.24	0.5%
Montgomery County Government Special Funds					
Full-Time Positions	1,507	2,324	2,324	2,300	-1.0%
Part-Time Positions	8	12	12	12	----
FTEs	2,625.39	2,666.01	2,666.01	2,633.45	-1.2%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,059.52	21,090.64	21,090.64	21,254.35	0.8%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,805.10	1,802.10	1,802.10	1,810.10	0.4%
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	889.34	914.89	914.89	923.11	0.9%
Total Full-Time Positions	6,908	7,860	7,860	7,864	0.1%
Total Part-Time Positions	761	793	793	802	1.1%
Total FTEs	31,957.42	32,192.10	32,192.10	32,369.25	0.6%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	691	702	702	706	0.6%
Part-Time Positions	165	148	148	153	3.4%
FTEs	890.25	896.72	896.72	902.82	0.7%
Montgomery County Government Internal Service Funds					
Full-Time Positions	238	244	244	246	0.8%
Part-Time Positions	1	1	1	1	----
FTEs	285.27	294.54	294.54	297.29	0.9%
Montgomery County Government Special Funds					
Full-Time Positions	674	685	685	680	-0.7%
Part-Time Positions	39	38	38	31	-18.4%
FTEs	652.30	659.90	659.90	660.30	0.1%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	629.42	635.32	635.32	640.32	0.8%
Montgomery County Public Schools Special Funds					

Workforce Detailed By Type

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	559.79	558.37	558.37	557.59	-0.1%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	115.50	115.50	115.50	115.50	----
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	155.85	165.75	165.75	166.55	0.5%
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	1,603	1,631	1,631	1,632	0.1%
Total Part-Time Positions	205	187	187	185	-1.1%
Total FTEs	3,288.38	3,326.10	3,326.10	3,340.37	0.4%

SUMMARY

Total Full-Time Positions	8,511	9,491	9,491	9,496	0.1%
Total Part-Time Positions	966	980	980	987	0.7%
Total FTEs	35,245.80	35,518.20	35,518.20	35,709.62	0.5%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%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	3	3	3	3	----
FTEs	54.88	56.18	56.18	56.18	----
Circuit Court					
Full-Time Positions	112	114	114	115	0.9%
Part-Time Positions	4	4	4	4	----
FTEs	114.00	116.00	116.00	117.00	0.9%
Community Engagement Cluster					
Full-Time Positions	18	18	18	19	5.6%
Part-Time Positions	4	6	6	9	50.0%
FTEs	23.00	23.50	23.50	23.50	----
County Attorney					
Full-Time Positions	73	76	76	76	----
Part-Time Positions	4	2	2	2	----
FTEs	43.50	44.75	44.75	43.50	-2.8%
County Council					
Full-Time Positions	87	88	88	88	----
Part-Time Positions	5	5	5	5	----
FTEs	82.10	83.10	83.10	83.28	0.2%
County Executive					
Full-Time Positions	35	37	37	36	-2.7%
Part-Time Positions	5	5	5	5	----
FTEs	33.60	36.50	36.50	35.50	-2.7%
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	121	132	132	132	----
Part-Time Positions	0	0	0	0	----
FTEs	121.77	125.02	125.02	126.77	1.4%
Fleet Management Services					
Full-Time Positions	200	200	200	202	1.0%
Part-Time Positions	0	0	0	0	----
FTEs	204.10	204.10	204.10	206.10	1.0%
General Services					
Full-Time Positions	224	231	231	231	----
Part-Time Positions	2	2	2	2	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
FTEs	164.00	171.00	171.00	169.80	-0.7%
Human Resources					
Full-Time Positions	66	68	68	69	1.5%
Part-Time Positions	4	3	3	3	----
FTEs	68.00	69.90	69.90	70.90	1.4%
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	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	7.00	----
Intergovernmental Relations					
Full-Time Positions	4	4	4	5	25.0%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	5.10	5.10	5.10	5.30	3.9%
Legislative Oversight					
Full-Time Positions	11	11	11	12	9.1%
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.00	11.00	11.67	6.1%
Management and Budget					
Full-Time Positions	32	32	32	33	3.1%
Part-Time Positions	0	1	1	1	----
FTEs	29.50	32.25	32.25	33.25	3.1%
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	35	35	35	35	----
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	34.90	----
Public Information					
Full-Time Positions	60	63	63	64	1.6%
Part-Time Positions	0	0	0	1	----
FTEs	42.10	44.90	44.90	50.50	12.5%
State's Attorney					
Full-Time Positions	136	140	140	146	4.3%
Part-Time Positions	11	11	11	11	----
FTEs	143.36	147.35	147.35	153.35	4.1%
Technology Services					
Full-Time Positions	167	176	176	174	-1.1%
Part-Time Positions	2	2	2	2	----
FTEs	159.40	168.40	168.40	165.75	-1.6%
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.60	----
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
Total Full-Time Positions	1,493	1,537	1,537	1,549	0.8%
Total Part-Time Positions	50	50	50	53	6.0%
Total FTEs	1,420.51	1,460.15	1,460.15	1,473.45	0.9%
Public Safety					
Consumer Protection					
Full-Time Positions	16	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	15.60	16.60	16.60	16.60	----
Correction and Rehabilitation					
Full-Time Positions	539	538	538	538	----
Part-Time Positions	0	0	0	0	----
FTEs	537.82	537.82	537.82	537.82	----
Emergency Management and Homeland Security					
Full-Time Positions	14	14	14	14	----
Part-Time Positions	1	1	1	1	----
FTEs	15.30	15.30	15.30	15.30	----
Fire and Rescue Service					
Full-Time Positions	1,301	1,285	1,285	1,264	-1.6%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	1,302.76	1,286.76	1,286.76	1,265.26	-1.7%
Police					
Full-Time Positions	1,829	1,888	1,888	1,888	----
Part-Time Positions	186	195	195	197	1.0%
FTEs	1,887.75	1,950.30	1,950.30	1,953.95	0.2%
Sheriff					
Full-Time Positions	187	187	187	187	----
Part-Time Positions	5	5	5	5	----
FTEs	189.80	189.80	189.80	189.80	----
Total Full-Time Positions	3,886	3,929	3,929	3,908	-0.5%
Total Part-Time Positions	194	203	203	204	0.5%
Total FTEs	3,949.03	3,996.58	3,996.58	3,978.73	-0.4%
Transportation					
Parking District Services					
Full-Time Positions	52	53	53	53	----
Part-Time Positions	0	0	0	0	----
FTEs	48.53	48.53	48.53	48.53	----
Transit Services					
Full-Time Positions	34	857	857	858	0.1%
Part-Time Positions	0	0	0	0	----
FTEs	842.47	874.37	874.37	875.37	0.1%
Transportation					
Full-Time Positions	455	457	457	457	----
Part-Time Positions	8	8	8	8	----
FTEs	283.30	283.30	283.30	283.30	----
Total Full-Time Positions	541	1,367	1,367	1,368	0.1%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Total Part-Time Positions	8	8	8	8	----
Total FTEs	1,174.30	1,206.20	1,206.20	1,207.20	0.1%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,386	1,409	1,409	1,423	1.0%
Part-Time Positions	330	345	345	342	-0.9%
FTEs	1,619.38	1,648.71	1,648.71	1,660.86	0.7%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	28	29	29	30	3.4%
Part-Time Positions	1	1	1	1	----
FTEs	29.07	30.07	30.07	31.07	3.3%
Public Libraries					
Full-Time Positions	215	222	222	222	----
Part-Time Positions	209	212	212	213	0.5%
FTEs	386.56	395.26	395.26	395.51	0.1%
Recreation					
Full-Time Positions	129	139	139	140	0.7%
Part-Time Positions	6	10	10	11	10.0%
FTEs	440.77	464.79	464.79	456.03	-1.9%
Total Full-Time Positions	372	390	390	392	0.5%
Total Part-Time Positions	216	223	223	225	0.9%
Total FTEs	856.40	890.12	890.12	882.61	-0.8%
Community Development and Housing					
Agriculture					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	4.15	----
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	----
Economic Development Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Housing and Community Affairs					
Full-Time Positions	88	101	101	102	1.0%
Part-Time Positions	3	3	3	2	-33.3%
FTEs	83.95	96.95	96.95	97.45	0.5%
Permitting Services					
Full-Time Positions	236	236	236	236	----
Part-Time Positions	2	2	2	2	----
FTEs	243.65	243.75	243.75	243.75	----
Total Full-Time Positions	332	345	345	346	0.3%
Total Part-Time Positions	6	6	6	5	-16.7%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Total FTEs	332.75	345.85	345.85	346.35	0.1%
Environment					
Environmental Protection					
Full-Time Positions	96	99	99	91	-8.1%
Part-Time Positions	0	0	0	0	----
FTEs	105.26	107.97	107.97	107.97	----
Solid Waste Services					
Full-Time Positions	79	79	79	80	1.3%
Part-Time Positions	2	2	2	2	----
FTEs	105.55	105.14	105.14	106.24	1.0%
Total Full-Time Positions	175	178	178	171	-3.9%
Total Part-Time Positions	2	2	2	2	----
Total FTEs	210.81	213.11	213.11	214.21	0.5%
Other County Government Functions					
Cable Television Communications Plan					
Full-Time Positions	13	14	14	14	----
Part-Time Positions	0	0	0	0	----
FTEs	31.50	32.50	32.50	31.85	-2.0%
Liquor Control					
Full-Time Positions	296	305	305	307	0.7%
Part-Time Positions	160	143	143	148	3.5%
FTEs	432.42	438.20	438.20	442.20	0.9%
Non-Departmental Accounts					
Full-Time Positions	17	17	17	18	5.9%
Part-Time Positions	0	0	0	0	----
FTEs	4.18	4.21	4.21	4.64	10.2%
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	326	336	336	339	0.9%
Total Part-Time Positions	160	143	143	148	3.5%
Total FTEs	468.10	474.91	474.91	478.69	0.8%
Total Full-Time Positions	8,511	9,491	9,491	9,496	0.1%
Total Part-Time Positions	966	980	980	987	0.7%
Total FTEs	10,031.28	10,235.63	10,235.63	10,242.10	0.1%
Montgomery County Public Schools					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22,248.73	22,284.33	22,284.33	22,452.26	0.8%
Montgomery College					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,920.60	1,917.60	1,917.60	1,925.60	0.4%
M-NCPPC					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,045.19	1,080.64	1,080.64	1,089.66	0.8%
SUMMARY					
Total Full-Time Positions	8,511	9,491	9,491	9,496	0.1%
Total Part-Time Positions	966	980	980	987	0.7%
Total FTEs	35,245.80	35,518.20	35,518.20	35,709.62	0.5%

Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% 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	3	3	3	3	----
FTEs	54.88	56.18	56.18	56.18	----
Circuit Court					
Full-Time Positions	89	91	91	92	1.1%
Part-Time Positions	3	3	3	3	----
FTEs	90.70	92.70	92.70	93.70	1.1%
Community Engagement Cluster					
Full-Time Positions	17	17	17	18	5.9%
Part-Time Positions	4	6	6	9	50.0%
FTEs	22.35	22.85	22.85	22.85	----
County Attorney					
Full-Time Positions	73	76	76	76	----
Part-Time Positions	4	2	2	2	----
FTEs	43.50	44.75	44.75	43.50	-2.8%
County Council					
Full-Time Positions	87	88	88	88	----
Part-Time Positions	5	5	5	5	----
FTEs	82.10	83.10	83.10	83.28	0.2%
County Executive					
Full-Time Positions	34	36	36	36	----
Part-Time Positions	5	5	5	5	----
FTEs	32.60	35.50	35.50	35.50	----
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	111	121	121	121	----
Part-Time Positions	0	0	0	0	----
FTEs	91.65	93.90	93.90	94.90	1.1%
General Services					
Full-Time Positions	196	198	198	198	----
Part-Time Positions	1	1	1	1	----
FTEs	135.25	136.93	136.93	135.73	-0.9%
Human Resources					
Full-Time Positions	66	68	68	69	1.5%
Part-Time Positions	4	3	3	3	----
FTEs	45.70	44.65	44.65	45.65	2.2%
Human Rights					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
FTEs	8.60	8.60	8.60	8.60	----
Inspector General					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	7.00	----
Intergovernmental Relations					
Full-Time Positions	4	4	4	5	25.0%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	5.10	5.10	5.10	5.30	3.9%
Legislative Oversight					
Full-Time Positions	11	11	11	12	9.1%
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.00	11.00	11.67	6.1%
Management and Budget					
Full-Time Positions	32	32	32	33	3.1%
Part-Time Positions	0	1	1	1	----
FTEs	29.50	32.25	32.25	33.25	3.1%
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	35	35	35	35	----
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	34.90	----
Public Information					
Full-Time Positions	60	63	63	64	1.6%
Part-Time Positions	0	0	0	1	----
FTEs	42.10	44.90	44.90	50.50	12.5%
State's Attorney					
Full-Time Positions	134	138	138	142	2.9%
Part-Time Positions	10	10	10	10	----
FTEs	142.31	146.37	146.37	150.25	2.7%
Technology Services					
Full-Time Positions	167	176	176	174	-1.1%
Part-Time Positions	2	2	2	2	----
FTEs	159.40	168.40	168.40	165.75	-1.6%
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
Total Full-Time Positions	***1,168***	***1,206***	***1,206***	***1,215***	***0.7%***
Total Part-Time Positions	***46***	***46***	***46***	***49***	***6.5%***
Total FTEs	***1,050.64***	***1,081.08***	***1,081.08***	***1,090.51***	***0.9%***
Public Safety					
Consumer Protection					
Full-Time Positions	16	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	15.60	16.60	16.60	16.60	----
Correction and Rehabilitation					
Full-Time Positions	539	538	538	538	----
Part-Time Positions	0	0	0	0	----
FTEs	537.82	537.82	537.82	537.82	----
Emergency Management and Homeland Security					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	8.60	8.60	8.60	8.60	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Police					
Full-Time Positions	1,828	1,887	1,887	1,887	----
Part-Time Positions	186	195	195	197	1.0%
FTEs	1,886.75	1,949.30	1,949.30	1,952.95	0.2%
Sheriff					
Full-Time Positions	179	179	179	179	----
Part-Time Positions	5	5	5	5	----
FTEs	184.83	184.88	184.88	184.93	----
Total Full-Time Positions	***2,570***	***2,629***	***2,629***	***2,629***	***----***
Total Part-Time Positions	***193***	***202***	***202***	***204***	***1.0%***
Total FTEs	***2,633.60***	***2,697.20***	***2,697.20***	***2,700.90***	***0.1%***
Transportation					
Transportation					
Full-Time Positions	455	457	457	457	----
Part-Time Positions	8	8	8	8	----
FTEs	252.27	252.27	252.27	252.27	----
Total Full-Time Positions	***455***	***457***	***457***	***457***	***----***
Total Part-Time Positions	***8***	***8***	***8***	***8***	***----***
Total FTEs	***252.27***	***252.27***	***252.27***	***252.27***	***----***
Health and Human Services					
Health and Human Services					
Full-Time Positions	834	852	852	869	2.0%
Part-Time Positions	293	309	309	313	1.3%
FTEs	1,185.92	1,211.74	1,211.74	1,227.71	1.3%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	215	220	220	220	----
Part-Time Positions	209	212	212	213	0.5%
FTEs	385.56	392.06	392.06	392.31	0.1%
Total Full-Time Positions	***215***	***220***	***220***	***220***	***----***
Total Part-Time Positions	***209***	***212***	***212***	***213***	***0.5%***
Total FTEs	***385.56***	***392.06***	***392.06***	***392.31***	***0.1%***
Community Development and Housing					
Agriculture					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	4.15	----
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	88	101	101	102	1.0%
Part-Time Positions	3	3	3	2	-33.3%
FTEs	45.25	59.25	59.25	59.25	----
Total Full-Time Positions	***96***	***109***	***109***	***110***	***0.9%***
Total Part-Time Positions	***4***	***4***	***4***	***3***	***-25.0%***
Total FTEs	***49.40***	***63.40***	***63.40***	***63.40***	***----***
Environment					
Environmental Protection					
Full-Time Positions	46	46	46	46	----
Part-Time Positions	0	0	0	0	----
FTEs	16.50	16.50	16.50	16.50	----
Total Full-Time Positions	***46***	***46***	***46***	***46***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Total FTEs	***16.50***	***16.50***	***16.50***	***16.50***	***----***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	17	17	17	18	5.9%
Part-Time Positions	0	0	0	0	----
FTEs	4.18	4.21	4.21	4.64	10.2%
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	***17***	***17***	***17***	***18***	***5.9%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***4.18***	***4.21***	***4.21***	***4.64***	***10.2%***
Total Full-Time Positions	5,401	5,536	5,536	5,564	0.5%
Total Part-Time Positions	753	781	781	790	1.2%
Total FTEs	5,578.07	5,718.46	5,718.46	5,748.24	0.5%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.60	----
Total Full-Time Positions	***60***	***60***	***60***	***60***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***58.60***	***58.60***	***58.60***	***58.60***	***----***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,301	1,285	1,285	1,257	-2.2%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	1,302.76	1,286.76	1,286.76	1,258.26	-2.2%
Total Full-Time Positions	***1,301***	***1,285***	***1,285***	***1,257***	***-2.2%***
Total Part-Time Positions	***1***	***1***	***1***	***0***	***-100.0%***
Total FTEs	***1,302.76***	***1,286.76***	***1,286.76***	***1,258.26***	***-2.2%***
Transportation					
Transit Services					
Full-Time Positions	17	840	840	843	0.4%
Part-Time Positions	0	0	0	0	----
FTEs	826.08	857.98	857.98	862.27	0.5%
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	***17***	***840***	***840***	***843***	***0.4%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***826.08***	***857.98***	***857.98***	***862.27***	***0.5%***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	129	139	139	140	0.7%
Part-Time Positions	6	10	10	11	10.0%
FTEs	436.95	461.67	461.67	453.32	-1.8%
Total Full-Time Positions	***129***	***139***	***139***	***140***	***0.7%***
Total Part-Time Positions	***6***	***10***	***10***	***11***	***10.0%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Total FTEs	***436.95***	***461.67***	***461.67***	***453.32***	***-1.8%***
Community Development and Housing					
Economic Development Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Total Full-Time Positions	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***1.00***	***1.00***	***1.00***	***1.00***	***----***
Total Full-Time Positions	1,507	2,324	2,324	2,300	-1.0%
Total Part-Time Positions	8	12	12	12	----
Total FTEs	2,625.39	2,666.01	2,666.01	2,633.45	-1.2%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court					
Full-Time Positions	23	23	23	23	----
Part-Time Positions	1	1	1	1	----
FTEs	23.30	23.30	23.30	23.30	----
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.65	0.65	0.65	0.65	----
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 Council					
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	0	-100.0%
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	0.00	-100.0%
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	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Legislative Oversight					
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	4	100.0%
Part-Time Positions	1	1	1	1	----
FTEs	1.05	0.98	0.98	3.10	216.3%
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***	***28***	***3.7%***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***26.00***	***25.93***	***25.93***	***27.05***	***4.3%***
Public Safety					
Emergency Management and Homeland Security					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	6.70	6.70	6.70	6.70	----
Fire and Rescue Service					
Full-Time Positions	0	0	0	7	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	7.00	----
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	4.97	4.92	4.92	4.87	-1.0%
Total Full-Time Positions	***15***	***15***	***15***	***22***	***46.7%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***12.67***	***12.62***	***12.62***	***19.57***	***55.1%***
Transportation					
Transit Services					
Full-Time Positions	17	17	17	15	-11.8%
Part-Time Positions	0	0	0	0	----
FTEs	16.39	16.39	16.39	13.10	-20.1%
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	***17***	***17***	***17***	***15***	***-11.8%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***16.39***	***16.39***	***16.39***	***13.10***	***-20.1%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	552	557	557	554	-0.5%
Part-Time Positions	37	36	36	29	-19.4%
FTEs	433.46	436.97	436.97	433.15	-0.9%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	% CHG BUD/REC
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	0	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	3.20	3.20	3.20	----
Recreation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	3.82	3.12	3.12	2.71	-13.1%
Total Full-Time Positions	***0***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***4.82***	***6.32***	***6.32***	***5.91***	***-6.5%***
Community Development and Housing					
Economic Development					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Housing and Community Affairs					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	38.70	37.70	37.70	38.20	1.3%
Permitting Services					
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	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***38.70***	***37.70***	***37.70***	***38.20***	***1.3%***
Environment					
Environmental Protection					
Full-Time Positions	50	53	53	45	-15.1%
Part-Time Positions	0	0	0	0	----
FTEs	88.76	91.47	91.47	91.47	----
Total Full-Time Positions	***50***	***53***	***53***	***45***	***-15.1%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***88.76***	***91.47***	***91.47***	***91.47***	***----***
Other County Government Functions					
Cable Television Communications Plan					
Full-Time Positions	13	14	14	14	----
Part-Time Positions	0	0	0	0	----
FTEs	31.50	32.50	32.50	31.85	-2.0%
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	***13***	***14***	***14***	***14***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Total FTEs	***31.50***	***32.50***	***32.50***	***31.85***	***-2.0%***
Total Full-Time Positions	674	685	685	680	-0.7%
Total Part-Time Positions	39	38	38	31	-18.4%
Total FTEs	652.30	659.90	659.90	660.30	0.1%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services					
Full-Time Positions	52	53	53	53	----
Part-Time Positions	0	0	0	0	----
FTEs	48.53	48.53	48.53	48.53	----
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	31.03	31.03	31.03	31.03	----
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	28	29	29	30	3.4%
Part-Time Positions	1	1	1	1	----
FTEs	29.07	30.07	30.07	31.07	3.3%
Community Development and Housing					
Permitting Services					
Full-Time Positions	236	236	236	236	----
Part-Time Positions	2	2	2	2	----
FTEs	243.65	243.75	243.75	243.75	----
Environment					
Solid Waste Services					
Full-Time Positions	79	79	79	80	1.3%
Part-Time Positions	2	2	2	2	----
FTEs	105.55	105.14	105.14	106.24	1.0%
Other County Government Functions					
Liquor Control					
Full-Time Positions	296	305	305	307	0.7%
Part-Time Positions	160	143	143	148	3.5%
FTEs	432.42	438.20	438.20	442.20	0.9%
Total Full-Time Positions	691	702	702	706	0.6%
Total Part-Time Positions	165	148	148	153	3.4%
Total FTEs	890.25	896.72	896.72	902.82	0.7%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	10	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	30.12	31.12	31.12	31.87	2.4%
Fleet Management Services					
Full-Time Positions	200	200	200	202	1.0%
Part-Time Positions	0	0	0	0	----
FTEs	204.10	204.10	204.10	206.10	1.0%
General Services					
Full-Time Positions	28	33	33	33	----
Part-Time Positions	1	1	1	1	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
FTEs	28.75	34.07	34.07	34.07	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22.30	25.25	25.25	25.25	----
Total Full-Time Positions	238	244	244	246	0.8%
Total Part-Time Positions	1	1	1	1	----
Total FTEs	285.27	294.54	294.54	297.29	0.9%
Total Full-Time Positions	8,511	9,491	9,491	9,496	0.1%
Total Part-Time Positions	966	980	980	987	0.7%
Total FTEs	10,031.28	10,235.63	10,235.63	10,242.10	0.1%
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	21,059.52	21,090.64	21,090.64	21,254.35	0.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	559.79	558.37	558.37	557.59	-0.1%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	629.42	635.32	635.32	640.32	0.8%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	22,248.73	22,284.33	22,284.33	22,452.26	0.8%
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	1,805.10	1,802.10	1,802.10	1,810.10	0.4%
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	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY17	BUDGET FY18	EST FY18	REC FY19	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	115.50	115.50	115.50	115.50	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,920.60	1,917.60	1,917.60	1,925.60	0.4%
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	889.34	914.89	914.89	923.11	0.9%
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	155.85	165.75	165.75	166.55	0.5%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,045.19	1,080.64	1,080.64	1,089.66	0.8%
SUMMARY					
Total Full-Time Positions	8,511	9,491	9,491	9,496	0.1%
Total Part-Time Positions	966	980	980	987	0.7%
Total FTEs	35,245.80	35,518.20	35,518.20	35,709.62	0.5%

Property Tax Schedules

SCHEDULE E-1, ASSESSABLE 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 Ã¢â‚¬" 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 FY17	BUDGET FY18	PROJ. FY18	BUDGET FY19	PROJ. FY20	PROJ. FY21	PROJ. FY22	PROJ. FY23	PROJ. FY24
Countywide									
Countywide: Real	177.495	185.671	184.502	192.599	200.860	209.726	218.808	227.743	237.354
Countywide: Personal	4.051	3.862	4.124	4.238	4.354	4.509	4.646	4.774	4.917
Special Districts									
Mass Transit: Real	177.495	185.671	184.502	192.599	200.860	209.726	218.808	227.743	237.354
Mass Transit: Personal	4.051	3.862	4.124	4.238	4.354	4.509	4.646	4.774	4.917
Fire: Real	177.495	185.671	184.502	192.599	200.860	209.726	218.808	227.743	237.354
Fire: Personal	4.051	3.862	4.124	4.238	4.354	4.509	4.646	4.774	4.917
Recreation: Real	155.130	162.382	161.254	168.331	175.551	183.299	191.237	199.046	207.446
Recreation: Personal	3.289	3.149	3.348	3.440	3.534	3.660	3.771	3.876	3.991
Storm Drainage: Real	149.833	156.961	155.747	162.582	169.556	177.040	184.707	192.249	200.362
Storm Drainage: Personal	3.146	3.020	3.202	3.291	3.381	3.501	3.607	3.708	3.818
M-NCPPC - Regional: Real	154.201	161.431	160.288	167.323	174.500	182.202	190.092	197.855	206.204
M-NCPPC - Regional: Personal	3.275	3.136	3.334	3.426	3.519	3.645	3.756	3.860	3.975
M-NCPPC - Metropolitan: Real	154.201	161.431	160.288	167.323	174.500	182.202	190.092	197.855	206.204
M-NCPPC - Metropolitan: Personal	3.275	3.136	3.334	3.426	3.519	3.645	3.756	3.860	3.975
M-NCPPC - Land Acquisition: Real	177.495	185.671	184.502	192.599	200.860	209.726	218.808	227.743	237.354
M-NCPPC - Land Acquisition: Personal	4.051	3.862	4.124	4.238	4.354	4.509	4.646	4.774	4.917
Urban Districts									
Bethesda: Real	5.010	4.783	5.208	5.437	5.670	5.920	6.177	6.429	6.700
Bethesda: Personal	0.216	0.210	0.219	0.226	0.232	0.240	0.247	0.254	0.262
Silver Spring: Real	3.291	3.452	3.421	3.571	3.724	3.889	4.057	4.223	4.401
Silver Spring: Personal	0.123	0.125	0.125	0.129	0.132	0.137	0.141	0.145	0.149
Wheaton: Real	0.646	0.643	0.671	0.701	0.731	0.763	0.796	0.829	0.864
Wheaton: Personal	0.036	0.035	0.036	0.037	0.038	0.040	0.041	0.042	0.043
Noise Abatement Districts									
Bradley: Real	0.043	0.046	0.045	0.047	0.049	0.051	0.053	0.055	0.057
Bradley: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cabin John: Real	0.011	0.012	0.012	0.012	0.013	0.013	0.014	0.014	0.015
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	4.222	3.951	4.389	4.581	4.778	4.989	5.205	5.417	5.646
Bethesda - Commercial: Personal	0.181	0.176	0.184	0.189	0.194	0.201	0.207	0.213	0.219
Bethesda - Unimproved: Real	0.486	0.518	0.505	0.527	0.550	0.574	0.599	0.623	0.650
Bethesda - Unimproved: Personal	0.024	0.022	0.024	0.025	0.026	0.026	0.027	0.028	0.029
Montgomery Hills - Commercial: Real	0.047	0.050	0.049	0.051	0.053	0.056	0.058	0.061	0.063
Montgomery Hills - Commercial: Personal	0.002	0.003	0.002	0.003	0.003	0.003	0.003	0.003	0.003

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

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	2.779	2.962	2.889	3.015	3.145	3.283	3.426	3.566	3.716
Silver Spring - Commercial: Personal	0.120	0.122	0.122	0.126	0.129	0.134	0.138	0.142	0.146
Silver Spring - Unimproved: Real	0.379	0.366	0.394	0.412	0.429	0.448	0.468	0.487	0.507
Silver Spring - Unimproved: Personal	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001
Wheaton - Commercial: Real	0.364	0.386	0.379	0.395	0.412	0.431	0.449	0.467	0.487
Wheaton - Commercial: Personal	0.013	0.013	0.013	0.013	0.014	0.014	0.015	0.015	0.015
Wheaton - Unimproved: Real	0.006	0.006	0.007	0.007	0.007	0.007	0.008	0.008	0.008
Wheaton - Unimproved: Personal	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004

Schedule E-2

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	REC FY19
Countywide				
General Fund: Real	0.723	0.7734	0.7484	0.7386
General Fund: Personal	1.808	1.9335	1.8710	1.8465
State of Maryland: Real	0.112	0.1120	0.1120	0.1120
State of Maryland: Personal	0.000	0.0000	0.0000	0.0000
Countywide: Real	0.835	0.8854	0.8604	0.8506
Countywide: Personal	1.808	1.9335	1.8710	1.8465
Special Districts				
Mass Transit: Real	0.060	0.0520	0.0580	0.0568
Mass Transit: Personal	0.150	0.1300	0.1450	0.1420
Fire: Real	0.116	0.1140	0.1089	0.1028
Fire: Personal	0.290	0.2850	0.2723	0.2570
Recreation: Real	0.023	0.0230	0.0240	0.0250
Recreation: Personal	0.058	0.0575	0.0600	0.0625
Storm Drainage: Real	0.003	0.0030	0.0000	0.0000
Storm Drainage: Personal	0.008	0.0075	0.0000	0.0000
Urban Districts				
Bethesda: Real	0.012	0.0120	0.0120	0.0120
Bethesda: Personal	0.030	0.0300	0.0300	0.0300
Silver Spring: Real	0.024	0.0240	0.0240	0.0240
Silver Spring: Personal	0.060	0.0600	0.0600	0.0600
Wheaton: Real	0.030	0.0300	0.0300	0.0300
Wheaton: Personal	0.075	0.0750	0.0750	0.0750
M-NCPPC				
Regional (Administration)				
Mandatory: Real	0.012	0.0120	0.0120	0.0120
Mandatory: Personal	0.030	0.0300	0.0300	0.0300
Discretionary: Real	0.006	0.0050	0.0052	0.0036
Discretionary: Personal	0.015	0.0125	0.0130	0.0090
Metro (Parks)				
Mandatory: Real	0.036	0.0360	0.0360	0.0360
Mandatory: Personal	0.090	0.0900	0.0900	0.0900
Maintenance: Real	0.008	0.0080	0.0080	0.0080
Maintenance: Personal	0.020	0.0200	0.0200	0.0200
Discretionary: Real	0.011	0.0108	0.0114	0.0088
Discretionary: Personal	0.028	0.0270	0.0285	0.0220

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	REC FY19
Advanced Land Acquisition: Real **	0.001	0.0010	0.0010	0.0010
Advanced Land Acquisition: Personal **	0.002	0.0025	0.0025	0.0025
Parking Districts				
Bethesda - Commercial: Real	0.000	0.0000	0.0000	0.0000
Bethesda - Commercial: Personal	0.000	0.0000	0.0000	0.0000
Bethesda - Unimproved: Real	0.000	0.0000	0.0000	0.0000
Bethesda - Unimproved: Personal	0.000	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Real	0.000	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Personal	0.000	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Real	0.000	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Personal	0.000	0.0000	0.0000	0.0000
Silver Spring - Commercial: Real	0.000	0.0000	0.0000	0.0000
Silver Spring - Commercial: Personal	0.000	0.0000	0.0000	0.0000
Silver Spring - Unimproved: Real	0.000	0.0000	0.0000	0.0000
Silver Spring - Unimproved: Personal	0.000	0.0000	0.0000	0.0000
Wheaton - Commercial: Real	0.000	0.0000	0.0000	0.0000
Wheaton - Commercial: Personal	0.000	0.0000	0.0000	0.0000
Wheaton - Unimproved: Real	0.000	0.0000	0.0000	0.0000
Wheaton - Unimproved: Personal	0.000	0.0000	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.

Schedule F-1

TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS WITH FISCAL YEAR 10 AS BASE

(in millions)

	ACTUAL FY10	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	APPR FY18	REC FY19
COUNTY GOVERNMENT										
General Fund	910.9	848.5	891.9	1,014.7	1,118.0	1,146.6	1,162.0	1,163.6	1,220.9	1,221.9
Expenditures in FY10$	910.9	829.4	847.8	949.2	1,029.5	1,049.0	1,054.4	1,044.5	1,073.8	1,056.1
Special Funds: Tax Supported	335.5	326.3	335.3	357.4	383.6	388.5	390.6	395.3	397.6	395.1
Expenditures in FY10$	335.5	319.0	318.7	334.3	353.2	355.4	354.4	354.8	349.7	341.5
Grant Fund: Non-Tax Supported	120.5	112.7	114.7	103.5	111.4	116.7	114.5	111.4	118.0	118.1
Expenditures in FY10$	120.5	110.2	109.0	96.8	102.6	106.8	103.9	100.0	103.8	102.1
Special Funds: Non-Tax Supported	253.3	244.5	250.9	266.9	269.7	298.8	308.4	306.3	326.2	340.6
Expenditures in FY10$	253.3	239.0	238.5	249.7	248.3	273.4	279.9	275.0	286.9	294.4
TOTAL COUNTY GOVERNMENT	**1,620.3**	**1,532.0**	**1,592.9**	**1,742.5**	**1,882.7**	**1,950.6**	**1,975.5**	**1,976.5**	**2,062.7**	**2,075.7**
Expenditures in FY10$	1,620.3	1,497.6	1,514.2	1,630.0	1,733.6	1,784.6	1,792.6	1,774.2	1,814.2	1,794.0
M. C. PUBLIC SCHOOLS(b)	**2,104.6**	**2,099.1**	**2,103.4**	**2,192.7**	**2,246.4**	**2,283.1**	**2,321.5**	**2,456.1**	**2,517.1**	**2,592.2**
Expenditures in FY10$	2,104.6	2,051.9	1,999.4	2,051.2	2,068.5	2,088.8	2,106.6	2,204.8	2,213.8	2,240.4
MONTGOMERY COLLEGE(b)	**247.0**	**243.1**	**245.6**	**245.1**	**257.0**	**274.7**	**287.4**	**293.7**	**314.0**	**313.0**
Expenditures in FY10$	247.0	237.6	233.5	229.3	236.6	251.3	260.8	263.6	276.2	270.5
M-NCPPC(b)	**123.7**	**109.9**	**111.7**	**118.6**	**123.5**	**130.0**	**133.1**	**136.7**	**148.3**	**151.9**
Expenditures in FY10$	123.7	107.4	106.2	110.9	113.7	118.9	120.8	122.7	130.4	131.3
DEBT SERVICE(a)	**237.4**	**258.2**	**276.5**	**298.3**	**307.5**	**342.7**	**348.5**	**387.5**	**408.2**	**429.1**
Expenditures in FY10$	237.4	252.4	262.8	279.0	283.1	313.5	316.2	347.8	359.0	370.9
TOTAL ALL AGENCIES	**4,333.0**	**4,242.4**	**4,330.1**	**4,597.3**	**4,817.1**	**4,981.2**	**5,066.0**	**5,250.5**	**5,450.4**	**5,561.9**
Expenditures in FY10$	4,333.0	4,147.0	4,116.1	4,300.6	4,435.6	4,557.4	4,597.1	4,713.2	4,793.7	4,807.2
CPI - FISCAL YEAR 10 = 100	**100.0**	**102.3**	**105.2**	**106.9**	**108.6**	**109.3**	**110.2**	**111.4**	**113.7**	**115.7**
Fiscal Year Percent Change	**----**	**2.3%**	**2.9%**	**1.7%**	**1.7%**	**0.7%**	**0.9%**	**1.2%**	**2.3%**	**2%**

(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
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY19 Recommended	1,808.4	32.1	1,585.2	28.1	177.2	3.1	313.8	5.6	55.2	1.0	386.7	6.9	1,141.1	20.3	166.6	3.0	5,634.2
FY18 Estimate	1,766.8	32.5	1,482.0	27.3	171.5	3.2	308.6	5.7	56.6	1.0	376.9	6.9	1,107.2	20.4	159.5	2.9	5,429.2
FY18 Approved	1,770.2	31.9	1,557.9	28.1	185.3	3.3	322.7	5.8	55.6	1.0	375.4	6.8	1,108.9	20.0	165.9	3.0	5,541.7
FY17 Actual	1,732.4	32.1	1,466.6	27.2	193.8	3.6	305.7	5.7	52.1	1.0	401.5	7.4	1,075.5	19.9	164.4	3.0	5,392.0
FY16 Actual	1,595.3	31.2	1,422.4	27.8	171.3	3.3	299.3	5.8	55.7	1.1	385.0	7.5	1,038.7	20.3	152.6	3.0	5,120.3
FY15 Actual	1,549.2	31.5	1,310.8	26.7	156.2	3.2	308.5	6.3	49.7	1.0	378.9	7.7	1,018.5	20.7	143.2	2.9	4,915.1
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

* 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 FY10	APPR FY11	APPR FY12	APPR FY13	APPR FY14	APPR FY15	APPR FY16	APPR FY17	APPR FY18	REC FY19
General Government	1,041.90	948.50	944.60	985.48	1,012.51	1,046.59	1,096.31	1,112.55	1,146.20	1,151.67
Public Safety	3,741.20	3,482.30	3,546.90	3,520.15	3,579.19	3,669.91	3,709.53	3,743.63	3,790.18	3,772.33
Transportation	1,251.60	1,151.60	1,136.40	1,120.89	1,137.79	1,160.51	1,164.52	1,174.30	1,206.20	1,207.20
Health & Human Services	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,660.86
Libraries, Culture & Recreation	833.10	675.20	666.20	715.95	774.31	824.81	833.59	856.40	890.12	882.61
Community Development & Housing	305.60	263.50	262.20	293.15	306.20	318.20	326.20	332.75	345.85	346.35
Environment	156.80	151.20	187.10	193.98	195.09	200.49	204.79	210.81	213.11	214.21
Non-Departmental Accounts	3.10	2.60	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64
Liquor Control	337.30	312.90	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20
Subtotal	**9,247.70**	**8,473.60**	**8,553.70**	**8,713.87**	**8,916.55**	**9,150.28**	**9,359.55**	**9,486.42**	**9,682.78**	**9,682.07**
Plus Council & Judicial Offices *	501.70	486.90	481.80	513.68	528.73	528.56	535.96	544.86	552.85	560.03
TOTAL COUNTY GOVERNMENT	**9,749.40**	**8,960.50**	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,242.10**
Government FTEs PER 1000 Population										
General Government	1.08	0.98	0.97	0.99	1.01	1.03	1.07	1.07	1.08	1.08
Public Safety	3.88	3.58	3.62	3.53	3.55	3.60	3.60	3.60	3.57	3.55
Transportation	1.30	1.19	1.16	1.12	1.13	1.14	1.13	1.13	1.14	1.14
Health & Human Services	1.64	1.53	1.52	1.56	1.56	1.56	1.55	1.56	1.55	1.56
Libraries, Culture & Recreation	0.86	0.70	0.68	0.72	0.77	0.81	0.81	0.82	0.84	0.83
Community Development & Housing	0.32	0.27	0.27	0.29	0.30	0.31	0.32	0.32	0.33	0.33
Environment	0.16	0.16	0.19	0.19	0.19	0.20	0.20	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	0.35	0.32	0.33	0.32	0.34	0.33	0.41	0.42	0.41	0.42
Total County-Less Elective Offices	**9.59**	**8.72**	**8.74**	**8.73**	**8.85**	**8.97**	**9.10**	**9.13**	**9.11**	**9.10**
Plus Council & Judicial Offices *	0.52	0.50	0.49	0.51	0.52	0.52	0.52	0.52	0.52	0.53
TOTAL COUNTY GOVERNMENT	**10.11**	**9.22**	**9.23**	**9.24**	**9.38**	**9.49**	**9.62**	**9.66**	**9.63**	**9.63**
Population	**964,100**	**971,400**	**978,700**	**998,540**	**1,007,311**	**1,020,000**	**1,029,000**	**1,038,500**	**1,062,500**	**1,063,510**

* 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

	FY10 WORKYEARS	FY11 WORKYEARS	FY12 WORKYEARS	FY13 WORKYEARS	FY14 WORKYEARS	FY15 FTEs	FY16 FTEs	FY17 FTEs	FY18 FTEs	FY19 FTEs
GENERAL FUND										
General Fund	996.00	911.70	890.30	939.32	968.22	1,000.38	1,058.35	1,076.64	1,107.01	1,117.56
Public Safety	2,584.70	2,431.00	2,484.00	2,459.85	2,499.71	2,583.25	2,610.17	2,646.27	2,709.82	2,713.47
Transportation	295.70	252.90	207.80	224.15	242.31	244.17	248.17	252.27	252.27	252.27
Health & Human Services	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,660.86
Libraries, Culture & Recreation	386.90	290.90	288.00	313.96	349.94	384.56	388.56	386.56	395.26	395.51
Community Development & Housing	96.00	77.50	70.30	79.75	90.00	96.00	98.00	73.40	86.40	86.40
Environment	19.30	13.30	12.10	11.49	11.49	13.09	15.09	16.50	16.50	16.50
Non-Departmental Accounts	3.10	2.60	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64
TOTAL GENERAL FUND **	**5,958.80**	**5,465.70**	**5,439.80**	**5,588.77**	**5,734.31**	**5,914.40**	**6,016.23**	**6,075.20**	**6,220.18**	**6,247.21**
SPECIAL FUNDS										
Urban Districts	58.10	50.20	52.00	55.32	55.02	58.30	58.30	58.60	58.60	58.60
Mass Transit	854.70	802.60	830.30	814.41	816.06	835.62	836.19	842.47	874.37	875.37
Fire Tax District	1,351.20	1,235.00	1,243.00	1,253.80	1,281.56	1,286.56	1,299.26	1,302.76	1,286.76	1,265.26
Recreation	421.70	362.20	352.50	375.19	397.63	413.51	417.29	440.77	464.79	456.03
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	19.20	25.50	26.50	29.50	30.50	30.50	30.50	31.50	32.50	31.85
Montgomery Housing Initiative	11.50	12.00	13.10	14.80	14.70	14.70	14.70	14.70	14.70	15.20
Water Quality Protection	32.80	38.20	72.10	79.10	81.39	84.39	86.69	88.76	91.47	91.47
Community Use of Public Facilities	24.50	22.10	25.70	26.80	26.74	26.74	27.74	29.07	30.07	31.07
Parking Districts	50.90	45.80	48.00	48.79	48.59	49.89	49.33	48.53	48.53	48.53
Permitting Services	197.10	173.00	177.80	197.60	200.50	206.50	212.50	243.65	243.75	243.75
Solid Waste Services	104.70	99.70	102.90	103.39	102.21	103.01	103.01	105.55	105.14	106.24
Vaccum Leaf Collection	50.30	50.30	50.30	33.54	30.83	30.83	30.83	31.03	31.03	31.03
Liquor Control	337.30	312.90	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20
TOTAL SPECIAL FUNDS	**3,515.00**	**3,230.50**	**3,318.20**	**3,357.26**	**3,425.55**	**3,478.37**	**3,594.06**	**3,670.81**	**3,720.91**	**3,697.60**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	11.80	11.50	12.70	16.15	20.25	20.85	21.25	22.30	25.25	25.25
Motor Pool	202.00	194.30	205.60	205.10	205.30	204.10	204.10	204.10	204.10	206.10
Printing & Mail	31.40	29.30	29.80	30.90	29.50	30.75	29.75	28.75	34.07	34.07
Self Insurance	30.40	29.20	29.40	29.37	30.37	30.37	30.12	30.12	31.12	31.87
TOTAL INTERNAL SERVICE FUNDS	**275.60**	**264.30**	**277.50**	**281.52**	**285.42**	**286.07**	**285.22**	**285.27**	**294.54**	**297.29**
TOTAL COUNTY GOVERNMENT	**9,749.40**	**8,960.50**	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,242.10**
MONT. COUNTY PUBLIC SCHOOLS	**20,949.40**	**20,743.70**	**20,609.70**	**20,841.75**	**21,241.85**	**21,579.89**	**21,850.60**	**22,248.73**	**22,284.33**	**22,452.26**
MONTGOMERY COLLEGE	**1,855.80**	**1,918.80**	**1,857.10**	**1,857.10**	**1,862.10**	**1,940.60**	**1,948.60**	**1,920.60**	**1,917.60**	**1,925.60**
M-NCPPC	**1,049.10**	**1,046.80**	**966.70**	**951.45**	**958.55**	**978.60**	**1,015.09**	**1,045.19**	**1,080.64**	**1,089.66**
GRAND TOTAL	**33,603.70**	**32,669.80**	**32,469.00**	**32,877.85**	**33,507.78**	**34,177.93**	**34,709.80**	**35,245.80**	**35,518.20**	**35,709.62**

**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
FY19 - Real	0.7386	0.0568	0.1028	0.0250	n/a	0.0694	0.9926	0.1120	1.1046
FY19 - Personal	1.8465	0.1420	0.2570	0.0625	n/a	0.1735	2.4815	n/a	2.4815
FY18 - Real	0.7484	0.0580	0.1089	0.0240	n/a	0.0736	1.0129	0.1120	1.1249
FY18 - Personal	1.8710	0.1450	0.2723	0.0600	n/a	0.1840	2.5323	n/a	2.5323
FY17 - Real	0.7734	0.0520	0.1140	0.0230	0.0030	0.0728	1.0382	0.1120	1.1502
FY17 - Personal	1.9335	0.1300	0.2850	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

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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
2019 (pre.)	$1.1371	$0.1120	$0.0437	$0.9814
2018 (rev.)	$1.1582	$0.1120	$0.0450	$1.0012
2017	$1.1813	$0.1120	$0.0429	$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

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 adopted tax rates for FY18 and estimated taxable assessments for FY19.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **MARCH 2018**

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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 GOVERNMENTAL 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 the Montgomery County portion of the 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); 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 assest 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 approach 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.

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, 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 budgeted 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.

RETIREES 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 for the preceding fiscal year. Also referred to as the Set-Aside for future projects in the capital program.

WATER QUALITY PROTECTION CHARGE - An excise tax 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.

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Acronyms

Abbreviation	Description	Abbreviation	Description
ADA	Americans with Disabilities Act	**COBRA**	Consolidated Omnibus Budget Reconciliation Act
AHCMC	Arts and Humanities Council of Montgomery County	**COG**	Council of Governments
ALARF	Advance Land Acquisition Revolving Fund	**COMAR**	Code of Maryland Annotated Regulations
APFO	Adequate Public Facilities Ordinance	**CPI-U**	Consumer Price Index - Urban
ARRA	American Recovery and Reinvestment Act	**CR**	Current Revenue
ATMS	Advanced Transportation Management System	**CRIMS**	Correction and Rehabilitation Information Management System
BAN	Bond Anticipation Note	**CUPF**	Community Use of Public Facilities
BHI	BioHealth Innovation	**CVB**	Conference and Visitors Bureau
BIT	Board of Investment Trustees	**DBM**	Maryland State Department of Budget and Management
BLC	Board of License Commissioners	**DCM**	Device Client Management
BOE	Board of Education	**DED**	Department of Economic Development
CAD	Computer Aided Dispatching	**DGS**	Department of General Services
CAFR	Comprehensive Annual Financial Report	**DEP**	Department of Environmental Protection
CAO	Chief Administrative Officer	**DHCA**	Department of Housing and Community Affairs
CALMS	Complaints and Licensing Management System	**DLC**	Department of Liquor Control
CATV	Cable Television	**DOCR**	Department of Correction and Rehabilitation
CBD	Central Business District	**DOT**	Department of Transportation
CCM	County Cable Montgomery	**ECC**	Emergency Communications Center
CDBG	Community Development Block Grant	**EDAET**	Expedited Development Approval Excise Tax
CE	County Executive	**EEOC**	Equal Employment Opportunity Commission
CIP	Capital Improvements Program	**EFO**	Educational Facilities Officer
CEC	Community Engagement Cluster	**EITC**	Earned Income Tax Credit
CJCC	Criminal Justice Coordinating Commission	**EMOC**	Equipment and Maintenance Operations Center
CJIS	Criminal Justice Information System	**EOB**	Executive Office Building
CNG	Compressed Natural Gas	**EOC**	Emergency Operations Center

Abbreviation	Description	Abbreviation	Description
ERP	Enterprise Resource Planning	**IAFC**	International Association of Fire Chiefs
ERS	Employee Retirement System	**IAFF**	International Association of Fire Fighters
ESOL	English for Speakers of Other Languages	**ICEUM**	Interagency Committee on Energy and Utility Management
FEMA	Federal Emergency Management Agency	**IJIS**	Integrated Justice Information System
FFI	Future Fiscal Impact	**IT**	Information Technology
FLSA	Fair Labor Standards Act	**ITPCC**	Interagency Technology Policy and Coordination Committee
FOP	Fraternal Order of Police	**LEP**	Limited English Proficiency
FRC	Fire and Rescue Commission	**LFRD**	Local Fire and Rescue Department
FRS	Fire and Rescue Service	**LSBRP**	Local Small Business Reserve Program
FTE	Full-Time Equivalent	**MACo**	Maryland Association of Counties
FY	Fiscal Year	**MC**	Montgomery College
GAAP	Generally Accepted Accounting Principles	**MCAASP**	Montgomery County Association of Administrative and Supervisory Personnel
GASB	Government Accounting Standards Board	**MCCF**	Montgomery County Correctional Facility
GDA	General Development Agreement	**MCCSSE**	Montgomery County Council of Supporting Service Employees
GDP	Gross Domestic Product	**MCDC**	Montgomery County Detention Center
GFOA	Government Finance Officers Association	**MCEA**	Montgomery County Education Association
GIS	Geographic Information Systems	**MCEDC**	Montgomery County Economic Development Corporation
GO bonds	General Obligation Bonds	**MCERP**	Montgomery County Employee Retirement Plans
GRIP	Guaranteed Retirement Income Plan	**MCFRS**	Montgomery County Fire and Rescue Service
GWA	General Wage Adjustment	**MCG**	Montgomery County Government
HIPAA	Health Insurance Portability and Accountability Act	**MCGEO**	Municipal and County Government Employees Organization
HOC	Housing Opportunities Commission	**MCPD**	Montgomery County Police Department
HUD	U.S. Department of Housing and Urban Development	**MCPS**	Montgomery County Public Schools
HVAC	Heating, Ventilation, and Air Conditioning	**MCT**	Montgomery Community Television

Abbreviation	Description	Abbreviation	Description
MFD	Minority, Female, and Disabled	**PLAR**	Planned Lifecycle Asset Replacement
MHI	Montgomery Housing Initiative	**PLD**	Parking Lot District
MLS	Management Leadership Service	**POR**	Program of Requirements
M-NCPPC	Maryland-National Capital Park and Planning Commission	**PSCC**	Public Safety Communications Center
MOU	Memorandum of Understanding	**PSCS**	Public Safety Communications System
MOVE	Make Office Vacancy Extinct	**PSP**	Public Services Program
MPDU	Moderately Priced Dwelling Unit	**PSTA**	Public Safety Training Academy
MTA	Maryland Transit Administration	**RMS**	Records Management System
NACo	National Association of Counties	**RSP**	Retirement Savings Plan
NDA	Non-Departmental Account	**SAG**	Spending Affordability Guidelines
NTS	Non-tax supported	**SBAP**	Small Business Assistance Program
OAG	Office of Agriculture	**SHA**	State Highway Administration
OCP	Office of Consumer Protection	**SWM**	Stormwater Management
OHR	Office of Human Resources	**TMC**	Transportation Management Center
OEMHS	Office of Emergency Management and Homeland Security	**TMD**	Transportation Management District
OLO	Office of Legislative Oversight	**TS**	Tax Supported
OMB	Office of Management and Budget	**WMAT**	Web and Mobile Applications Team
OBI	Operating Budget Impact	**WMATA**	Washington Metropolitan Area Transit Authority
OPEB	Other Post Employment Benefits	**WQPB**	Water Quality Protection Bond
OSHA	Occupational Safety and Health Administration	**WQPC**	Water Quality Protection Charge
PAYGO	Pay-as-you-go financing	**WSM**	WorkSource Montgomery
PDF	Project Description Form	**WSSC**	Washington Suburban Sanitary Commission
PEG	Public, Educational, and Governmental cable programming	**WSTC**	Washington Suburban Transit Commission
PEPCO	Potomac Electric Power Company	**WY**	Work Year
PILOT	Payment in Lieu of Taxes	**ZTAWY**	Zoning Text Amendment Work Year

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Office of Management and Budget
101 Monroe Street
Rockville, Maryland 20850

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