

PS COMMITTEE#1  
March 21, 2016  
**Worksession**

**MEMORANDUM**

March 17, 2016

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst *SJF*  
Essie McGuire, Senior Legislative Analyst *EMC*

SUBJECT: Review – County Government FY15 year-end transfers and FY16 2<sup>nd</sup> quarterly analysis

At this meeting, the Committee will review year-end transfers and quarterly analysis information for a number of offices and departments. The offices and departments included in today's meeting include: Montgomery County Fire and Rescue Service; Circuit Court; Sheriff's Office; State's Attorney's Office; Department of Corrections and Rehabilitation; and Montgomery County Police Department.

Those expected to attend this session include:

- Scott Goldstein, Montgomery County Fire and Rescue Service (MCFRS)
- Judy Rupp, Circuit Court
- Sheriff Darren Popkin, Sheriff's Office
- John McCarthy, State's Attorney's Office (SAO)
- Angela Talley, Chief, Community Corrections, Department of Correction and Rehabilitation (DOCR)
- Kaye Beckley, Chief, Management Services Division, DOCR
- Luther Reynolds, Montgomery County Police Department (MCPD)
- Neil Shorb, MCPD
- Craig Dowd, DOCR
- Bruce Meier, Office of Management and Budget (OMB)
- Rich Harris, OMB

**Background**

On November 30, 2015 the Government Operations and Fiscal Policy (GO) Committee reviewed issues related to the Executive branch's implementation of the Council's FY16 approved

budget for County Government.<sup>1</sup> The GO Committee recommended that Council Committees follow up with the offices and departments within their jurisdiction for which they feel that further review of budget shortfalls and surpluses is necessary. **For the purpose of this memo, staff is highlighting the departments and offices that have either overspent their budget appropriation in three out of the last five fiscal years or have budgets larger than \$9 million.**

An office or department that is on pace to overspend its budget can choose from a number of available approaches to reduce operating expenditures and reduce the need for year-end transfers. These options were provided in a June 4, 2010 OMB memo (see © 6). Fewer options are available for offices and departments that end the year with a budget shortfall as a result of personnel costs in excess of the approved budget.

This meeting will enable the Committee to more closely examine the budgets of departments that routinely over- or under-spend their budgets. The Committee may decide to request additional budget information, request the Executive to submit a supplemental appropriation, or consider the spending history when reviewing the Executive's FY17 Recommended Operating Budget request for the office or department.

### **Overview of Public Safety Department Budgets**

For the purposes of this review, Council staff sought confirmation that all FY16 Reconciliation List items were being implemented. All departments are meeting these budgetary requirements.

Council staff also looked at historical trends in over- and under-spending for each department. Several departments have had ongoing issues with staffing and overtime, including MCFRS, the Sheriff's Office, and the State's Attorney's Office. The Committee has been briefed on MCFRS overtime issues on an ongoing basis. Last year, the Committee was also made aware that the Sheriff's Office has ongoing overtime and staffing issues. The State's Attorney's Office staffing has been an issue off and on, and in part, has been tied to the loss of various grants. The SAO has also been historically overspending its operating budget for translation services. These issues will all be discussed in detail during the upcoming FY17 operating budget worksessions.

The individual department and agency budget reviews below synopsise expenditures over the past five fiscal years.

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<sup>1</sup> See [http://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2015/151130/20151130\\_GO3.pdf](http://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2015/151130/20151130_GO3.pdf) for the November 30, 2015 Government Operations and Fiscal Policy Committee packet on Implementation of the FY16 Operating and Capital Budgets.

**Budget Review**

**I. Montgomery County Fire and Rescue Service**

The following table includes totals for the FY16 original budget appropriation, latest budget<sup>2</sup> totals, and expenditures and encumbrances. The table also includes year-end transfer information and second and third quarterly analysis projections provided by the Executive Branch. FY16 totals reflect budget data as of February 26, 2016.

| <b>Fire and Rescue Service</b> |                        |                      |                        |                 |                                |                          |                                |                                  |                                 |
|--------------------------------|------------------------|----------------------|------------------------|-----------------|--------------------------------|--------------------------|--------------------------------|----------------------------------|---------------------------------|
| <i>Fiscal Year</i>             | <i>Original Budget</i> | <i>Latest Budget</i> | <i>Expen. + Encum.</i> | <i>Variance</i> | <i>Variance As % of Latest</i> | <i>Year-End Transfer</i> | <i>Transfer As % of Latest</i> | <i>Second Quarterly Analysis</i> | <i>Third Quarterly Analysis</i> |
| FY11                           | \$182,148,330          | \$180,682,358        | \$186,371,242          | -\$5,688,884    | -3.1%                          | \$7,048,940              | 3.9%                           | Shortfall                        | Shortfall                       |
| FY12                           | \$179,769,870          | \$183,732,598        | \$190,189,534          | -\$6,456,936    | -3.5%                          | \$6,456,950              | 3.5%                           | Shortfall                        | Shortfall                       |
| FY13                           | \$204,946,888          | \$205,681,839        | \$206,181,667          | -\$499,828      | -0.2%                          | \$549,820                | 0.3%                           | Shortfall                        | Shortfall                       |
| FY14                           | \$217,018,693          | \$220,000,820        | \$225,440,145          | -\$5,439,325    | -2.5%                          | \$5,439,330              | 2.5%                           | Shortfall                        | Shortfall                       |
| FY15                           | \$224,302,381          | \$234,909,906        | \$237,959,945          | -\$3,050,039    | -1.3%                          | \$3,050,050              | 1.3%                           | Shortfall                        | Shortfall                       |
| FY16                           | \$222,299,388          | \$231,942,656*       | \$158,701,557          | \$73,241,099    | 31.6%                          | TBD                      | TBD                            | Shortfall                        | TBD                             |

\*Includes prior year carryforward of \$8,120,468 in operating expenses.

The following table provides greater detail on personnel costs and operating expenses for the Department prior to the year-end transfer. FY16 totals reflects budget data as of February 26, 2016.

| <b>Fire and Rescue Service</b> |                            |                              |                                    |                                |                                 |                               |                                   |  |
|--------------------------------|----------------------------|------------------------------|------------------------------------|--------------------------------|---------------------------------|-------------------------------|-----------------------------------|--|
|                                | <i>Latest Budget Total</i> | <i>Personnel Cost Budget</i> | <i>Personnel Cost Expenditures</i> | <i>Personnel Cost Variance</i> | <i>Operating Expense Budget</i> | <i>Operating Expenditures</i> | <i>Operating Expense Variance</i> | <i>Variance from Latest Budget Total</i> |
| FY11                           | \$180,682,358              | \$150,979,167                | \$158,028,100                      | -\$7,048,933                   | \$29,703,191                    | \$28,343,142                  | \$1,360,050                       | -\$5,688,884                             |
| FY12                           | \$183,732,598              | \$152,059,389                | \$157,818,723                      | -\$5,759,334                   | \$31,673,208                    | \$32,370,810                  | -\$697,602                        | -\$6,456,936                             |
| FY13                           | \$205,681,839              | \$170,336,224                | \$170,836,059                      | -\$499,835                     | \$35,345,615                    | \$35,345,608                  | \$8                               | -\$499,828                               |
| FY14                           | \$220,000,820              | \$172,360,970                | \$176,962,768                      | -\$4,601,798                   | \$47,639,850                    | \$48,477,378                  | -\$837,527                        | -\$5,439,325                             |
| FY15                           | \$234,909,906              | \$183,399,813                | \$186,439,611                      | -\$3,039,798                   | \$51,510,093                    | \$51,520,335                  | -\$10,242                         | -\$3,050,039                             |
| FY16                           | \$231,942,656*             | \$181,948,552                | \$112,968,275                      | \$68,980,277                   | \$49,994,104                    | \$45,733,281                  | \$4,260,823                       | \$73,241,099                             |

\*Includes prior year carryforward of \$8,120,468 in operating expenses.

**Year-end transfer and quarterly analysis details**

The Executive branch provided the following details in the year-end transfers and quarterly analysis memorandums.

<sup>2</sup> Latest budget includes the original budget appropriation, Management Leadership Services distributions from the Compensation and Employee Benefits Adjustments Non-departmental Account, and approved and anticipated supplemental appropriations.

- FY11 year-end transfer - Personnel costs exceeded the appropriation due to higher than budgeted overtime costs, less lapse savings than the amount budgeted, and delays in processing administrative retirements.
- FY12 year-end transfer - Personnel costs exceeded the budget because of backfill overtime needed to meet minimum staffing requirements. Operating expenses exceeded the budget due to increased maintenance costs.
- FY13 year-end transfer - Personnel costs exceeded the appropriation due to emergency pay, holiday pay, and backfill overtime to meet minimum staffing requirements.
- FY14 year-end transfer - Personnel costs exceeded the budget due to higher than expected retirement costs and backfill overtime to meet minimum staffing requirements. Operating expenses exceeded the appropriation due to higher than expected vehicle and facility maintenance costs.
- FY15 year-end transfer - Personnel costs exceeded the budget due to actual retirement costs and overtime costs being greater than the budget and unbudgeted emergency pay. Operating expenses exceeded the budget due to payments to volunteer corporations in accordance with the EMST legislation.
- FY16 second quarterly analysis - The Department projects a shortfall of \$365,030 at the end of the year. *The projected shortfall is estimated because of delays in civilianizing uniformed ECC dispatchers, unbudgeted snow removal costs, and higher than anticipated overtime costs.*

### **Council staff comments**

MCFRS' responses to Council staff questions are attached at ©7-9. For several years during the recession, overtime expenditures for MCFRS ran well over the budgeted amount and resulted in the year end overages seen above. These overages were due in part to underbudgeting overtime due to recessionary pressures, as well as several years without a funded recruit class also to meet fiscal constraints. The Public Safety Committee reviewed overtime expenditures in conjunction with County Stat and OMB staff, the overtime budget for MCFRS was adjusted, and expenditures have been more closely aligned with the budget in recent years.

For FY14 and FY15, the personnel overages were primarily attributed to higher than expected retirement costs rather than to overtime. MCFRS incurs most of its overtime in roughly the same operational categories each year: backfill for firefighters, drivers, paramedics, emergency communications, and other field operations. The Committee will review the MCFRS FY16 expenditures and FY17 budget for overtime more fully as part of the FY17 operating budget discussions.

## II. Circuit Court

The following table includes totals for the FY16 original budget appropriation, latest budget totals, and expenditures and encumbrances. The table also includes year-end transfer information and second and third quarterly analysis projections provided by the Executive Branch. FY16 totals reflect budget data as of February 26, 2016.

| Circuit Court |                 |               |                 |             |                         |                   |                         |                           |                          |
|---------------|-----------------|---------------|-----------------|-------------|-------------------------|-------------------|-------------------------|---------------------------|--------------------------|
| Fiscal Year   | Original Budget | Latest Budget | Expen. + Encum. | Variance    | Variance As % of Latest | Year-End Transfer | Transfer As % of Latest | Second Quarter Projection | Third Quarter Projection |
| FY11          | \$9,813,050     | \$10,108,064  | \$10,371,053    | -\$262,988  | -2.6%                   | \$263,000         | 2.6%                    | Surplus                   | Surplus                  |
| FY12          | \$9,319,730     | \$9,654,402   | \$9,970,169     | -\$315,768  | -3.3%                   | \$315,780         | 3.3%                    | Surplus                   | Shortfall                |
| FY13          | \$10,330,453    | \$10,519,366  | \$10,605,937    | -\$86,570   | -0.8%                   | \$95,240          | 0.9%                    | On Budget                 | On Budget                |
| FY14          | \$10,999,995    | \$11,491,304  | \$10,940,135    | \$551,169   | 4.8%                    | \$0               | 0.0%                    | Surplus                   | Surplus                  |
| FY15          | \$11,583,057    | \$11,864,283  | \$11,643,768    | \$220,515   | 1.9%                    | \$0               | 0.0%                    | Surplus                   | Surplus                  |
| FY16          | \$11,632,745    | \$12,216,655* | \$7,578,334     | \$4,638,320 | 38.0%                   | TBD               | TBD                     | Surplus                   | TBD                      |

\*Includes prior year carryforward of \$583,910 in operating expenses.

The following table provides greater detail on personnel costs and operating expenses for the Department prior to the year-end transfer. FY16 totals reflects budget data as of February 26, 2016.

| Circuit Court |                     |                       |                             |                         |                          |                        |                            |                                   |
|---------------|---------------------|-----------------------|-----------------------------|-------------------------|--------------------------|------------------------|----------------------------|-----------------------------------|
|               | Latest Budget Total | Personnel Cost Budget | Personnel Cost Expenditures | Personnel Cost Variance | Operating Expense Budget | Operating Expenditures | Operating Expense Variance | Variance from Latest Budget Total |
| FY11          | \$10,108,064        | \$7,694,820           | \$7,849,391                 | -\$154,571              | \$2,413,244              | \$2,521,662            | -\$108,418                 | -\$262,988                        |
| FY12          | \$9,654,402         | \$7,252,842           | \$7,449,974                 | -\$197,132              | \$2,401,560              | \$2,520,196            | -\$118,636                 | -\$315,768                        |
| FY13          | \$10,519,366        | \$8,053,760           | \$8,053,757                 | \$3                     | \$2,465,606              | \$2,552,180            | -\$86,574                  | -\$86,570                         |
| FY14          | \$11,491,304        | \$8,448,416           | \$8,036,553                 | \$411,863               | \$3,042,888              | \$2,903,581            | \$139,306                  | \$551,169                         |
| FY15          | \$11,864,283        | \$8,851,234           | \$8,649,047                 | \$202,187               | \$3,013,049              | \$2,994,720            | \$18,329                   | \$220,515                         |
| FY16          | \$12,216,655*       | \$9,026,570           | \$5,216,550                 | \$3,810,020             | \$3,190,085              | \$2,361,784            | \$828,301                  | \$4,638,320                       |

\*Includes prior year carryforward of \$583,910 in operating expenses.

### Year-end transfers and quarterly analysis details

The Executive branch provided the following details in the year-end transfers and quarterly analysis memorandums.

- FY11 year-end transfer - Personnel costs exceeded the budget because expected lapse was not achieved. Operating expenses exceeded the budget because of higher than expected central duplicating and juror services costs.
- FY12 year-end transfer - Personnel costs exceeded the budget due to excess compensatory leave payouts and because lapse was not achieved. Operating expenses exceeded the budget because of higher than expected central duplicating and juror services costs.
- FY13 year-end transfer - Operating expenses exceeded the budget due to higher than expected print shop charges for postage and mail services and juror services costs.

- FY16 second quarterly analysis - The Circuit Court projects a surplus of \$364,779 at the end of the year.

### **FY16 Operating Budget Reconciliation List Items**

The following items were added to the FY16 Operating Budget during reconciliation and were not cut during the Council's review and approval of the FY16 Savings Plan.<sup>3</sup>

|  |          |
|--|----------|
| Restore CINA Juvenile Mediation            | \$3,900  |
| Restore Supervised Visitation              | \$11,200 |
| Restore Child Custody and Access Mediation | \$12,250 |

### **Council staff comments**

The Circuit Court's complete questions and responses are attached at © 10-11. The Court had deficits in FY11, FY12, and FY13. These were primarily due to not achieving lapse. Juror services costs were also greater than expected. In FY14, the Court had a \$551,169 surplus, primarily due to the mid-year vacancy left by the resignation of the State Court Administrator. In FY15, expenditures were closely aligned to the approved budget. The Circuit Court is projecting a surplus for FY16.

### **III. Sheriff's Office**

The following table includes totals for the FY16 original budget appropriation, latest budget totals, and expenditures and encumbrances. The table also includes year-end transfer information and second and third quarterly analysis projections provided by the Executive Branch. FY16 totals reflect budget data as of February 26, 2016.

| <b>Sheriff's Office</b> |                        |                      |                        |                 |                                |                          |                                |                                  |                                 |
|-------------------------|------------------------|----------------------|------------------------|-----------------|--------------------------------|--------------------------|--------------------------------|----------------------------------|---------------------------------|
| <i>Fiscal Year</i>      | <i>Original Budget</i> | <i>Latest Budget</i> | <i>Expen. + Encum.</i> | <i>Variance</i> | <i>Variance As % of Latest</i> | <i>Year-End Transfer</i> | <i>Transfer As % of Latest</i> | <i>Second Quarter Projection</i> | <i>Third Quarter Projection</i> |
| <b>FY11</b>             | \$19,484,030           | \$19,503,590         | \$20,172,056           | -\$668,465      | -3.4%                          | \$668,470                | 3.4%                           | Shortfall                        | Shortfall                       |
| <b>FY12</b>             | \$19,747,550           | \$20,086,464         | \$20,835,658           | -\$749,194      | -3.7%                          | \$749,210                | 3.7%                           | Shortfall                        | Shortfall                       |
| <b>FY13</b>             | \$20,972,895           | \$20,970,103         | \$21,714,243           | -\$744,140      | -3.5%                          | \$818,570                | 3.9%                           | Shortfall                        | Shortfall                       |
| <b>FY14</b>             | \$21,933,890           | \$21,987,199         | \$22,768,800           | -\$781,601      | -3.6%                          | \$781,620                | 3.6%                           | Shortfall                        | Shortfall                       |
| <b>FY15</b>             | \$22,970,689           | \$23,009,887         | \$23,443,672           | -\$433,784      | -1.9%                          | \$433,790                | 1.9%                           | Shortfall                        | Shortfall                       |
| <b>FY16</b>             | \$23,044,206           | \$23,103,230*        | \$14,760,525           | \$8,342,704     | 36.1%                          | TBD                      | TBD                            | Surplus                          | TBD                             |

\*Includes prior year carryforward of \$59,024 in operating expenses.

The following table provides greater detail on personnel costs and operating expenses for the Office prior to the year-end transfers. FY16 totals reflects budget data as of February 26, 2016.

<sup>3</sup> See [http://montgomerycountymd.granicus.com/MetaViewer.php?view\\_id=6&clip\\_id=9877&meta\\_id=87054](http://montgomerycountymd.granicus.com/MetaViewer.php?view_id=6&clip_id=9877&meta_id=87054) for the July 28, 2015 packet to approve the FY16 Savings Plan.

| Sheriff's Office |                            |                              |                                    |                                |                                 |                               |                                   |  |
|------------------|----------------------------|------------------------------|------------------------------------|--------------------------------|---------------------------------|-------------------------------|-----------------------------------|--|
|                  | <i>Latest Budget Total</i> | <i>Personnel Cost Budget</i> | <i>Personnel Cost Expenditures</i> | <i>Personnel Cost Variance</i> | <i>Operating Expense Budget</i> | <i>Operating Expenditures</i> | <i>Operating Expense Variance</i> | <i>Variance from Latest Budget Total</i> |
| <b>FY11</b>      | \$19,503,590               | \$17,742,590                 | \$18,267,590                       | -\$525,000                     | \$1,761,000                     | \$1,904,466                   | -\$143,466                        | -\$668,465                               |
| <b>FY12</b>      | \$20,086,464               | \$18,079,767                 | \$18,429,799                       | -\$350,032                     | \$2,006,697                     | \$2,405,859                   | -\$399,162                        | -\$749,194                               |
| <b>FY13</b>      | \$20,970,103               | \$18,760,098                 | \$19,184,299                       | -\$424,201                     | \$2,210,005                     | \$2,529,944                   | -\$319,939                        | -\$744,140                               |
| <b>FY14</b>      | \$21,987,199               | \$19,336,883                 | \$20,118,492                       | -\$781,609                     | \$2,650,316                     | \$2,650,307                   | \$9                               | -\$781,601                               |
| <b>FY15</b>      | \$23,009,887               | \$20,484,162                 | \$20,916,749                       | -\$432,587                     | \$2,525,725                     | \$2,526,923                   | -\$1,197                          | -\$433,784                               |
| <b>FY16</b>      | \$23,103,230*              | \$20,734,594                 | \$12,643,232                       | \$8,091,362                    | \$2,368,636                     | \$2,117,293                   | \$251,342                         | \$8,342,704                              |

\*Includes prior year carryforward of \$59,024 in operating expenses.

### Year-end transfers and quarterly analysis details

The Executive branch provided the following details in the year-end transfers and quarterly analysis memorandums.

- FY11 year-end transfer - Personnel costs exceeded the budget due to lump sum leave payouts. Operating expenses exceeded the budget due to additional contract security costs at the Red Brick Courthouse incurred because of the delay in the District Court opening.
- FY12 year-end transfer - Personnel costs exceeded the budget because of overtime and excess compensatory leave payouts. Operating expenses exceeded the budget because of increased motor pool costs, prisoner transportation, contract security services, and building maintenance.
- FY13 year-end transfer - Personnel costs exceeded the budget because of overtime and excess compensatory leave payouts. Operating expenses exceeded the budget because of contract security services, maintenance, and prisoner transportation costs.
- FY14 year-end transfer - The personnel costs exceeded the budget because of overtime, compensatory leave payouts, and emergency pay.
- FY15 year-end transfer - Personnel costs exceeded the appropriation due to overtime costs being greater than the budget. Operating expenses exceeded the budget due to security services expenses.
- FY16 Second quarterly analysis - The Sheriff projects a surplus of \$102,383 at the end of the year.

### Council staff comments

The Sheriff's Office detailed questions and answers are attached at © 12-17. Over the past five fiscal years, the Sheriff's Office has had significant personnel cost overruns, as well as operating cost overruns due to contractual security services. Sheriff's Office staffing and structural overtime issues were mentioned briefly during last year's operating budget worksession, with the understanding that they would be examined in greater detail for the FY17 Operating Budget.

Council staff requested information on overtime, general emergency pay, excess compensatory leave, and lump sum leave pay overages for the past five years and YTD in FY16. This chart is included on © 12. Total overages for the past five fiscal years and YTD FY16 are:

- \$275,425 in FY11;
- \$503,137 in FY12;
- \$543,939 in FY13;
- \$536,219 in FY14;
- \$500,644 in FY15;
- \$353,959 YTD in FY16.

Total contractual security services costs have been high as well. Total overages for the past five fiscal years and YTD FY16 are:

- \$182,609 in FY11;
- \$161,918 in FY12;
- \$157,905 in FY13;
- \$189,019 in FY14;
- \$264,476 in FY15; and
- Under budget in FY16 YTD, although total projected costs are to be about \$300,000 over budget.

Sheriff staffing and overtime will be discussed in detail as a budget item during the FY17 Operating Budget worksessions.

#### IV. State's Attorney's Office

The following table includes totals for the FY16 original budget appropriation, latest budget totals, and expenditures and encumbrances. The table also includes year-end transfer information and second and third quarterly analysis projections provided by the Executive Branch. FY16 totals reflect budget data as of February 26, 2016.

| State's Attorney's Office |                        |                      |                        |                 |                                |                          |                                |                                  |                                 |
|---------------------------|------------------------|----------------------|------------------------|-----------------|--------------------------------|--------------------------|--------------------------------|----------------------------------|---------------------------------|
| <i>Fiscal Year</i>        | <i>Original Budget</i> | <i>Latest Budget</i> | <i>Expen. + Encum.</i> | <i>Variance</i> | <i>Variance As % of Latest</i> | <i>Year-End Transfer</i> | <i>Transfer As % of Latest</i> | <i>Second Quarter Projection</i> | <i>Third Quarter Projection</i> |
| FY11                      | \$12,342,270           | \$12,344,157         | \$12,387,817           | -\$43,660       | -0.4%                          | \$43,670                 | 0.4%                           | Surplus                          | Surplus                         |
| FY12                      | \$11,911,280           | \$12,069,909         | \$12,495,854           | -\$425,946      | -3.5%                          | \$425,960                | 3.5%                           | Shortfall                        | Shortfall                       |
| FY13                      | \$12,729,550           | \$12,736,028         | \$13,553,237           | -\$817,209      | -6.4%                          | \$898,940                | 7.1%                           | Shortfall                        | Shortfall                       |
| FY14                      | \$13,790,836           | \$13,797,438         | \$14,083,611           | -\$286,173      | -2.1%                          | \$286,190                | 2.1%                           | Shortfall                        | Shortfall                       |
| FY15                      | \$14,890,779           | \$14,898,643         | \$15,032,845           | -\$134,202      | -0.9%                          | \$134,210                | 0.9%                           | Surplus                          | Surplus                         |
| FY16                      | \$15,645,021           | \$15,655,060*        | \$9,597,867            | \$6,057,192     | 38.7%                          | TBD                      | TBD                            | Shortfall                        | TBD                             |

\*Includes prior year carryforward of \$10,039 in operating expenses.

The following table provides greater detail on personnel costs and operating expenses for the Department prior to the year-end transfers. FY16 totals reflects budget data as of February 26, 2016.

| State's Attorney's Office |                            |                              |                                    |                                |                                 |                               |                                   |  |
|---------------------------|----------------------------|------------------------------|------------------------------------|--------------------------------|---------------------------------|-------------------------------|-----------------------------------|--|
|                           | <i>Latest Budget Total</i> | <i>Personnel Cost Budget</i> | <i>Personnel Cost Expenditures</i> | <i>Personnel Cost Variance</i> | <i>Operating Expense Budget</i> | <i>Operating Expenditures</i> | <i>Operating Expense Variance</i> | <i>Variance from Latest Budget Total</i> |
| <b>FY11</b>               | \$12,344,157               | \$11,845,550                 | \$11,855,348                       | -\$9,798                       | \$498,607                       | \$532,469                     | -\$33,862                         | -\$43,660                                |
| <b>FY12</b>               | \$12,069,909               | \$11,598,957                 | \$11,773,182                       | -\$174,225                     | \$470,952                       | \$722,673                     | -\$251,721                        | -\$425,946                               |
| <b>FY13</b>               | \$12,736,028               | \$12,126,580                 | \$12,721,877                       | -\$595,297                     | \$609,448                       | \$831,360                     | -\$221,912                        | -\$817,209                               |
| <b>FY14</b>               | \$13,797,438               | \$13,037,824                 | \$13,196,593                       | -\$158,769                     | \$759,614                       | \$887,017                     | -\$127,403                        | -\$286,173                               |
| <b>FY15</b>               | \$14,898,643               | \$13,878,379                 | \$13,912,257                       | -\$33,878                      | \$1,020,264                     | \$1,120,588                   | -\$100,324                        | -\$134,202                               |
| <b>FY16</b>               | \$15,655,060*              | \$14,892,179                 | \$9,039,391                        | \$5,852,788                    | \$762,881                       | \$558,476                     | \$204,404                         | \$6,057,192                              |

\*Includes prior year carryforward of \$10,039 in operating expenses.

### Year-end transfers and quarterly analysis details

The Executive branch provided the following details in the year-end transfers and quarterly analysis memorandums.

- FY11 year-end transfer - Personnel costs exceed the appropriation because of higher than expected annual leave payouts for retiring employees. Operating expenses exceeded the appropriation due to the increasing number of cases which require translation services.
- FY12 year-end transfer - Personnel costs exceeded the budget because lapse was not achieved. Operating expenses exceeded the budget due to an increased number of cases requiring translation services and increased costs for expert witnesses and transcript services.
- FY13 year-end transfer - Personnel costs exceeded the budget because lapse was not achieved and the expiration of the Gang Grant (replaced with general operating budget funds). Operating expenses exceeded the budget due to an increased number of cases requiring translation services and increased costs for expert witnesses and transcript services.
- FY14 year-end transfer - Personnel costs exceeded the budget due to the expiration of the Arrest Grant (replaced with general operating budget funds). Operating expenses exceeded the budget because of increased costs for trial preparation and legal publications.
- FY15 year-end transfer - Operating expenses exceeded the budget due to mandated translation services, unfunded contract attorneys related to the Richmond decision, and higher than expected office expenses.
- FY16 second quarterly analysis - The Office projects a shortfall of \$97,758 at the end of the year. *The Office does not anticipate meeting its lapse target because of increased workload demands and increased personnel costs due to a grant shortfall. The projected overage also reflects higher than budgeted office operating expenses.*

### FY16 Operating Budget Reconciliation List Items

The following item was added to FY16 Operating Budget during reconciliation and was not cut during the Council's review and approval of the FY16 Savings Plan.

|   |          |
|---|----------|
| Convert Truancy Court Coordinator to Permanent Position | \$18,168 |
|---|----------|

## Council staff comments

The State's Attorney's Office detailed questions and responses are attached at © 18-20. SAO personnel expenditures have been over budget for the past five fiscal years due to a variety of reasons, including not having met lapse and the expiration of two significant grants (gang grant and arrest grant). In FY15, contractual attorneys services were also responsible for an operating expense cost overrun, related to the *Richmond* decision. SAO operating expenditures have also been over budget for translation services for the past five fiscal years. In FY11-13, the SAO overspent significantly on translation services:

- \$55,838 in FY11;
- \$75,313 in FY12;
- \$75,273 in FY13.

Budgeting for this item was corrected in FY14, and went from \$9,000 per year to \$76,000, more closely matching historical experience. However, in FY15, translation services again exceeded the budget (\$85,000 in FY15) by an additional \$87,458. These issues will be addressed in more detail during FY17 operating budget worksessions.

## V. Department of Correction and Rehabilitation

The following table includes totals for the FY16 original budget appropriation, latest budget totals, and expenditures and encumbrances. The table also includes year-end transfer information and second and third quarterly analysis projections provided by the Executive Branch. FY16 totals reflect budget data as of February 26, 2016.

| Correction and Rehabilitation |                        |                      |                        |                 |                                |                          |                                |                                  |                                 |
|-------------------------------|------------------------|----------------------|------------------------|-----------------|--------------------------------|--------------------------|--------------------------------|----------------------------------|---------------------------------|
| <i>Fiscal Year</i>            | <i>Original Budget</i> | <i>Latest Budget</i> | <i>Expen. + Encum.</i> | <i>Variance</i> | <i>Variance As % of Latest</i> | <i>Year-End Transfer</i> | <i>Transfer As % of Latest</i> | <i>Second Quarter Projection</i> | <i>Third Quarter Projection</i> |
| FY11                          | \$61,806,240           | \$61,806,240         | \$63,033,008           | -\$1,226,768    | -2.0%                          | \$1,574,830              | 2.5%                           | Shortfall                        | Shortfall                       |
| FY12                          | \$61,264,450           | \$62,283,888         | \$63,277,300           | -\$993,412      | -1.6%                          | \$993,420                | 1.6%                           | Shortfall                        | Shortfall                       |
| FY13                          | \$65,181,902           | \$65,394,548         | \$67,452,211           | -\$2,057,663    | -3.1%                          | \$2,263,440              | 3.5%                           | Shortfall                        | Shortfall                       |
| FY14                          | \$66,598,101           | \$66,848,709         | \$69,283,232           | -\$2,434,523    | -3.6%                          | \$2,434,540              | 3.6%                           | Shortfall                        | Shortfall                       |
| FY15                          | \$71,135,891           | \$71,254,020         | \$71,064,076           | \$189,944       | 0.3%                           | \$0                      | 0.0%                           | Surplus                          | Surplus                         |
| FY16                          | \$70,609,851           | \$70,645,733*        | \$44,968,607           | \$25,677,126    | 36.3%                          | TBD                      | TBD                            | Surplus                          | TBD                             |

\*Includes prior year carryforward of \$35,882 in operating expenses.

The following table provides greater detail on personnel costs and operating expenses for the Department prior to the year-end transfers. FY16 totals reflects budget data as of February 26, 2016.

| Correction and Rehabilitation |                     |                       |                             |                         |                          |                        |                            |                                   |
|-------------------------------|---------------------|-----------------------|-----------------------------|-------------------------|--------------------------|------------------------|----------------------------|-----------------------------------|
|                               | Latest Budget Total | Personnel Cost Budget | Personnel Cost Expenditures | Personnel Cost Variance | Operating Expense Budget | Operating Expenditures | Operating Expense Variance | Variance from Latest Budget Total |
| FY11                          | \$61,806,240        | \$55,148,820          | \$56,723,646                | -\$1,574,826            | \$6,657,420              | \$6,309,362            | \$348,058                  | -\$1,226,768                      |
| FY12                          | \$62,283,888        | \$55,698,996          | \$56,629,858                | -\$930,862              | \$6,584,892              | \$6,647,442            | -\$62,550                  | -\$993,412                        |
| FY13                          | \$65,394,548        | \$58,420,073          | \$59,038,039                | -\$617,966              | \$5,974,475              | \$8,414,172            | -\$2,439,697               | -\$2,057,663                      |
| FY14                          | \$66,848,709        | \$59,705,567          | \$60,974,589                | -\$1,269,022            | \$7,143,142              | \$8,308,644            | -\$1,165,502               | -\$2,434,523                      |
| FY15                          | \$71,254,020        | \$63,456,170          | \$63,437,009                | \$19,161                | \$7,797,850              | \$7,627,067            | \$170,783                  | \$189,944                         |
| FY16                          | \$70,645,733*       | \$63,818,369          | \$38,766,591                | \$25,051,778            | \$6,827,364              | \$6,202,016            | \$625,348                  | \$25,677,126                      |

\*Includes prior year carryforward of \$35,882 in operating expenses.

### Year-end transfer and quarterly analysis details

The Executive branch provided the following details in the year-end transfers and quarterly analysis memorandums.

- FY11 year-end transfer - Personnel costs exceeded the budget by \$1,574,830 due to emergency pay, leave payouts, overtime, and other compensation.
- FY12 year-end transfer - Personnel costs exceeded the budget due to backfill overtime costs to cover custody and security posts. Operating expenses exceeded the budget due to increased food costs and increased cleaning and janitorial supply costs.
- FY13 year-end transfer - Personnel costs exceeded the budget due to higher than expected retirement expenditures. Operating expenses exceeded the budget due to increased facility maintenance and equipment repair costs, higher food costs, and increased costs for direct services to inmates.
- FY14 year-end transfer - Personnel costs exceeded the budget due to higher than expected retirement expenditures. Operating expenses exceeded the budget due to increased facility maintenance and equipment repair costs and increased costs for direct services to inmates.
- FY16 second quarterly analysis - The Department projects a surplus of \$619,597 at the end of the year.

### FY16 Operating Budget Reconciliation List Items

The following item was added to FY16 Operating Budget during reconciliation and was not cut during the Council's review and approval of the FY16 Savings Plan.

|                                |           |
|--------------------------------|-----------|
| Restore Deputy Warden Position | \$171,335 |
|--------------------------------|-----------|

The following item was added to the FY16 Operating Budget during reconciliation but was cut during the Council's review and approval of the FY16 Savings Plan.

|   |           |
|---|-----------|
| Restore Assistant Food Services Manager | \$145,773 |
|---|-----------|

### Council staff comments

Council staff questions to DOCR are attached at ©21-22. DOCR has cost overruns for personnel expenditures in four of the past five fiscal years. In FY15, spending was more in line with the approved budget, and no year-end transfer was needed. For FY16 YTD, DOCR is expected to have a surplus. This initial review does not raise any specific concerns for further discussion in the FY17 Operating Budget worksessions.

## VI. Montgomery County Police Department

The following table includes totals for the FY16 original budget appropriation, latest budget totals, and expenditures and encumbrances. The table also includes year-end transfer information and second and third quarterly analysis projections provided by the Executive Branch. FY16 totals reflect budget data as of February 26, 2016.

| Montgomery County Police Department |                 |                |                 |               |                         |                   |                         |                           |                          |
|-------------------------------------|-----------------|----------------|-----------------|---------------|-------------------------|-------------------|-------------------------|---------------------------|--------------------------|
| Fiscal Year                         | Original Budget | Latest Budget  | Expen. + Encum. | Variance      | Variance As % of Latest | Year-End Transfer | Transfer As % of Latest | Second Quarter Projection | Third Quarter Projection |
| FY11                                | \$230,280,040   | \$230,325,466  | \$223,709,539   | \$6,615,927   | 2.9%                    | -\$3,513,400      | -1.5%                   | Shortfall                 | Shortfall                |
| FY12                                | \$232,153,140   | \$237,245,159  | \$231,342,249   | \$5,902,910   | 2.5%                    | -\$5,902,820      | -2.5%                   | Shortfall                 | Shortfall                |
| FY13                                | \$250,350,841   | \$253,264,372  | \$249,419,641   | \$3,844,731   | 1.5%                    | -\$3,842,500      | -1.5%                   | Surplus                   | Surplus                  |
| FY14                                | \$260,429,650   | \$267,198,566  | \$264,959,684   | \$2,238,882   | 0.8%                    | -\$2,238,870      | -0.8%                   | Shortfall                 | Shortfall                |
| FY15                                | \$273,909,539   | \$282,134,176  | \$279,068,394   | \$3,065,782   | 1.1%                    | -\$2,815,700      | -1.0%                   | Surplus                   | Surplus                  |
| FY16                                | \$270,617,964   | \$277,749,265* | \$174,702,664   | \$103,046,600 | 37.1%                   | TBD               | TBD                     | Surplus                   | TBD                      |

\*Includes prior year carryforward of \$7,170,485 in operating expenses.

The following table provides greater detail on personnel costs and operating expenses for the Department prior to the year-end transfers. FY16 totals reflects budget data as of February 26, 2016.

| Montgomery County Police Department |                     |                       |                             |                         |                          |                        |                            |                                   |
|-------------------------------------|---------------------|-----------------------|-----------------------------|-------------------------|--------------------------|------------------------|----------------------------|-----------------------------------|
|                                     | Latest Budget Total | Personnel Cost Budget | Personnel Cost Expenditures | Personnel Cost Variance | Operating Expense Budget | Operating Expenditures | Operating Expense Variance | Variance from Latest Budget Total |
| FY11                                | \$230,325,466       | \$194,650,710         | \$195,416,799               | -\$766,089              | \$35,674,756             | \$28,292,741           | \$7,382,016                | \$6,615,927                       |
| FY12                                | \$237,245,159       | \$201,836,379         | \$196,308,241               | \$5,528,138             | \$35,408,780             | \$35,034,008           | \$374,772                  | \$5,902,910                       |
| FY13                                | \$253,264,372       | \$207,096,976         | \$203,254,423               | \$3,842,553             | \$46,167,396             | \$46,165,218           | \$2,178                    | \$3,844,731                       |
| FY14                                | \$267,198,566       | \$215,632,544         | \$215,632,542               | \$2                     | \$51,566,022             | \$49,327,142           | \$2,238,879                | \$2,238,882                       |
| FY15                                | \$282,134,176       | \$229,690,439         | \$227,352,584               | \$2,337,855             | \$52,443,737             | \$51,715,810           | \$727,927                  | \$3,065,782                       |
| FY16                                | \$277,749,265*      | \$229,259,691         | \$137,748,067               | \$91,511,624            | \$48,489,574             | \$36,954,597           | \$11,534,977               | \$103,046,600                     |

\*Includes prior year carryforward of \$7,170,485 in operating expenses.

### Year-end transfers and quarterly analysis details

The Executive branch provided the following details in the year-end transfers and quarterly analysis memorandums.

- FY11 year-end transfer - Operating expense surplus is primarily attributed to the following: a significant reduction in charges by the speed camera vendor associated with a drop in the number of paid citations; the FY11 Savings Plan for the department; an overall reduction in operating expenditures due to the procurement exemption process and tightened internal controls.
- FY12 year-end transfer - Personnel costs and operating expenses surplus is due to lower than expected fringe benefit costs and contractual services.
- FY13 year-end transfer - Personnel costs surplus is due to turnover, overtime and lapse savings.
- FY14 year-end transfer - Operating expense surplus is due to savings in the payments to the red light camera vendor.
- FY15 year-end transfer - Personnel costs surplus is due to lapse and turnover savings. The surplus in operating expenses is due to actual motor pool expenditures being less than the budget.
- FY16 second quarterly analysis - The Department projects a surplus of \$1,464,127 at the end of the year.

**FY16 Operating Budget Reconciliation List Items**

The following item was added to the FY16 Operating Budget during reconciliation and was not cut during the Council’s review and approval of the FY16 Savings Plan.

|                              |          |
|------------------------------|----------|
| Pedestrian Safety Initiative | \$80,000 |
|------------------------------|----------|

**Council staff comments**

Police Department questions and responses to Council questions are attached at © 23-30. The Department does not have any ongoing or recurring issues related to under-spending its budget. Its variance in budget is generally low, around 1% annually. This initial review does not raise any specific concerns for further discussion in the FY17 Operating Budget worksessions.

| <b><u>Attachments:</u></b>                            | <b><u>©#</u></b> |
|---|------------------|
| Council President Floreen Memorandum                  | 1                |
| FY15 Year-End Transfers Transmittal Memorandum        | 2-3              |
| FY16 Second Quarterly Analysis Transmittal Memorandum | 4-5              |
| FY11 Budget Controls Implemented in ERP Memorandum    | 6                |
| MCFRS Responses                                       | 7-9              |
| Circuit Court Responses                               | 10-11            |
| Sheriff’s Office Responses                            | 12-17            |
| State’s Attorney’s Office Responses                   | 18-20            |
| Council Staff Questions to DOCR                       | 21-22            |
| Police Department Responses                           | 23-30            |



MONTGOMERY COUNTY COUNCIL  
ROCKVILLE, MARYLAND

OFFICE OF THE COUNCIL PRESIDENT

MEMORANDUM

January 14, 2016

TO: Councilmembers

FROM: Nancy Floreen, Council President

SUBJECT: FY16 Budget Implementation

On November 30, 2015 the Government Operations and Fiscal Policy Committee reviewed issues related to the Executive branch's implementation of the Council's FY16 approved budget for County Government, including items on the reconciliation list. The Committee recommended close monitoring of all reporting and notification requirements included in the operating budget resolution.

The Committee also recommended that each Committee, as necessary, should review budget information for the County Government departments and offices under its jurisdiction that appears in two documents: the FY15 year-end transfer resolution, which the Council approved in December, and the FY16 2<sup>nd</sup> quarterly analysis, which OMB will transmit in mid-February. (The Education Committee would not participate because the only County Government budget it oversees, CUPF, is an enterprise fund.)

I want to thank the GO Committee for its work on this important issue. Linda Lauer has tentatively scheduled time for these reviews on Committee agendas in the February 22-29 period. See the attached draft Committee schedule for this period; please let Linda know if any adjustments are needed. Council analysts will discuss with Committee Chairs which County Government department and office budgets should be reviewed -- based on the budget information noted above -- and whether a different time for the review would better fit Committee schedules.

Attachment

cc: Budget Staff Members  
Confidential Aides



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Isiah Leggett  
County Executive

MEMORANDUM

November 23, 2015

TO: George Leventhal, Council President

FROM: Isiah Leggett, County Executive 

SUBJECT: Year-End Transfers for the FY15 Operating Budget

The Department of Finance and the Office of Management and Budget have completed an analysis of expenditures by County Departments for FY15. The purpose of this memorandum is to transmit to Council the year-end transfers for the FY15 Operating Budget. Transfers of appropriation totaling \$12,615,300 are required for several departments to cover actual FY15 expenditures.

Some departments ended FY15 with higher spending than appropriated, consistent with our year-end projections at the end of last fiscal year. Other departments are included in this year-end transfer to reconcile over-spending in a category (i.e., personnel costs or operating expenditures) even though total department appropriations were not over-spent. This is because the County Council appropriates by category rather than at the total department level.

These transfers represent the following percentages of the FY15 appropriations for their respective funds and functions:

|  | <u>FY15</u><br><u>Appropriation</u> | <u>Total</u><br><u>Transfers</u> | <u>% of Total Fund</u><br><u>Appropriation</u> |
|--|-------------------------------------|----------------------------------|--|
| General Fund: Legislative              | \$ 13,886,857                       | \$ 332,470                       | 2.39%  |
| General Fund: Judicial (incl. Sheriff) | 49,444,525                          | 568,000                          | 1.15%  |
| General Fund: Executive                | 770,760,903                         | 3,216,960                        | 0.42%  |
| General Fund: Non-Departmental         | 295,579,702                         | 808,850                          | 0.27%  |
| Special Funds: Tax Supported           | 386,371,569                         | 3,050,050                        | 0.79%  |
| Special Funds: Non-Tax Supported       | 421,798,387                         | 660,570                          | 0.16%  |
| Special Funds: Internal Service Funds  | 263,122,536                         | 3,978,400                        | 1.51%  |

Attached is a recommended resolution for transfers of appropriation to implement these changes. Justifications for the recommended budgetary actions are attached to the resolution.

George Leventhal, President, County Council

November 23, 2015

Page 2

Staff from the Office of Management and Budget and the appropriate departments will be present to provide additional information that may be requested when the Council considers these transfers. The Department of Finance is still in the process of completing its work on the year-end financial statements. Staff will provide additional information if changes to this transfer resolution are necessary prior to Council action. If you have any questions, please contact Alex Espinosa at (240) 777-2800.

IL:ae

Attachment: Transfers of Appropriation for the Year-End Close Out of the FY15 Operating Budget  
Justifications for Recommended Transfers of Appropriation



ROCKVILLE, MARYLAND

**MEMORANDUM**

February 19, 2016

TO: Nancy Floreen, President, County Council

FROM: Jennifer A. Hughes, Director, Office of Management and Budget  
*JAH*  
For Joseph F. Beach, Director, Department of Finance *JF Beach*

SUBJECT: FY16 Second Quarterly Analysis

Attached please find the Second Quarterly Analysis for Montgomery County Government. As detailed in the attached report, expenditure variances are relatively small across most departments, and the County Executive's recommended operating budget will incorporate the results of this analysis. We will continue to monitor department spending and may make revisions to this estimate to reflect more up-to-date information in the County Executive's recommended operating budget. Significant expenditure variances are described below.

**Second Quarter Expenditure Results**

The Board of Elections anticipates higher than budgeted costs due to implementation of the State's new voting system and other related costs. The estimate reflects the most recent information and invoices from the State Board of Elections. The estimate will be updated at the end of the third quarter.

The County Attorney's Office expects to exceed its lapse assumption and anticipates higher than budgeted child welfare contract attorney costs.

The Department of Economic Development's expenditure estimate reflects start-up funding for Montgomery County Economic Development Corporation and higher than budgeted costs related to Federal and State lobbying contracts, sponsorships, consultant work, and other expenses.

The Department of General Services' projected overspending results from staffing costs higher than the budgeted lapse rate. At this time, the department is not estimating higher than budgeted contract and other operating expenses for emergency maintenance services and repair of critical equipment and systems.

The Office of Human Resources' projected overage is due to unbudgeted employee separation and leave payouts. The department is controlling these cost overruns by holding several positions vacant for the remainder of the fiscal year.

The Office of Intergovernmental Relations' original budget did not include funding for a position that was transferred to its complement. The projected expenditure overage is due to the additional costs of that position.

Nancy Floreen, President, County Council  
February 19, 2016  
Page 2

The State's Attorney Office does not anticipate meeting its lapse target because of increased workload demands and increased personnel costs due to a grant shortfall. The projected overage also reflects higher than budgeted office operating expenses.

Fire and Rescue Service is estimated to be overspent because of delays in civilianizing uniformed ECC dispatchers, unbudgeted snow removal costs, and higher than anticipated overtime costs.

The Department of Liquor Control has incurred additional staffing costs and overtime expenses to improve warehouse operations. In addition, the department has incurred additional contractor costs to support the Oracle ERP system.

Fleet Management Services is projecting an overage due to increased vehicle maintenance costs, parts, and supplies.

The following non-departmental accounts are projected to be overspent: Municipal Tax Duplication due to additional speed camera payments to municipalities, Rockville Parking District because of a parking rate increase for employee parking, State Property Tax Services due to higher reimbursement costs to the State Department of Assessment and Taxation, and Working Families Income Supplement because of increased formula payments. In addition, Snow Removal and Storm Cleanup expenditures have exceeded the budget of \$9.2 million by \$26 million through January. The projection assumes an additional contingency of \$16 million for additional winter weather mobilizations and potential storm cleanup costs through the rest of the fiscal year. This estimate will be reassessed and may be revised at the end of the third quarter.

Based on analysis by the County's actuary, health insurance claims costs per covered member are higher than estimated in the original budget. The second quarter estimate includes an updated group insurance cost projection. We will continue to monitor these expenses and will update the Council at the end of the third quarter.

#### Second Quarter Revenue Update

Attached is an update on tax revenue collections through the end of the second quarter.

#### Reserves

The County's FY16 total ending reserves are estimated to be \$389.5 million, or 8.3 percent of adjusted governmental revenues. As noted in the December Fiscal Plan Update, the initial estimate of reserves was preliminary and subject to change based on updated information. Additional details on the County's reserves will be included in the Executive's recommended budget on March 16.

JAH/JFB:ae

Attachments: Second Quarterly Analysis of Expenditures  
Tax Revenue Collections: Through 12/31/15

c: Isiah Leggett, County Executive  
Timothy L. Firestine, Chief Administrative Officer  
Bonnie Kirkland, Assistant Chief Administrative Officer  
All County Government Department Heads and Merit Directors



OFFICES OF THE COUNTY EXECUTIVE

Isiah Leggett  
County Executive

Timothy L. Firestine  
Chief Administrative Officer

MEMORANDUM

June 4, 2010

To: Executive Branch Department and Office Directors  
From: Timothy L. Firestine, Chief Administrative Officer  
Subject: FY11 Budget Controls Implemented in ERP

As you know, Phase I of the ERP system (Financials and Purchasing) go live on July 6, 2010. Therefore, beginning in FY11, you will be unable to expend operating dollars if you have insufficient operating appropriation. Hard stops on expenditures are going into effect on total Department/NDA appropriated Operating Expenses (OE) by fund. This budget control provides a tool to assist in managing the budget. If your department staff submit a direct payment or create a requisition in the ERP system that will exceed the budgeted OE, the ERP system will give an error message stating that they have exceeded the department's fund balance and the transaction will not post.

We are aware of specific department situations that might cause difficulty in staying within the OE limit (e.g., purchase of supplies for snow removal by Department of Transportation (DOT) and Department of General Services (DGS) during winter months). Any other overspending OE during the fiscal year, will be addressed on a case-by-case basis.

Below is a series of alternatives that departments must take into account/enact before consideration will be granted to remove budget controls from your department.

1. Submit an Executive Transfer budget change request to Office of Management and Budget (OMB) to move Personnel Costs (PC) to Operating Expenses (OE) within the County Charter's 10% transferability limit. Please note that your department will need to show that savings are available in PC before OMB will approve this transaction.
2. Liquidate current year encumbrances to generate additional current year OE appropriation.
3. Discuss with OMB a request for a Council Supplemental Appropriation. This needs to be done early in the fiscal year because it can take up to two months to administer a Council Supplemental Appropriation.
4. If all the above have been exhausted or is temporarily impractical, and the department can adequately document the need to over-spend your budget, then a request to remove the control for your department should be submitted to the Director of OMB.

TLF:jb

c: Department Administrative Service Coordinators  
Karen Hawkins, Department of Finance  
Lenny Moore, Department of Finance  
Pam Jones, Department of General Services  
Office of Management and Budget Staff

6

**Montgomery County Fire and Rescue Service  
EMST Fund Statement  
FY15**

**Available Funds**

|   |                         |
|---|-------------------------|
| FY15 Receipts   | \$ 16,912,282.60        |
| FY15 Additional Appropriation - Excess Fund carryover from FY14 | \$ 8,810,943.23         |
|   | <u>\$ 25,723,225.83</u> |

**Use of Funds**

|                     |                     |
|---------------------|---------------------|
| Direct Program Cost | <u>1,079,032.85</u> |
|---------------------|---------------------|

**Disbursements**

|  |                         |
|--|-------------------------|
| Apparatus replacement (CIP)  | 5,388,905.00            |
| Apparatus replacement  | 7,663,454.86            |
| Payment to LFRDs (for receipts covering January 2014 to December 2014) | 2,591,491.16            |
| Travillah Station expenses   | 1,800,000.00            |
| Recruit class expenses   | 554,050.82              |
| Four-person staffing for three paramedic engines                       | 1,050,000.00            |
| PPE Replacement  | 412,622.00              |
| Facility maintenance and improvements                                  | 126,132.30              |
| Vehicle Maintenance and other professional services                    | 1,031,146.33            |
| Medical/Health Supplies  | 612,080.27              |
| EMS supervisors (five captains)  | 610,000.00              |
| Senior Citizen Fire/Life Safety Education                              | 100,000.00              |
| Public Safety Supplies/Equipment                                       | 1,853,345.68            |
| SAFER grant match (to cover cost of 4 MFFs and 3 LTs)                  | 96,250.00               |
| Background investigators   | 70,000.00               |
| Personnel Cost - Emergency Pay   | 511,333.31              |
| Motor Vehicles Supplies and equipment                                  | 173,381.25              |
|  | <u>\$ 24,644,192.98</u> |

**Fund Balance**

**FY15 Overtime by Category**

| <b>Category</b>                               | <b>OT Hours</b> | <b>OT Pay</b>     | <b>Percent</b> |
|---|-----------------|-------------------|----------------|
| Firefighter Backfill                          | 89,763          | 3,508,725         | 20%            |
| PSTA Instructor/Administration                | 40,578          | 2,317,649         | 13%            |
| Paramedic Backfill                            | 51,833          | 2,314,028         | 13%            |
| Officer Backfill                              | 33,232          | 2,139,483         | 12%            |
| Emergency Communications Center               | 30,662          | 1,705,838         | 10%            |
| Primary Driver Backfill                       | 33,330          | 1,593,072         | 9%             |
| Other Field Operations                        | 26,055          | 1,436,230         | 8%             |
| PSTA Student                                  | 10,614          | 523,469           | 3%             |
| Risk Reduction and Training                   | 8,756           | 483,853           | 3%             |
| Fire and Explosive Investigation              | 4,815           | 347,201           | 2%             |
| Administrative and Technical Support Services | 4,753           | 257,448           | 1%             |
| Fleet   | 3,750           | 188,233           | 1%             |
| Office of the Fire Chief/Community Outreach   | 3,481           | 182,147           | 1%             |
| Special Detail or Event                       | 5,065           | 276,545           | 2%             |
| Code Compliance                               | 1,216           | 64,014            | 0%             |
|   | <b>347,903</b>  | <b>17,337,935</b> | <b>100%</b>    |

**FY16 Overtime Through Second Quarter by Category**

| <b>Category</b>                               | <b>OT Hours</b> | <b>OT Pay</b>    | <b>Percent</b> |
|---|-----------------|------------------|----------------|
| Firefighter Backfill                          | 40,434          | 1,603,817        | 19%            |
| Officer Backfill                              | 22,552          | 1,501,113        | 18%            |
| Paramedic Backfill                            | 23,487          | 1,075,342        | 13%            |
| PSTA Instructor/Administration                | 16,847          | 982,291          | 12%            |
| Emergency Communications Center               | 12,649          | 728,521          | 9%             |
| Other Field Operations                        | 13,147          | 740,929          | 9%             |
| Primary Driver Backfill                       | 14,414          | 721,222          | 9%             |
| PSTA Student                                  | 3,715           | 190,570          | 2%             |
| Fire and Explosive Investigations             | 2,305           | 171,737          | 2%             |
| Office of the Fire Chief/Community Outreach   | 2,561           | 144,279          | 2%             |
| Special Detail or Event                       | 2,512           | 141,759          | 2%             |
| Risk Reduction and Training                   | 2,210           | 141,025          | 2%             |
| Administrative and Technical Support Services | 2,589           | 140,943          | 2%             |
| Fleet   | 2,016           | 108,375          | 1%             |
| Code Compliance                               | 345             | 17,970           | 0%             |
|   | <b>161,783</b>  | <b>8,409,893</b> | <b>100%</b>    |

**Circuit Court:**

| Circuit Court      |                        |                      |                        |                 |                                |                          |                                |                                  |                                 |
|--------------------|------------------------|----------------------|------------------------|-----------------|--------------------------------|--------------------------|--------------------------------|----------------------------------|---------------------------------|
| <i>Fiscal Year</i> | <i>Original Budget</i> | <i>Latest Budget</i> | <i>Expen. + Encum.</i> | <i>Variance</i> | <i>Variance As % of Latest</i> | <i>Year-End Transfer</i> | <i>Transfer As % of Latest</i> | <i>Second Quarter Projection</i> | <i>Third Quarter Projection</i> |
| FY11               | \$9,813,050            | \$10,108,064         | \$10,371,053           | -\$262,988      | -2.6%                          | \$263,000                | 2.6%                           | Surplus                          | Surplus                         |
| FY12               | \$9,319,730            | \$9,654,402          | \$9,970,169            | -\$315,768      | -3.3%                          | \$315,780                | 3.3%                           | Surplus                          | Shortfall                       |
| FY13               | \$10,330,453           | \$10,519,366         | \$10,605,937           | -\$86,570       | -0.8%                          | \$95,240                 | 0.9%                           | On Budget                        | On Budget                       |
| FY14               | \$10,999,995           | \$11,491,304         | \$10,940,135           | \$551,169       | 4.8%                           | \$0                      | 0.0%                           | Surplus                          | Surplus                         |
| FY15               | \$11,583,057           | \$11,864,283         | \$11,643,768           | \$220,515       | 1.9%                           | \$0                      | 0.0%                           | Surplus                          | Surplus                         |
| FY16               | \$11,632,745           | \$12,216,655*        | \$7,578,334            | \$4,638,320     | 38.0%                          | TBD                      | TBD                            | Surplus                          | TBD                             |

- 1) Please provide an explanation of the \$551,169 surplus you had in FY14. Please provide a breakdown of the specific amounts underspent for that year.

After 23 years in the position of Court Administration, in July of FY14, Pam Harris accepted the position of State Court Administrator. Her position was unfilled yet overseen by the Assistant Court Administrator for 5 months. The position was filled and the current Court Administrator served for 6 months of the fiscal year. The surplus of the Circuit Court's budget was a result of the reorganization to court management due to the unexpected vacancy of the Court Administrator position and several other vacant position in the Court's personnel complement.

The surplus reflects \$411,861.71 in personnel costs as a result of lapses in the hiring of 5 staff members and the Court Administrator position.

Additionally, after 3 years without this important service, the court launched a supervised visitation program on December 6, 2013. As this service started 5 months into the fiscal year, a \$90,641.63 surplus existed at the end of the fiscal year.

Surplus funds in the Court's Miscellaneous Operating Expense account code were due to the change in court management in the last two quarters of the fiscal year for FY14.

- 2) Please provide an update on whether the FY16 Operating budget items have been implemented, including:

- a. Restore CINA Juvenile Mediation (\$3,900)

The Juvenile Mediation program continued in FY16. FY15 showed a slight decrease in original filings of Child Welfare (CINA) cases. In FY15, 60% of eligible cases proceeded to mediation. Of the 107 matters that mediated, 38% reached a full agreement and 20% reached a partial agreement, for a combined settlement rate of

58%. Of those cases that did not mediate, the most frequent reasons were a parent was absent; the party refused to participate; and the case was dismissed at pretrial.

b. Restore Supervised Visitation (\$11,200)

The Supervised Visitation program continued through FY16. During FY15, 47 cases completed the intake process and were scheduled for a total of 294 supervised visits. Visitation occurs on a Saturday or Sunday for child welfare cases.

c. Restore Child Custody and Access Mediation (\$12,250).

The Custody and Access Mediation program continued through FY16. By offering an early alternative to traditional adversarial processes, litigants were afforded the opportunity to resolve their custody and/or access issues in a more self-determining, cost efficient and less stressful manner. This reduces the burden on the court's pendent lite hearings, settlement/status hearings, and trial dockets. During FY 15, 193 cases were scheduled for custody and access mediation. Of those, 35% settled, 17% partially settled and 48% did not settle. Mediation outcomes are in line with previous fiscal years.

**PERSONNEL COST COMPONENTS - Sheriff's Office**

**Overtime**

**General Emergency Pay**

**Excess Com Leave (Non-Exempt Year End)**

**Lump Sum Leave Pay (Annual/Comp/PTO)**

**Total Overage**

| <i>FY</i>          | <i>Budget</i> | <i>Actual</i> | <i>Variance</i> | <i>Budget</i> | <i>Actual</i> | <i>Variance</i> | <i>Budget</i> | <i>Actual</i>    | <i>Variance</i> | <i>Budget</i> | <i>Actual</i> | <i>Variance</i> | <i>Total Overage</i> |
|--------------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------|------------------|-----------------|---------------|---------------|-----------------|----------------------|
| FY11               | \$280,303     | \$381,617     | \$ (101,314)    | -             | -             | -               | -             | \$ 142,137       | \$ (142,137)    | -             | \$ 31,974     | \$ (31,974)     | \$ (275,425)         |
| FY12               | \$257,197     | \$518,365     | \$ (261,168)    | -             | -             | -               | -             | \$ 131,822       | \$ (131,822)    | -             | \$ 110,147    | \$ (110,147)    | \$ (503,137)         |
| FY13               | \$257,197     | \$579,076     | \$ (321,879)    | -             | \$ 94,318     | \$ (94,318)     | -             | \$ 65,110        | \$ (65,110)     | -             | \$ 62,632     | \$ (62,632)     | \$ (543,939)         |
| FY14               | \$257,197     | \$634,150     | \$ (376,953)    | -             | \$ 93,670     | \$ (93,670)     | -             | \$ 42,757        | \$ (42,757)     | -             | \$ 22,839     | \$ (22,839)     | \$ (536,219)         |
| FY15               | \$257,197     | \$572,909     | \$ (315,712)    | -             | \$ 69,275     | \$ (69,275)     | -             | \$ 47,723        | \$ (47,723)     | -             | \$ 67,934     | \$ (67,934)     | \$ (500,644)         |
| FY16 YTD<br>3-1-16 | \$257,197     | \$367,466     | \$ (110,269)    | -             | \$ 104,707    | \$ (104,707)    | -             | <b>\$ 45,000</b> | \$ (45,000)     | -             | \$ 93,982     | \$ (93,982)     | \$ (353,959)         |

↑  
projected

(2)

**OVERTIME COSTS - FUNCTIONAL AREAS - Sheriff's Office**

|                  | FY11              |             | FY12              |                 | FY13              |                  | FY14              |                  | FY15              |                  | FY16 YTD 3-1-2016 |                 |
|------------------|-------------------|-------------|-------------------|-----------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|-----------------|
|                  | Net Amt           | Net Hrs     | Net Amt           | Net Hrs         | Net Amt           | Net Hrs          | Net Amt           | Net Hrs          | Net Amt           | Net Hrs          | Net Amt           | Net Hrs         |
| Admin            | \$ 12,588         |             | \$ 27,068         | 453.02          | \$ 34,322         | 600.78           | \$ 46,751         | 855.67           | \$ 60,641         | 1,161.70         | \$ 31,239         | 535.95          |
| Courtroom Supt   | \$ 167,019        |             | \$ 173,207        | 3,480.83        | \$ 237,069        | 4,758.68         | \$ 197,682        | 3,838.40         | \$ 151,653        | 2,815.63         | \$ 127,555        | 2,414.55        |
| Hospital         | \$ 80,317         |             | \$ 71,570         | 1,347.57        | \$ 78,784         | 1,511.73         | \$ 102,339        | 1,907.72         | \$ 97,597         | 1,778.06         | \$ 69,672         | 1,264.02        |
| Trans-EEPs/DVP   |                   |             |                   |                 |                   |                  |                   |                  | \$ 4,642          | 95.97            | \$ 1,558          | 37.05           |
| Juvenile         | \$ 12,945         |             | \$ 19,116         | 364.03          | \$ 20,086         | 370.14           | \$ 17,370         | 311.69           | \$ 3,936          | 65.22            | \$ 3,865          | 55.70           |
| Courthouse Sec   | \$ 25,712         |             | \$ 42,470         | 837.81          | \$ 37,635         | 750.15           | \$ 56,479         | 1,106.41         | \$ 77,907         | 1,468.92         | \$ 57,279         | 1,011.50        |
| Civil Processing | \$ 14,616         |             | \$ 12,435         | 276.08          | \$ 31,628         | 700.56           | \$ 66,180         | 1,294.34         | \$ 59,733         | 1,114.03         | \$ 11,247         | 201.09          |
| Evictions        | \$ 8,867          |             | \$ 8,540          | 179.50          | \$ 11,233         | 224.00           | \$ 4,657          | 86.50            | \$ 2,505          | 46.00            | \$ 2,187          | 33.50           |
| Seizures         | \$ 2,590          |             | \$ 1,318          | 23.00           | \$ 4,856          | 82.50            | \$ 1,150          | 19.00            | \$ 297            | 2.50             | \$ 539            | 8.00            |
| Warrant/Fugitive | \$ 15,152         |             | \$ 31,114         | 597.85          | \$ 22,798         | 423.78           | \$ 30,236         | 538.56           | \$ 14,375         | 242.75           | \$ 15,955         | 264.83          |
| Extraditions     | \$ 2,208          |             | \$ 12,418         | 253.91          | \$ 7,595          | 160.75           | \$ 10,037         | 195.16           | \$ 11,910         | 233.50           | \$ 5,841          | 123.25          |
| Dom Vio          | \$ 39,544         |             | \$ 86,778         | 1,839.12        | \$ 107,959        | 2,403.17         | \$ 92,121         | 2,025.70         | \$ 79,062         | 1,689.46         | \$ 54,745         | 1,139.62        |
| <b>Total</b>     | <b>\$ 381,558</b> | <b>0.00</b> | <b>\$ 486,036</b> | <b>9,652.72</b> | <b>\$ 593,966</b> | <b>11,986.24</b> | <b>\$ 625,003</b> | <b>12,179.15</b> | <b>\$ 564,257</b> | <b>10,713.74</b> | <b>\$ 381,681</b> | <b>7,089.06</b> |

13

| <b>SECURITY COSTS - Sheriff's Office</b> |                      |                      |                        |
|--|----------------------|----------------------|------------------------|
| <i><b>FY</b></i>                         | <i><b>Budget</b></i> | <i><b>Actual</b></i> | <i><b>Variance</b></i> |
| <b>FY11</b>                              | \$ 445,760           | \$ 628,369           | \$ (182,609)           |
| <b>FY12</b>                              | \$ 577,510           | \$ 739,428           | \$ (161,918)           |
| <b>FY13</b>                              | \$ 577,510           | \$ 735,415           | \$ (157,905)           |
| <b>FY14</b>                              | \$ 577,510           | \$ 766,529           | \$ (189,019)           |
| <b>FY15</b>                              | \$ 577,510           | \$ 841,986           | \$ (264,476)           |
| <b>FY16</b>                              | \$ 577,510           | \$ 482,121           | \$ 95,389              |
| <b>FY17</b>                              | \$ 777,510           |                      |                        |

Projected to be \$841,000

(1)

Sheriff

**TRANSPORTS - FY-13 THROUGH FY16 YTD**

| <b>FY16</b>  | <b>TYPE</b> | <b># of Transports</b> | <b># of Prisoners</b> | <b># of Deputies</b> | <b>Total Deputy Transport Hours</b> |
|--------------|-------------|------------------------|-----------------------|----------------------|-------------------------------------|
|              | JAILS       | 1050                   | 3949                  | 2019                 | 2,640                               |
|              | CC          | 908                    | 3862                  | 1773                 | 1,914                               |
|              | RDC         | 484                    | 1899                  | 934                  | 1,008                               |
|              | SS          | 393                    | 1411                  | 774                  | 1,066                               |
|              | SM          | 298                    | 310                   | 621                  | 1,618                               |
|              | WRIT        | 203                    | 234                   | 359                  | 1,613                               |
|              | EEP         | 113                    | 113                   | 319                  | 157                                 |
|              | EM          | 100                    | 102                   | 223                  | 903                                 |
|              | PT          | 87                     | 123                   | 145                  | 265                                 |
|              | COMP/S      | 70                     | 88                    | 141                  | 323                                 |
|              | DOC         | 43                     | 146                   | 86                   | 419                                 |
| <b>Total</b> |             | <b>3,749</b>           | <b>12,237</b>         | <b>7,394</b>         | <b>11,926</b> YTD                   |

| <b>FY15</b>  | <b>TYPE</b> | <b># of Transports</b> | <b># of Prisoners</b> | <b># of Deputies</b> | <b>Total Deputy Transport Hours</b> |
|--------------|-------------|------------------------|-----------------------|----------------------|-------------------------------------|
|              | JAILS       | 1592                   | 5774                  | 3067                 | 3,857                               |
|              | CC          | 1307                   | 6088                  | 2586                 | 2,791                               |
|              | RDC         | 662                    | 2713                  | 1262                 | 1,438                               |
|              | SS          | 559                    | 1816                  | 1098                 | 1,369                               |
|              | SM          | 386                    | 394                   | 792                  | 1,998                               |
|              | WRIT        | 329                    | 358                   | 560                  | 2,658                               |
|              | EEP         | 233                    | 233                   | 656                  | 329                                 |
|              | EM          | 109                    | 109                   | 251                  | 1,066                               |
|              | PT          | 113                    | 205                   | 196                  | 238                                 |
|              | COMP/S      | 108                    | 135                   | 217                  | 690                                 |
|              | DOC         | 57                     | 229                   | 115                  | 578                                 |
| <b>Total</b> |             | <b>5,455</b>           | <b>18,054</b>         | <b>10,800</b>        | <b>17,013</b>                       |

| <b>FY14</b> | <b>TYPE</b> | <b># of Transports</b> | <b># of Prisoners</b> | <b># of Deputies</b> | <b>Total Deputy Transport Hours</b> |
|-------------|-------------|------------------------|-----------------------|----------------------|-------------------------------------|
|             | JAILS       | 1576                   | 5903                  | 3059                 | 3,679                               |
|             | CC          | 1199                   | 6104                  | 2456                 | 2,301                               |
|             | RDC         | 611                    | 2513                  | 1168                 | 1,195                               |
|             | SS          | 530                    | 1952                  | 1049                 | 1,265                               |
|             | SM          | 390                    | 415                   | 804                  | 1,826                               |
|             | WRIT        | 352                    | 436                   | 640                  | 2,706                               |
|             | EEP         | 272                    | 272                   | 790                  | 325                                 |
|             | EM          | 118                    | 118                   | 276                  | 1,209                               |
|             | PT          | 133                    | 316                   | 231                  | 288                                 |
|             | COMP/S      | 117                    | 149                   | 241                  | 701                                 |
|             | DOC         | 61                     | 242                   | 126                  | 569                                 |

15

|              |  |              |               |               |               |
|--------------|--|--------------|---------------|---------------|---------------|
| <b>Total</b> |  | <b>5,359</b> | <b>18,420</b> | <b>10,840</b> | <b>16,064</b> |
|--------------|--|--------------|---------------|---------------|---------------|

| <b>FY13</b>  | <b>TYPE</b> | <b># of Transports</b> | <b># of Prisoners</b> | <b># of Deputies</b> | <b>Total Deputy Transport Hours</b> |
|--------------|-------------|------------------------|-----------------------|----------------------|-------------------------------------|
|              | JAILS       | 1459                   | 6080                  | 2788                 | 3,318                               |
|              | CC          | 1456                   | 7603                  | 2961                 | 2,669                               |
|              | RDC         | 672                    | 3024                  | 1274                 | 1,216                               |
|              | SS          | 549                    | 2189                  | 1089                 | 1,320                               |
|              | SM          | 459                    | 473                   | 943                  | 2,048                               |
|              | WRIT        | 367                    | 424                   | 666                  | 2,792                               |
|              | EEP         | 266                    | 266                   | 761                  | 338                                 |
|              | EM          | 148                    | 148                   | 339                  | 1,432                               |
|              | PT          | 114                    | 131                   | 179                  | 257                                 |
|              | COMP/S      | 126                    | 168                   | 253                  | 814                                 |
|              | DOC         | 59                     | 266                   | 120                  | 500                                 |
| <b>Total</b> |             | <b>5,675</b>           | <b>20,772</b>         | <b>11,373</b>        | <b>16,703</b>                       |

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|               |  |
|---------------|--|
| <b>JAILS</b>  | MCDC and MCCF                                |
| <b>CC</b>     | Circuit Court                                |
| <b>RDC</b>    | Rockville District Court                     |
| <b>SS</b>     | Silver Spring District Court                 |
| <b>SM</b>     | Scheduled Medical                            |
| <b>WRIT</b>   | Court Order                                  |
| <b>EEP</b>    | Emergency Evaluation Petition                |
| <b>EM</b>     | Emergency Medical                            |
| <b>PT</b>     | Prisoner Transport (all other)               |
| <b>COMP/S</b> | Court Order Mental to Perkins or Springfield |
| <b>DOC</b>    | Department of Correction                     |
| <b>WHOC</b>   | Women's House of Correction                  |

To: Susan J. Farag  
Legislative Analyst  
Montgomery County Council

Via: Jennifer A. Nordin  
Management and Budget Specialist  
Office of Management and Budget

From: Lisa J. Russo  
Budget and Grants Administrator  
State's Attorney's Office

Date: March 7, 2016

Re: Request for Prior Fiscal Year Information

Susan, below please find the information you requested about the State's Attorney's office budget:

1. Please provide a breakdown of these PERSONNEL cost components, by fiscal year, including the specific overage amounts for lapse and grant shortfalls.

In FY11 the SAO had a budget shortfall of \$43,660. In Personnel Costs annual leave payouts totaling \$65,370 contributed to an overage of \$9,800.

For FY12 the SAO had an overage of \$425,946. Personnel costs (PC) compromised \$173,320 of that, the remainder, \$252,030 was in operating expenses (OE). The overage in Personnel costs was due to several factors, among them a lapse account of \$64,960. The office paid out \$31,735 in annual leave payouts during FY12. These payouts are not budgeted expenses. The SAO had a negative balance in group insurance of \$31,385 and a performance award of \$4,500. These categories amount to \$132,580 in unexpected PC.

For FY13 the State's Attorney's Office (SAO) had an overage of \$817,209. Personnel costs (PC) were \$595,298 of that amount, the remainder, \$217,632 was in operating expenses (OE). The SAO lapse account is \$374,743. Included in that amount were two lapsed positions totaling \$236,766. The remainder of \$137,977 represented our "true" lapse amount. The office paid out \$33,946 in annual leave payouts during FY13. In FY13 OMB authorized the office to overspend by \$150,400 in PC to cover three Special Investigators assigned to the Gang Unit. A grant had covered these positions for many years but was not awarded in FY13. The positions were added to the FYI 4 personnel complement. Benefit costs had been underfunded for our group attorney position which had 7 FTEs. The additional expense that was not funded for FY 13 was estimated at \$147,260. The remainder of the PC overage, \$125,715 represented the implementation of the Salary Restructuring Plan, which was approved in the FY14 budget.

For FY14 the State's Attorney's Office (SAO) had an overage of \$286,173. Personnel Costs (PC) accounted for \$158,769 of that amount, the remainder, \$127,404 was in operating expenses (OE). The overage in PC was due to several factors, among them a shortage in group insurance and retirement totaling \$80,273.

The office paid out \$90,004 in annual leave payouts during FY14. The group insurance, retirement and annual leave payout costs account for more than the amount overspent by the State's Attorney's Office in FY14.

It should be noted however that the State's Attorney's Office had two other budgetary pressures in personnel costs during FY14. OMB authorized the office to overspend by \$104,035 in PC to the loss of the Arrest Grant in December 2013. The grant had covered several positions for many years but was not awarded in FY14. The positions were added to the FY15 personnel complement.

Last year the SAO learned that benefit costs had been underfunded for our group attorney position which had 7 FTEs. The additional expense that was not funded for FY14 is estimated at \$142,297. The State's Attorney's Office applied turnover savings to these two deficits and was able to cover in full those costs.

For FY15 the State's Attorney's Office was overspent in personnel costs and operating expenses by \$134,202. Personnel costs exceeded the budget by \$33,878 due to midyear transfers totaling \$334,312 to operating expenses to cover a shortfall. These transfers were necessary in large part due to an unfunded mandate as a result of the *Richmond* decision.

Other than those circumstances described above, shortfalls in grants have not had a significant impact on the State's Attorney's Office budget. The exact figures by fiscal year are not available.

2. Please provide a breakdown of these OPERATING EXPENSES, by fiscal year, including the specific overage amounts of translation services, expert witnesses, transcript services, and contract attorneys.

In FY11 operating expenses exceeded the budgeted amount by \$33,870. Translation Services exceeded the budget by \$55,838. Expert Witnesses was underspent by \$8,430 and Attorney Services was overspent by \$1,394.

For FY12, Translation Services were budgeted at \$9,000, yet our actual expenses were \$84,313 a shortfall of \$75,313. The office incurred expenses of \$81,183 for the preparation of transcripts. This amount exceeded our budgeted amount by \$21,183. The SAO was also overspent in Attorney Services by \$67,317 and Expert Witnesses by \$13,963. The total of these categories related to trial and case preparation was \$177,776.

Translation services in FY13 were budgeted at \$9,000, yet our actual expenses were \$75,273. This area of concern was addressed in the FY14 budget with the addition of \$76,000 to the Translations account. Of the \$217,632 overspent in OE, almost half (\$99,927) comes from the Contract and Legal Services category where many of our external costs associated with case and trial preparation are housed. This category includes Translations (overspent by \$66,273), Transcripts (underspent by \$1,623) Legal Services (underspent by \$8,141), and Expert Witnesses (overspent by \$18,670). Included in this category for FY13 were Flooring and Moving Expenses categories amounting to \$26,539. The office overspent by \$20,664 in printing costs. The purchase of books/videos/subscriptions was overspent by \$30,911.

In FY14 the largest area where the office overspent in operating expenses was in Office Supplies/Equipment where expenditures exceeded the budget by \$51,769. This category is extremely dependent upon case type and trial preparation. Many cases require the production of thousands of pages of discovery as well as CDs, DVDs and other media. The books/videos/subscriptions category was overspent by \$26,122. The final cost center where significant overspending occurred was \$15,620 in Other Miscellaneous Operating Expenses. Many times trial preparation costs are assigned to this category.

In FY14 Translation Services was underspent by \$5,037 (note: this is the first FY the budget went from \$9,000 to \$76,000), Expert Witnesses was underspent by \$3,649, Transcript Services was underspent by \$14,478 and Legal/Contract Services was overspent by \$10,085.

As in years past, operating expenses exceeded the budget for FY15 in areas such as Translation Services, which had an overage of \$87,458. The office overspent in Legal/Attorney Services by \$213,002 to represent the State at commissioner hearings held in the Central Processing Unit as a result of the *Richmond* decision. This expense was approved by OMB. Expert Witnesses was overspent by \$3,331 and Transcript Services was underspent by \$8,479.

3. It's Council Staff's understanding that the FY16 Operating Budget Reconciliation List item that converted the Truancy Court Coordinator to a Permanent Position was implemented. Please let me know if this is incorrect.

The Truancy Court Coordinator was converted to a permanent Program Manager position effective 07/01/15.

## Farag, Susan

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**From:** Meier, Bruce  
**Sent:** Friday, March 11, 2016 12:45 PM  
**To:** Farag, Susan; McGuire, Essie  
**Cc:** Del Pozzo, Dominic; Rupp, Judy; Russo, Lisa; Dowd, Craig; Wirdzek, Mary Lou; Shorb, Neil; Espinosa, Alex  
**Subject:** FW: Public Safety Committee Worksession for FY15 Year-End Transfers and FY16 2nd Quarterly Analysis.

**From:** Meier, Bruce  
**Sent:** Friday, March 11, 2016 8:58 AM  
**Cc:** Harris, Rich (OMB) <[Rich.Harris@montgomerycountymd.gov](mailto:Rich.Harris@montgomerycountymd.gov)>; Nordin, Jennifer A <[Jennifer.Nordin@montgomerycountymd.gov](mailto:Jennifer.Nordin@montgomerycountymd.gov)>  
**Subject:** RE: Public Safety Committee Worksession for FY15 Year-End Transfers and FY16 2nd Quarterly Analysis.

Susan: Several of the questions you ask below can be answered by using the General ledger section of Enterprise Business Intelligence and Reporting. Council staff was trained on it in January. Please use it and you will find the answers to the questions you asked below that I've highlighted.

*Bruce R. Meier*  
*Sr. Management & Budget Specialist*  
*Montgomery County OMB*  
*101 Monroe St., 14<sup>th</sup> Fl.*  
*Rockville, MD 20850*  
*(Off.) 240.777.2785*  
*(Cell) 301.509.6804*  
[bruce.meier@montgomerycountymd.gov](mailto:bruce.meier@montgomerycountymd.gov)

**DON'T PRINT UNLESS YOU REALLY NEED TO!**

**From:** Farag, Susan  
**Sent:** Monday, February 29, 2016 3:53 PM  
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**Cc:** McGuire, Essie <[Essie.McGuire@montgomerycountymd.gov](mailto:Essie.McGuire@montgomerycountymd.gov)>; Meier, Bruce <[Bruce.Meier@montgomerycountymd.gov](mailto:Bruce.Meier@montgomerycountymd.gov)>; Harris, Rich (OMB) <[Rich.Harris@montgomerycountymd.gov](mailto:Rich.Harris@montgomerycountymd.gov)>; Russo, Lisa <[Lisa.Russo@montgomerycountymd.gov](mailto:Lisa.Russo@montgomerycountymd.gov)>; Shorb, Neil <[Neil.Shorb@montgomerycountymd.gov](mailto:Neil.Shorb@montgomerycountymd.gov)>; Dowd, Craig <[Robert.Dowd@montgomerycountymd.gov](mailto:Robert.Dowd@montgomerycountymd.gov)>; Martus, Mary Alice, for the Chief of Police <[MaryAlice.Martus@montgomerycountymd.gov](mailto:MaryAlice.Martus@montgomerycountymd.gov)>; Nordin, Jennifer A

**Correction and Rehabilitation**

| <i>Fiscal Year</i> | <i>Original Budget</i> | <i>Latest Budget</i> | <i>Expen. + Encum.</i> | <i>Variance</i> | <i>Variance As % of Latest</i> | <i>Year-End Transfer</i> | <i>Transfer As % of Latest</i> | <i>Second Quarter Projection</i> |
|--------------------|------------------------|----------------------|------------------------|-----------------|--------------------------------|--------------------------|--------------------------------|----------------------------------|
|                    | \$61,806,240           | \$61,806,240         | \$63,033,008           | -\$1,226,768    | -2.0%                          | \$1,574,830              | 2.5%                           | Shortfall                        |
|                    | \$61,264,450           | \$62,283,888         | \$63,277,300           | -\$993,412      | -1.6%                          | \$993,420                | 1.6%                           | Shortfall                        |
|                    | \$65,181,902           | \$65,394,548         | \$67,452,211           | -\$2,057,663    | -3.1%                          | \$2,263,440              | 3.5%                           | Shortfall                        |
|                    | \$66,598,101           | \$66,848,709         | \$69,283,232           | -\$2,434,523    | -3.6%                          | \$2,434,540              | 3.6%                           | Shortfall                        |
|                    | \$71,135,891           | \$71,254,020         | \$71,064,076           | \$189,944       | 0.3%                           | \$0                      | 0.0%                           | Surplus                          |
|                    | \$70,609,851           | \$70,645,733*        | \$44,968,607           | \$25,677,126    | 36.3%                          | TBD                      | TBD                            | Surplus                          |

FY11 year-end transfer states "personnel costs exceeded the budget by \$1,574,830 due to emergency pay, leave payouts, overtime, and other compensation."

FY12 year-end transfer states "personnel costs exceeded the budget due to backfill overtime costs to cover custody and security posts. OE exceeded the budget due to increased food costs and increased cleaning and janitorial supply costs."

FY13 year-end transfer states "personnel costs exceeded the budget due to higher than expected retirement expenditures. OE exceeded the budget due to increased facility maintenance and equipment repair costs, higher food costs, and increased costs for direct services to inmates."

FY14 year-end transfer states "personnel costs exceeded the budget due to higher than expected retirement expenditures. OE exceeded the budget due to increased facility maintenance and equipment repair costs and increased costs for direct services to inmates."

- 1) Please provide a breakdown of these PERSONNEL cost components, by fiscal year, including the specific overage amounts for emergency pay, leave payouts, overtime, and other compensation.
- 2) Please provide a breakdown of OE cost components, by fiscal year, including the specific overage amounts for facility maintenance, equipment repair costs, food costs, and direct services to inmates.
- 3) Please confirm that the Deputy Warden position and the Food Services Management position, which had been approved FY16 Reconciliation List items, were restored.

**Police**



| Montgomery County Police Department |                        |                      |                        |                 |                                |                          |                                |                                  |                                 |
|-------------------------------------|------------------------|----------------------|------------------------|-----------------|--------------------------------|--------------------------|--------------------------------|----------------------------------|---------------------------------|
| <i>Fiscal Year</i>                  | <i>Original Budget</i> | <i>Latest Budget</i> | <i>Expen. + Encum.</i> | <i>Variance</i> | <i>Variance As % of Latest</i> | <i>Year-End Transfer</i> | <i>Transfer As % of Latest</i> | <i>Second Quarter Projection</i> | <i>Third Quarter Projection</i> |
| FY11                                | \$230,280,040          | \$230,325,466        | \$223,709,539          | \$6,615,927     | 2.9%                           | -\$3,513,400             | -1.5%                          | Shortfall                        | Shortfall                       |
| FY12                                | \$232,153,140          | \$237,245,159        | \$231,342,249          | \$5,902,910     | 2.5%                           | -\$5,902,820             | -2.5%                          | Shortfall                        | Shortfall                       |
| FY13                                | \$250,350,841          | \$253,264,372        | \$249,419,641          | \$3,844,731     | 1.5%                           | -\$3,842,500             | -1.5%                          | Surplus                          | Surplus                         |
| FY14                                | \$260,429,650          | \$267,198,566        | \$264,959,684          | \$2,238,882     | 0.8%                           | -\$2,238,870             | -0.8%                          | Shortfall                        | Shortfall                       |
| FY15                                | \$273,909,539          | \$282,134,176        | \$279,068,394          | \$3,065,782     | 1.1%                           | -\$2,815,700             | -1.0%                          | Surplus                          | Surplus                         |
| FY16                                | \$270,617,964          | \$277,749,265*       | \$174,702,664          | \$103,046,600   | 37.1%                          | TBD                      | TBD                            | Surplus                          | TBD                             |

FY11 year-end transfer states "OE surplus is primarily attributed to the following: a significant reduction in charges by the speed camera vendor associated with a drop in the number of paid citations, the FY11 Savings Plan, an overall reduction in operating expenditures due to the procurement exemption process, and tightened internal controls."

FY12 year-end transfer states "personnel costs and OE surplus is due to lower than expected fringe benefit costs and contractual services."

FY13 year-end transfer states "personnel costs surplus is due to turnover, overtime, and lapse savings."

FY14 year-end transfer states "OE surplus is due to savings in the payments to the red light camera vendor."

FY15 year-end transfer states "personnel costs surplus is due to lapse and turnover savings. The surplus in OE is due to actual motor pool expenditures being less than the budget."

FY16 second quarterly analysis states "the department projects a surplus of \$1,464,127."

- 1) Please provide a breakdown of these PERSONNEL cost components, by fiscal year, including the specific savings amounts for fringe benefit costs, turnover, overtime, and lapse savings.
- 2) Please provide a breakdown of the OPERATING EXPENSES, by fiscal year, including payments made to the speed camera and red light camera vendors, and motor pool expenditures.
- 3) Please confirm that the FY16 Reconciliation List item for Pedestrian Safety Initiative (\$80,000), has been implemented.

Susan J. Farag  
 Legislative Analyst  
 Montgomery County Council  
 (240) 777-7921

Data from Council

| Fiscal Year | Original Budget | Latest Budget  | Expen. + Encum. | Variance      | Variance As % of Latest | Year-End Transfer | Transfer As % of Latest | Second Quarter Projection | Third Quarter Projection |
|-------------|-----------------|----------------|-----------------|---------------|-------------------------|-------------------|-------------------------|---------------------------|--------------------------|
| FY11        | \$230,280,040   | \$230,325,466  | \$223,709,539   | \$6,615,927   | 2.90%                   | (3,513,400)       | -1.50%                  | Shortfall                 | Shortfall                |
| FY12        | \$232,153,140   | \$237,245,159  | \$231,342,249   | \$5,902,910   | 2.50%                   | (\$5,902,820)     | -2.50%                  | Shortfall                 | Shortfall                |
| FY13        | \$250,350,841   | \$253,264,372  | \$249,419,641   | \$3,844,731   | 1.50%                   | (\$3,842,500)     | -1.50%                  | Surplus                   | Surplus                  |
| FY14        | \$260,429,650   | \$267,198,566  | \$264,959,684   | \$2,238,882   | 0.80%                   | (\$2,238,870)     | -0.80%                  | Shortfall                 | Shortfall                |
| FY15        | \$273,909,539   | \$282,134,176  | \$279,068,394   | \$3,065,782   | 1.10%                   | (\$2,815,700)     | -1.00%                  | Surplus                   | Surplus                  |
| FY16        | \$270,617,964   | \$277,749,265* | \$174,702,664   | \$103,046,600 | 37.10%                  | TBD               | TBD                     | Surplus                   | TBD                      |

Transfer left out PC

From BI

| Fiscal Year | Original Budget | Latest Budget | Expen. + Encum. | Variance      | Variance As % of Latest | Year-End Transfer | Transfer As % of Latest | Second Quarter Projection | 2nd Qtr Projection w/Savings Plan | Third Quarter Projection |
|-------------|-----------------|---------------|-----------------|---------------|-------------------------|-------------------|-------------------------|---------------------------|-----------------------------------|--------------------------|
| FY11        | \$230,280,040   | \$227,578,156 | \$223,614,488   | \$3,963,668   | 1.74%                   | (2,747,310)       | -1.21%                  | Shortfall                 |                                   | Shortfall                |
| FY12        | \$232,153,140   | \$231,342,339 | \$231,326,508   | \$15,831      | 0.01%                   | (\$5,902,820)     | -2.55%                  | Shortfall                 |                                   | Shortfall                |
| FY13        | \$250,350,841   | \$249,421,872 | \$249,419,354   | \$2,518       | 0.00%                   | (\$3,842,500)     | -1.54%                  | Surplus                   |                                   | Surplus                  |
| FY14        | \$260,429,650   | \$264,959,696 | \$264,959,684   | \$12          | 0.00%                   | (\$2,238,870)     | -0.84%                  | Shortfall                 |                                   | Shortfall                |
| FY15        | \$273,909,539   | \$279,318,476 | \$279,299,629   | \$18,847      | 0.01%                   | (\$2,815,700)     | -1.01%                  | Shortfall                 |                                   | Surplus                  |
| FY16        | \$270,617,964   | \$277,749,265 | \$175,115,820   | \$102,633,445 | 36.95%                  | TBD               |                         | Surplus                   | Deficit                           | TBD                      |

Transfer includes PC and OE

From the Published CAFR

| Fiscal Year | Original Budget | Latest Budget | Expen. + Encum. | Variance    | Variance As % of Latest | Year-End Transfer | Transfer As % of Latest | Second Quarter Projection | 2nd Qtr Projection w/Savings Plan | Third Quarter Projection |
|-------------|-----------------|---------------|-----------------|-------------|-------------------------|-------------------|-------------------------|---------------------------|-----------------------------------|--------------------------|
| FY11        | \$230,280,040   | \$227,578,156 | \$223,709,540   | \$3,868,616 | 1.70%                   | (2,747,310)       | -1.21%                  | Shortfall                 |                                   | Shortfall                |
| FY12        | \$232,153,140   | \$231,342,339 | \$231,342,249   | \$90        | 0.00%                   | (\$5,902,820)     | -2.55%                  | Shortfall                 |                                   | Shortfall                |
| FY13        | \$250,350,841   | \$249,421,872 | \$249,419,641   | \$2,231     | 0.00%                   | (\$3,842,500)     | -1.54%                  | Surplus                   |                                   | Surplus                  |
| FY14        | \$260,429,650   | \$264,959,696 | \$264,959,685   | \$11        | 0.00%                   | (\$2,238,870)     | -0.84%                  | Shortfall                 |                                   | Shortfall                |
| FY15        | \$273,909,539   | \$279,318,476 | \$279,229,629   | \$88,847    | 0.03%                   | (\$2,815,700)     | -1.01%                  | Shortfall                 |                                   | Surplus                  |
| FY16        | TBD             | TBD           | TBD             | TBD         | TBD                     | TBD               | TBD                     | Surplus                   | Deficit                           | TBD                      |

Transfer includes PC and OE

Breakdown of Personnel cost components by FY  
From BI

| Fiscal Year | Original Budget | GL Final / Latest Budget | Expen. + Encum. | Variance      | Variance As % of Latest | CCT Year-End Transfer | Transfer As % of Latest | Second Quarter Projection | 2nd Qtr Projection w/Savings Plan | Third Quarter Projection |
|-------------|-----------------|--------------------------|-----------------|---------------|-------------------------|-----------------------|-------------------------|---------------------------|-----------------------------------|--------------------------|
| FY11        | \$230,280,040   | \$227,578,156            | \$223,614,488   | \$3,963,668   | 1.74%                   | (2,747,310)           | -1.21%                  | \$0                       | \$0                               | (\$3,392,550)            |
| FY11 - PC   | \$194,650,710   | \$195,416,800            | \$195,360,692   | \$56,108      | 0.03%                   | \$766,090             | 0.39%                   |                           |                                   | (\$5,253,220)            |
| FY11 - OE   | \$35,629,330    | \$32,161,356             | \$28,253,795    | \$3,907,561   | 12.15%                  | (\$3,513,400)         | -10.92%                 |                           |                                   | \$1,860,670              |
| FY12        | \$232,153,140   | \$231,342,339            | \$227,629,383   | \$3,712,956   | 1.60%                   | (\$5,902,820)         | -2.55%                  | (\$2,639,981)             | \$0                               | (\$990,240)              |
| FY12 - PC   | \$198,527,800   | \$196,308,279            | \$196,293,710   | \$14,569      | 0.01%                   | (\$5,528,100)         | -2.82%                  | \$53,559                  |                                   | \$1,103,660              |
| FY12 - OE   | \$33,625,340    | \$35,034,060             | \$31,335,673    | \$3,698,387   | 10.56%                  | (\$374,720)           | -1.07%                  | (\$2,693,540)             |                                   | (\$2,093,900)            |
| FY13        | \$260,429,650   | \$249,421,872            | \$249,419,354   | \$2,518       | 0.00%                   | (\$3,842,500)         | -1.54%                  | \$31,162                  | \$0                               | \$4,007,180              |
| FY13 - PC   | \$209,248,173   | \$203,254,476            | \$203,254,423   | \$53          | 0.00%                   | (\$3,842,500)         | -1.89%                  | \$2,588,953               |                                   | \$4,007,180              |
| FY13 - OE   | \$41,102,668    | \$46,167,396             | \$46,164,931    | \$2,465       | 0.01%                   |                       | 0.00%                   | (\$2,557,791)             |                                   | \$0                      |
| FY14        | \$260,429,650   | \$264,959,696            | \$264,959,684   | \$12          | 0.00%                   | (\$2,238,870)         | -0.84%                  | (\$1,347,168)             | \$0                               | (\$2,135,809)            |
| FY14 - PC   | \$214,984,602   | \$215,632,544            | \$215,632,542   | \$2           | 0.00%                   |                       | 0.00%                   | (\$2,247,767)             |                                   | (\$2,886,780)            |
| FY14 - OE   | \$45,445,048    | \$49,327,152             | \$49,327,142    | \$9           | 0.00%                   | (\$2,238,870)         | -4.54%                  | \$900,599                 |                                   | \$750,971                |
| FY15        | \$273,909,539   | \$279,318,476            | \$279,299,629   | \$18,847      | 0.01%                   | (\$2,815,700)         | -1.01%                  | (2,636,980)               | \$0                               |                          |
| FY15 - PC   | \$230,333,220   | \$227,352,639            | \$227,352,584   | \$55          | 0.00%                   | (\$2,337,800)         | -1.03%                  | \$56,560                  |                                   |                          |
| FY15 - OE   | \$43,576,319    | \$51,965,837             | \$51,947,045    | \$18,792      | 0.04%                   | (\$477,900)           | -0.92%                  | (\$2,693,540)             |                                   |                          |
| FY16        | \$270,617,964   | \$277,749,265            | \$175,115,820   | \$102,633,445 | 36.95%                  | TBD                   | #VALUE!                 | \$1,464,127               | (\$464,750)                       | TBD                      |
| FY16 - PC   | \$229,259,691   | \$229,259,691            | \$137,745,585   | \$91,514,106  | 39.92%                  |                       | 0.00%                   | \$688,211                 | (\$838,549)                       |                          |
| FY16 - OE   | \$41,358,273    | \$48,489,574             | \$37,370,235    | \$11,119,339  | 22.93%                  |                       | 0.00%                   | \$775,916                 | \$373,799                         |                          |

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**I. Revenue & Expenditure Summary - Speed Camera Enforcement**  
**From FY'07 to June FY16**

|                     | FY07              | FY08                | FY09                 | FY10                | FY11                | FY12                | FY13                | FY14                | FY15                 | As of 2nd Qtr<br>Ending Dec<br>'FY16* |
|---------------------|-------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------------------------|
| Total Gross Revenue | \$ 378,743        | \$ 12,482,960       | \$ 20,746,529        | \$ 16,455,621       | \$ 13,359,201       | \$ 13,905,521       | \$ 16,968,096       | \$ 16,558,870       | \$ 18,706,240        | \$ 8,979,932                          |
| Total Expenditure   | \$ 274,191        | \$ 5,201,465        | \$ 8,692,044         | \$ 7,391,608        | \$ 5,100,332        | \$ 7,130,761        | \$ 8,696,644        | \$ 8,437,626        | \$ 8,514,549         | \$ 5,621,570                          |
| <b>Net Revenue</b>  | <b>\$ 104,552</b> | <b>\$ 7,281,495</b> | <b>\$ 12,054,485</b> | <b>\$ 9,064,013</b> | <b>\$ 8,258,869</b> | <b>\$ 6,774,760</b> | <b>\$ 8,271,452</b> | <b>\$ 8,121,244</b> | <b>\$ 10,191,690</b> | <b>\$ 3,358,362</b>                   |

**Xerox Vendor Payments** **\$ 6,781,526 \$ 6,716,339 \$ 6,728,454 \$ 4,775,388**

|  |               |                |                |                |                |                |                |                |                |                |
|--|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>No. of Citations Issued (by FY15)**</b> | <b>20,821</b> | <b>332,850</b> | <b>505,368</b> | <b>361,234</b> | <b>329,711</b> | <b>330,901</b> | <b>451,972</b> | <b>449,208</b> | <b>507,531</b> | <b>274,626</b> |
|--|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

**II. Revenue & Expenditure Summary - Red Light Program**  
**From FY'07 to June FY16**

|                     | FY07                | FY08                | FY09                | FY10                | FY11                | FY12              | FY13                | FY14                | FY15                | As of 2nd Qtr<br>Ending Dec<br>'FY16* |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------------------------|
| Total Gross Revenue | \$ 6,626,419        | \$ 4,735,796        | \$ 4,116,610        | \$ 3,866,309        | \$ 2,949,056        | \$ 1,919,602      | \$ 2,806,690        | \$ 4,254,682        | \$ 4,702,369        | \$ 2,106,184                          |
| Total Expenditure   | \$ 2,958,542        | \$ 2,591,107        | \$ 2,016,291        | \$ 2,026,166        | \$ 1,390,625        | \$ 1,154,403      | \$ 1,359,832        | \$ 1,898,445        | \$ 1,900,506        | \$ 1,170,902                          |
| <b>Net Revenue</b>  | <b>\$ 3,667,877</b> | <b>\$ 2,144,689</b> | <b>\$ 2,100,319</b> | <b>\$ 1,840,142</b> | <b>\$ 1,558,431</b> | <b>\$ 765,198</b> | <b>\$ 1,446,858</b> | <b>\$ 2,356,238</b> | <b>\$ 2,801,863</b> | <b>\$ 935,282</b>                     |

**Xerox Vendor Payments** **\$ 990,342 \$ 1,621,326 \$ 1,628,533 \$ 1,051,035**

|  |               |               |               |               |               |               |               |               |               |               |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>No. of Citations Issued (by FY15)**</b> | <b>83,178</b> | <b>61,832</b> | <b>57,031</b> | <b>51,832</b> | <b>40,138</b> | <b>22,616</b> | <b>43,522</b> | <b>63,537</b> | <b>69,385</b> | <b>34,326</b> |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

\* Based on BI reports for FY16

\*\* Cite-Web - Source, No. of Citations Issued download

# OVERTIME

| FY16 Period 08 - Overtime           | Orig Budget       | Latest Budget     | YTD Actual Amt   | YTD Total Exp    |
|-------------------------------------|-------------------|-------------------|------------------|------------------|
| 50208 - Shift Differential Overtime | 75,000            | 75,000            | 66,605           | 66,605           |
| 50216 - FTO-Overtime                | 7,000             | 7,000             | 2,303            | 2,303            |
| 50222 - Multilingual Overtime       | 18,000            | 18,000            | 11,918           | 11,918           |
| 50324 - Overtime                    | 11,364,994        | 12,112,352        | 6,408,349        | 6,408,349        |
| <b>FY16 Period 08</b>               | <b>11,464,994</b> | <b>12,212,352</b> | <b>6,489,176</b> | <b>6,489,176</b> |

| FY15 Period 12 - Overtime           | Orig Budget       | Latest Budget     | YTD Actual Amt    | YTD Total Exp     |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| 50208 - Shift Differential Overtime | 75,000            | 75,000            | 120,240           | 120,240           |
| 50216 - FTO-Overtime                | 7,000             | 7,000             | 8,337             | 8,337             |
| 50222 - Multilingual Overtime       | 18,000            | 18,000            | 17,222            | 17,222            |
| 50324 - Overtime                    | 10,749,842        | 11,403,653        | 11,530,598        | 11,530,598        |
| <b>FY15 Period 12 - Overtime</b>    | <b>10,849,842</b> | <b>11,503,653</b> | <b>11,676,397</b> | <b>11,676,397</b> |

| FY14 Period 12 - Overtime           | Orig Budget       | Latest Budget     | YTD Actual Amt    | YTD Total Exp     |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| 50208 - Shift Differential Overtime | 75,000            | 75,000            | 144,633           | 144,633           |
| 50216 - FTO-Overtime                | 7,000             | 7,000             | 9,182             | 9,182             |
| 50222 - Multilingual Overtime       | 18,000            | 18,000            | 16,048            | 16,048            |
| 50324 - Overtime                    | 10,817,382        | 10,817,382        | 11,640,921        | 11,640,921        |
| <b>FY14 Period 12 - Overtime</b>    | <b>10,917,382</b> | <b>10,917,382</b> | <b>11,810,785</b> | <b>11,810,785</b> |

| FY13 Period 12                      | Orig Budget       | Latest Budget     | TD Actual Amt     | YTD Total Exp     |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| 50208 - Shift Differential Overtime | 75,000            | 75,000            | 113,204           | 113,204           |
| 50216 - FTO-Overtime                | 7,000             | 7,000             | 3,178             | 3,178             |
| 50222 - Multilingual Overtime       | 18,000            | 18,000            | 5,885             | 5,885             |
| 50324 - Overtime                    | 11,124,357        | 11,029,965        | 10,798,495        | 10,798,495        |
| <b>FY13 Period 12 - Overtime</b>    | <b>11,224,357</b> | <b>11,129,965</b> | <b>10,920,762</b> | <b>10,920,762</b> |



# FRINGE BENEFIT & LAPSE

| <b>FY16 Period 08 -Fringe Benefits</b> | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>YTD Actual Amt</b> | <b>YTD Total Exp</b> |
|--|--------------------|----------------------|-----------------------|----------------------|
| 5A002 - Social Security                | 11,532,381         | 11,568,880           | 6,694,517             | 6,694,517            |
| 5A003 - Group Insurance                | 21,445,110         | 21,455,845           | 12,797,198            | 12,797,198           |
| 5A004 - Retirement                     | 40,421,971         | 40,447,739           | 25,086,303            | 25,086,303           |
| <b>FY16 Period 08 -Fringe Benefits</b> | <b>73,399,462</b>  | <b>73,472,464</b>    | <b>44,578,019</b>     | <b>44,578,019</b>    |

|  |             |             |   |   |
|--|-------------|-------------|---|---|
| FY16 Period 08- 50420 - Lapse (Planning) | (3,149,999) | (3,149,999) | - | - |
|--|-------------|-------------|---|---|

| <b>FY15 Period 12 - Overtime</b>       | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>YTD Actual Amt</b> | <b>YTD Total Exp</b> |
|--|--------------------|----------------------|-----------------------|----------------------|
| 5A002 - Social Security                | 11,236,068         | 11,248,992           | 10,829,053            | 10,829,053           |
| 5A003 - Group Insurance                | 20,884,193         | 20,884,193           | 20,430,672            | 20,430,672           |
| 5A004 - Retirement                     | 45,136,772         | 45,136,772           | 46,581,436            | 46,581,436           |
| <b>FY15 Period 12 -Fringe Benefits</b> | <b>77,257,033</b>  | <b>77,269,957</b>    | <b>77,841,160</b>     | <b>77,841,160</b>    |

|                                 |             |             |   |   |
|---------------------------------|-------------|-------------|---|---|
| FY15 - 50420 - Lapse (Planning) | (3,149,999) | (3,149,999) | - | - |
|---------------------------------|-------------|-------------|---|---|

| <b>FY14 Period 12 - Overtime</b>        | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>YTD Actual Amt</b> | <b>YTD Total Exp</b> |
|---|--------------------|----------------------|-----------------------|----------------------|
| 5A002 - Social Security                 | 10,631,803         | 10,631,803           | 10,252,175            | 10,252,175           |
| 5A003 - Group Insurance                 | 19,834,670         | 19,834,670           | 19,245,960            | 19,245,960           |
| 5A004 - Retirement                      | 39,087,725         | 39,087,725           | 44,424,313            | 44,424,313           |
| <b>FY14 Period 12 - Fringe Benefits</b> | <b>69,554,198</b>  | <b>69,554,198</b>    | <b>73,922,448</b>     | <b>73,922,448</b>    |

|                                 |             |             |   |   |
|---------------------------------|-------------|-------------|---|---|
| FY14 - 50420 - Lapse (Planning) | (3,149,999) | (3,149,999) | - | - |
|---------------------------------|-------------|-------------|---|---|

| <b>FY13 Period 12</b>                   | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>TD Actual Amt</b> | <b>YTD Total Exp</b> |
|---|--------------------|----------------------|----------------------|----------------------|
| 5A002 - Social Security                 | 10,712,926         | 10,712,926           | 9,911,335            | -                    |
| 5A003 - Group Insurance                 | 20,821,292         | 20,821,292           | 18,880,662           | -                    |
| 5A004 - Retirement                      | 34,780,301         | 34,780,301           | 37,270,194           | -                    |
| <b>FY13 Period 12 - Fringe Benefits</b> | <b>66,314,519</b>  | <b>66,314,519</b>    | <b>66,062,190</b>    | <b>-</b>             |

|                                 |             |             |   |   |
|---------------------------------|-------------|-------------|---|---|
| FY13 - 50420 - Lapse (Planning) | (3,149,999) | (3,149,999) | - | - |
|---------------------------------|-------------|-------------|---|---|

# MOTOR POOL

| <b>FY16 Period 08 - Motor Pool</b>   | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>YTD Actual Amt</b> | <b>YTD Encumb Amt</b> | <b>YTD Total Exp</b> |
|--------------------------------------|--------------------|----------------------|-----------------------|-----------------------|----------------------|
| 63500 - Assigned Motor Pool Vehicles | 15,730,454         | 15,697,313           | 8,890,279             | 6,143                 | 8,896,422            |
| 63504 - Daily Rental Motor Pool      | -                  | -                    | 1,626                 | -                     | 1,626                |
| 63506 - Other Motor Pool Charges     | 186,780            | 187,280              | 500                   | -                     | 500                  |
| 63508 - MP EZPASS Charges            | -                  | -                    | 5,211                 | -                     | 5,211                |
| <b>6A017 - Motor Pool</b>            | <b>15,917,234</b>  | <b>15,884,593</b>    | <b>8,897,616</b>      | <b>6,143</b>          | <b>8,903,759</b>     |

| <b>FY15 Period 12 - Motor Pool</b>   | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>YTD Actual Amt</b> | <b>YTD Encumb Amt</b> | <b>YTD Total Exp</b> |
|--------------------------------------|--------------------|----------------------|-----------------------|-----------------------|----------------------|
| 63500 - Assigned Motor Pool Vehicles | 17,568,678         | 17,568,678           | 15,661,171            | 9,435                 | 15,670,606           |
| 63502 - Assigned Take Home Vehicles  | -                  | -                    | 13                    | -                     | 13                   |
| 63504 - Daily Rental Motor Pool      | -                  | -                    | 2,268                 | -                     | 2,268                |
| 63506 - Other Motor Pool Charges     | 186,780            | 195,552              | 17,422                | 1,455                 | 18,878               |
| 63508 - MP EZPASS Charges            | -                  | -                    | 9,340                 | -                     | 9,340                |
| <b>6A017 - Motor Pool</b>            | <b>17,755,458</b>  | <b>17,764,230</b>    | <b>15,690,214</b>     | <b>10,890</b>         | <b>15,701,104</b>    |

| <b>FY14 Period 12 - Motor Pool</b>   | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>YTD Actual Amt</b> | <b>YTD Encumb Amt</b> | <b>YTD Total Exp</b> |
|--------------------------------------|--------------------|----------------------|-----------------------|-----------------------|----------------------|
| 63500 - Assigned Motor Pool Vehicles | 18,137,680         | 18,133,738           | 17,046,034            | 7,500                 | 17,053,534           |
| 63504 - Daily Rental Motor Pool      | -                  | -                    | 2,172                 | -                     | 2,172                |
| 63506 - Other Motor Pool Charges     | 186,780            | 186,949              | 56,284                | 10,886                | 67,170               |
| 63508 - MP EZPASS Charges            | -                  | -                    | 7,219                 | -                     | 7,219                |
| <b>6A017 - Motor Pool</b>            | <b>18,324,460</b>  | <b>18,320,687</b>    | <b>17,111,709</b>     | <b>18,386</b>         | <b>17,130,095</b>    |

| <b>FY13 Period 12</b>                | <b>Orig Budget</b> | <b>Latest Budget</b> | <b>TD Actual Amt</b> | <b>YTD Encumb Amt</b> | <b>YTD Total Exp</b> |
|--------------------------------------|--------------------|----------------------|----------------------|-----------------------|----------------------|
| 63500 - Assigned Motor Pool Vehicles | 14,115,355         | 13,958,744           | 17,028,250           | 9,000                 | 17,037,250           |
| 63504 - Daily Rental Motor Pool      | -                  | -                    | 2,385                | -                     | 2,385                |
| 63506 - Other Motor Pool Charges     | 186,780            | 196,704              | 52,189               | 8,418                 | 60,607               |
| 63508 - MP EZPASS Charges            | -                  | -                    | 3,282                | -                     | 3,282                |
| <b>6A017 - Motor Pool</b>            | <b>14,302,135</b>  | <b>14,155,448</b>    | <b>17,086,105</b>    | <b>17,418</b>         | <b>17,103,524</b>    |

# TRANSFERS

| <b>FY15 Period 12 - Transfers</b>        | <b>Latest Budget</b> |
|--|----------------------|
| 50498 - Year End CCT (Personnel Costs)   | (2,337,800)          |
| 69001 - YEAR END CCT (OPERATING EXPENSE) | (477,900)            |
| <b>FY15 Period 12 - Transfers</b>        | <b>(2,815,700)</b>   |

| <b>FY14 Period 12 - Transfers</b>        | <b>Latest Budget</b> |
|--|----------------------|
| 50499 - Year End CET (Personnel Costs)   | 588,840              |
| 69000 - Year end CET (operating Expense) | (588,840)            |
| 69001 - YEAR END CCT (OPERATING EXPENSE) | (2,238,870)          |
| <b>FY14 Period 12 - Transfers</b>        | <b>(2,238,870)</b>   |

| <b>FY13 Period 12 - Transfers</b>        | <b>Latest Budget</b> |
|--|----------------------|
| 50498 - Year End CCT (Personnel Costs)   | (3,842,500)          |
| 50499 - Year End CET (Personnel Costs)   | (10,900)             |
| 69000 - Year end CET (operating Expense) | 10,900               |
| <b>FY13 Period 12 - Transfers</b>        | <b>(3,842,500)</b>   |

