

Interactive Fiscal Plan

Step-by-Step Instructions

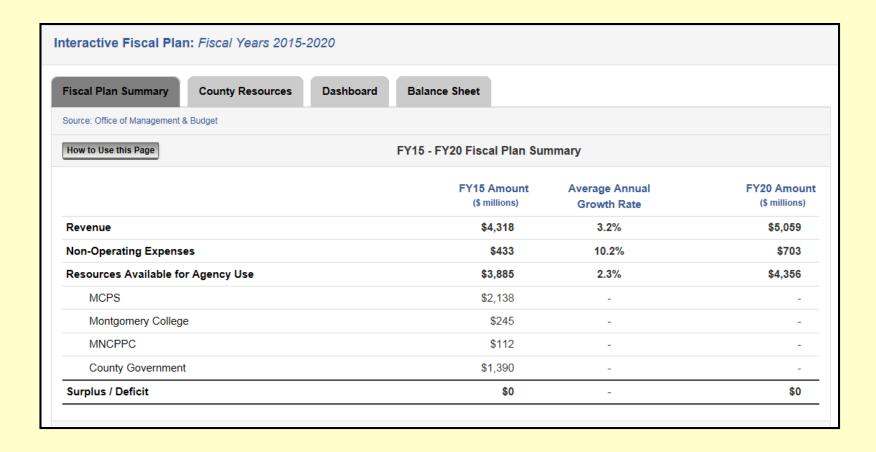
(including definitions and explanation of budget considerations and default settings)

Interactive Fiscal Plan

Step-by-Step Instructions

(including definitions and explanation of budget considerations and default settings)

Go to Instructions / Explanations for: **Fiscal Plan Summary Page Variable Non-Operating Page County Resources Page Agency Assumptions Page Variable Agency Funding Page Dashboard Revenue Assumptions Page County Government Assumptions Page** Variable Local Revenue Page **Variable County Government Page Variable State Revenue Page Cost of Pay Adjustments Page Non-Operating Assumptions Page Balance Sheet**

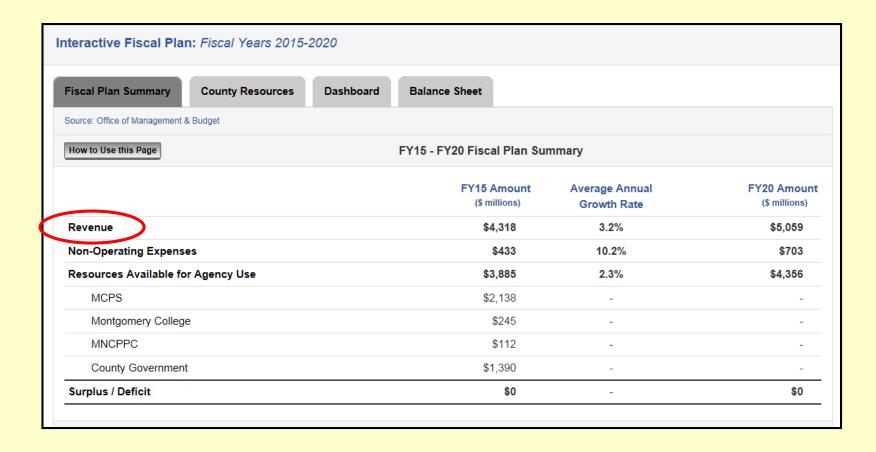


No changes may be made to the data shown on this page.

Every year, the County Executive recommends, and the County Council approves, a "Fiscal Plan" for the upcoming six years. The fiscal plan includes revenue and expense estimates for the upcoming six fiscal years. This page summarizes the most recent Fiscal Plan assumptions.

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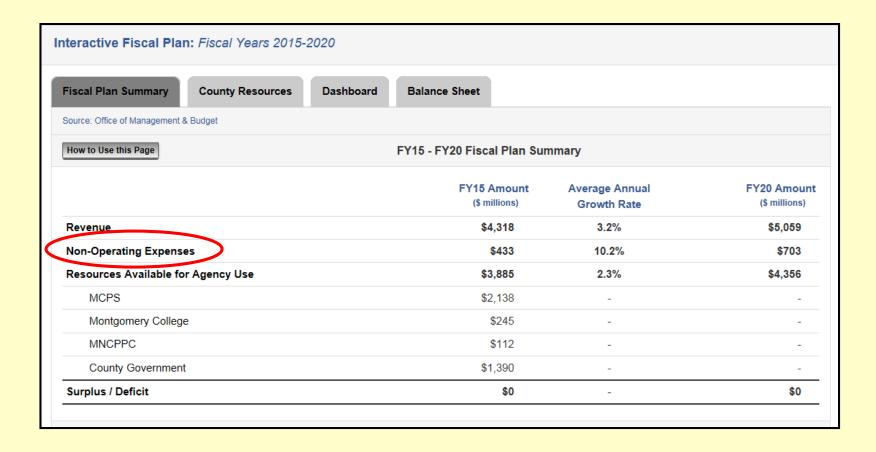
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The term, "revenue," refers to tax payments, fees for services, fines, State aid, and other funds received by the County. This model excludes "non-tax supported revenue," that is, revenue raised for a specific, designated use (such as permitting fees that, by law, must be spent only on permitting related functions.)

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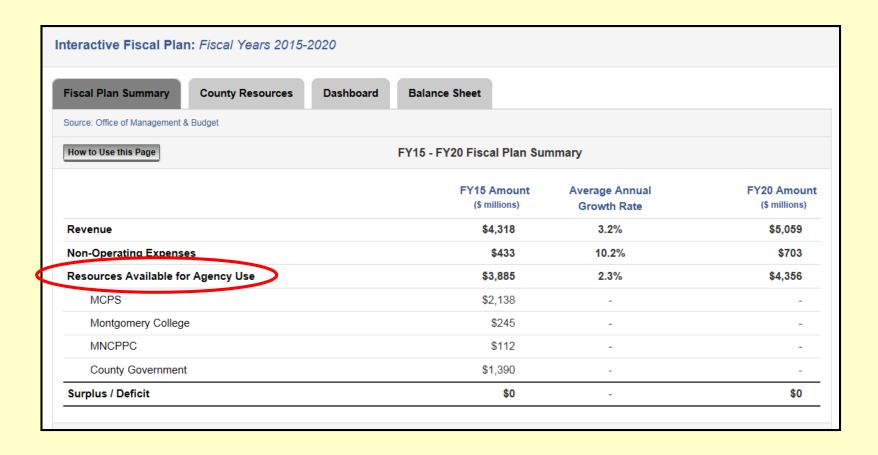
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The term, "non-operating expenses," refers to spending obligations that the County must pay (such as debt service) to fulfill its fiscal obligations. Further explanation of these expenses appears on the Non-Operating Expenses page.

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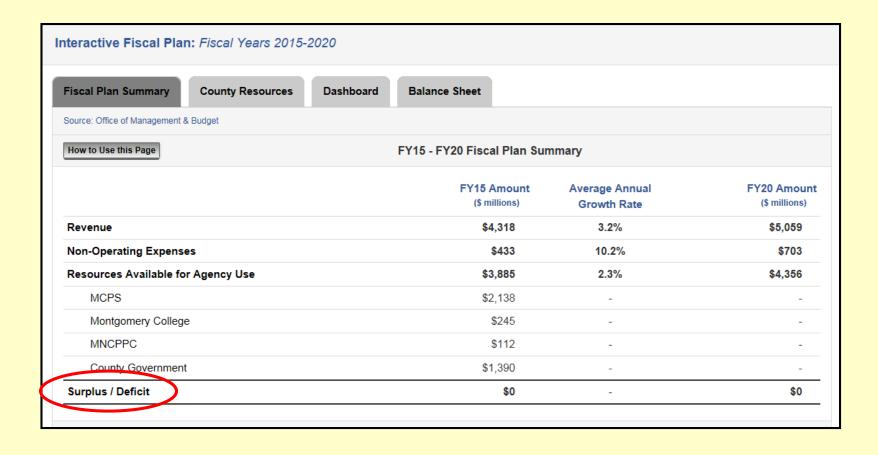
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"Resources Available for Agency Use" equals Revenue minus Non-Operating Expenses. The Council allocates these resources among four agencies: Montgomery County Public Schools (MCPS), Montgomery College, Maryland-National Park and Planning Commission (MNCPPC), and the County Government.

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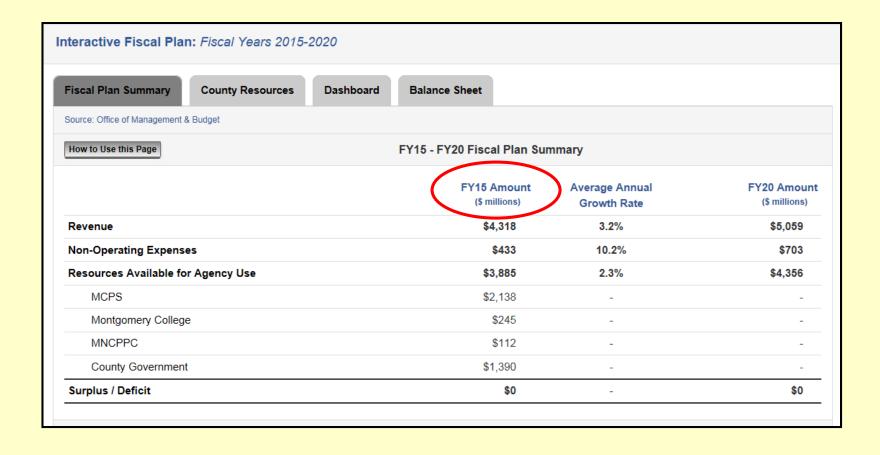
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The Montgomery County Charter prohibits the Council from approving a budget deficit, that is, a budget in which expenses exceed revenues.

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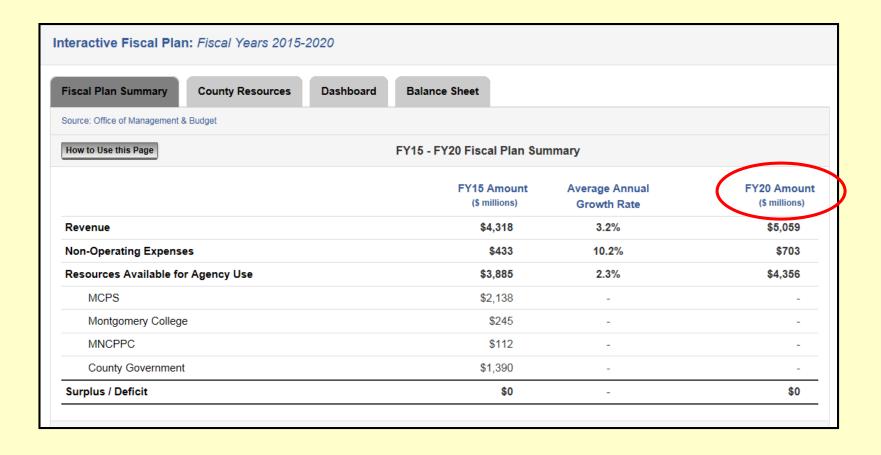
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This column shows the budget amounts (in millions of dollars) that the County Council approved for the first year of the six-year Fiscal Plan.

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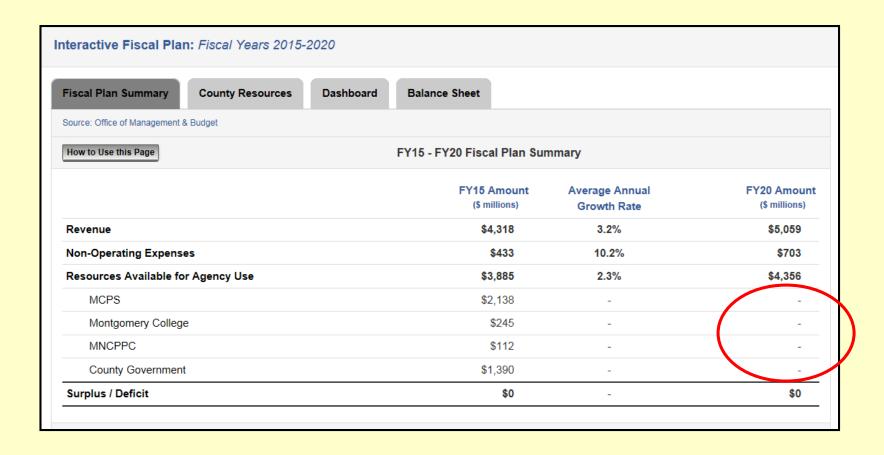
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This column shows the budget amounts (in millions of dollars) assumed for the last year of the Fiscal Plan. The major assumptions used to calculate these amounts appear in the "Revenue Assumptions" and "Non-Operating Expenses Assumptions" pages.

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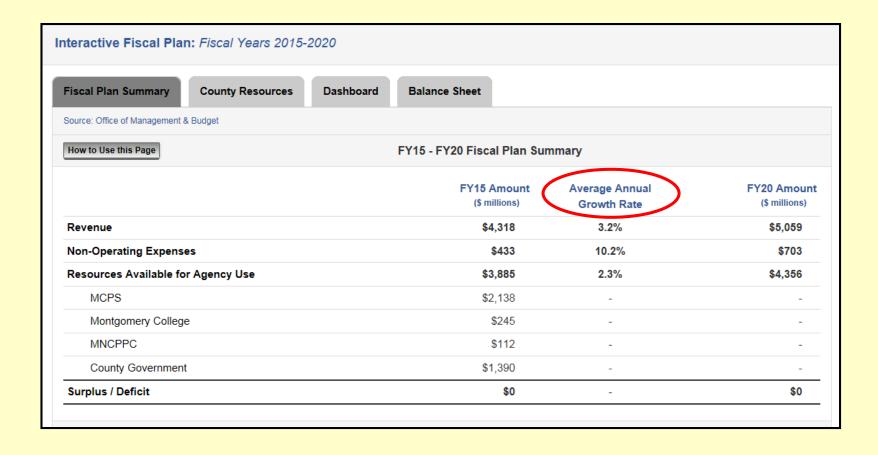
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Note that the Fiscal Plan does not make any assumptions regarding the allocation of resources among agencies in future fiscal years.

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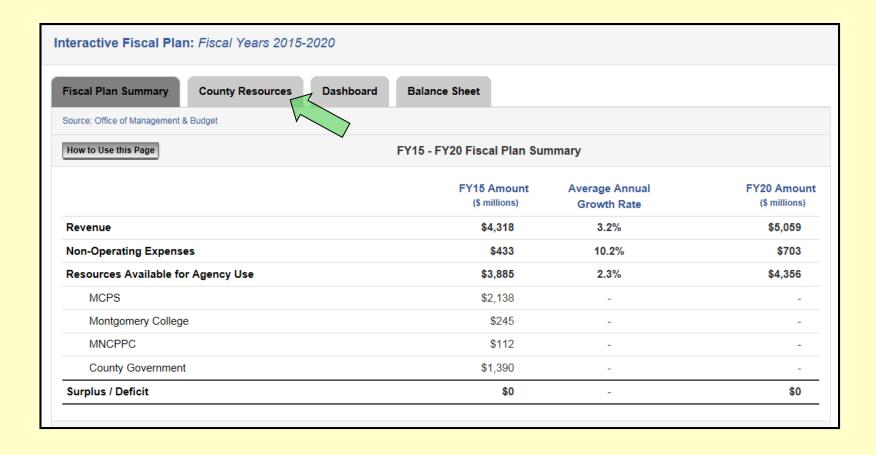
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This column shows the average annual rate of growth over the six years of the Fiscal Plan. Note that this column shows the <u>average</u> annual growth rate for the period. (Year-to-year growth rates may differ from the average annual growth rate.)

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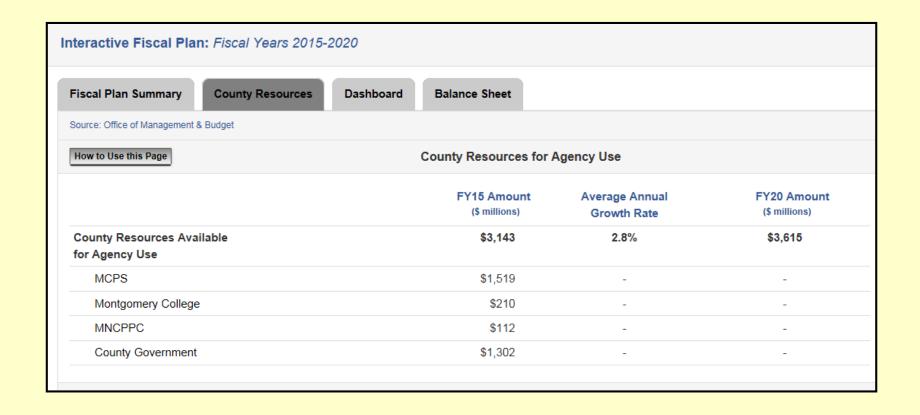
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To continue, click the "County Resources" button.

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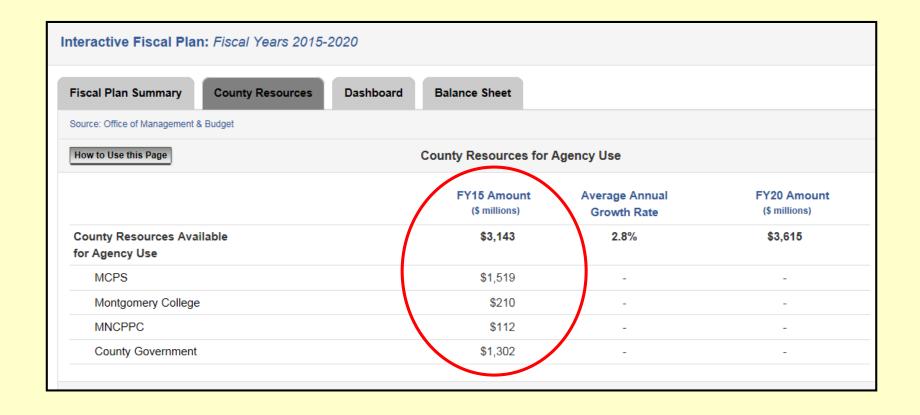


No changes may be made to the data shown on this page.

As part of the budget process, the County Council allocates County-generated revenues among agencies. The Council has no discretion on the allocation of State aid to agencies. State aid is designated for the sole use of a specific agency (such as State aid to MCPS).

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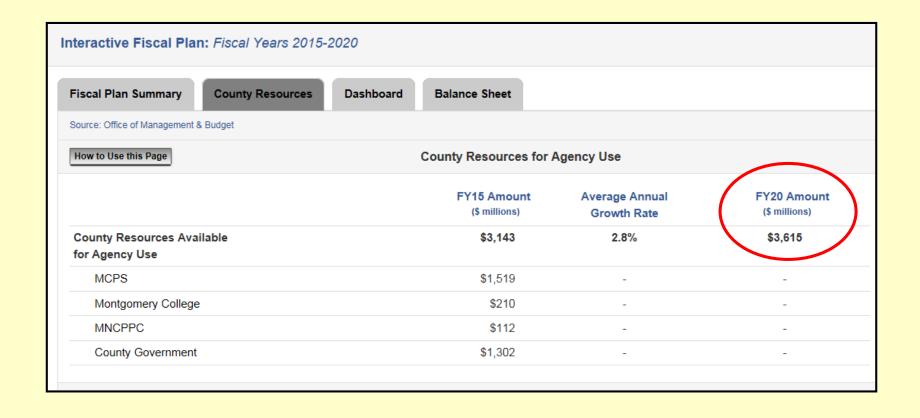
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This page shows the current year allocation of available County-generated resources (excluding State aid) among the agencies.

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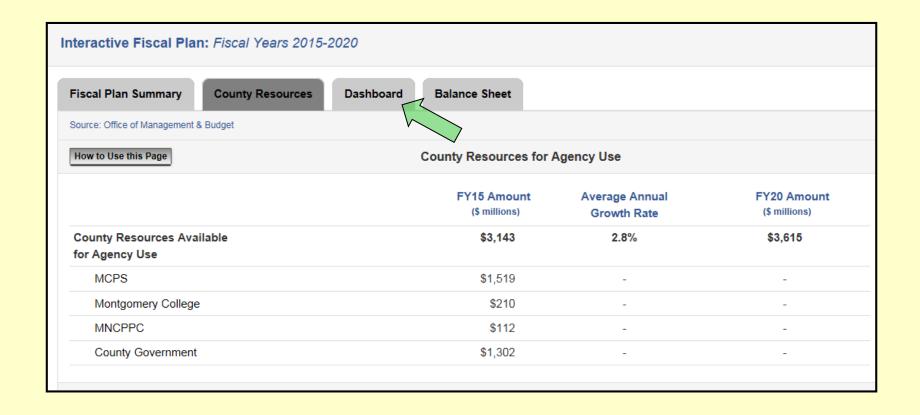
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This page also shows the amount of County resources projected to be available in the last year of the six-year Fiscal Plan. (The major assumptions used to calculate these amounts appear in the "Revenue Assumptions" and "Non-Operating Expenses Assumptions" pages.)

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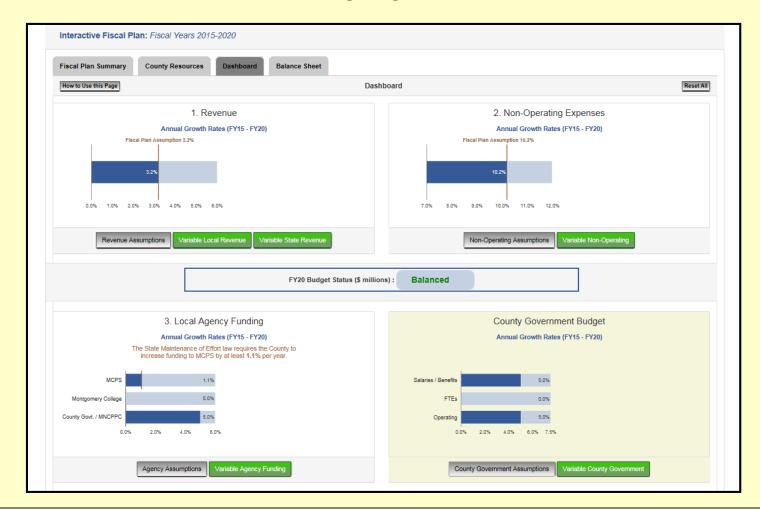
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To continue, click the "Dashboard" button.

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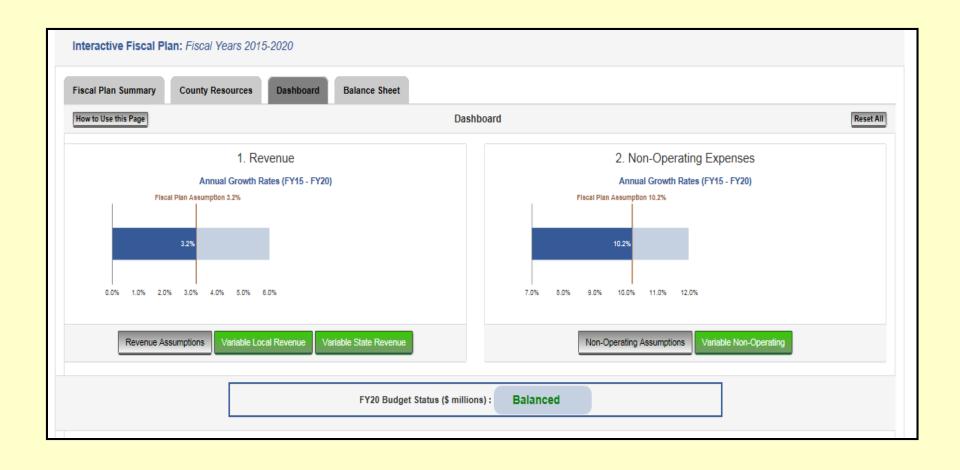


This page shows changes in Fiscal Plan assumptions made on other pages of the model. The "Dashboard" page summarizes all assumptions inputted into the model. The bar graphs on this

page change when you adjust assumptions in the model.

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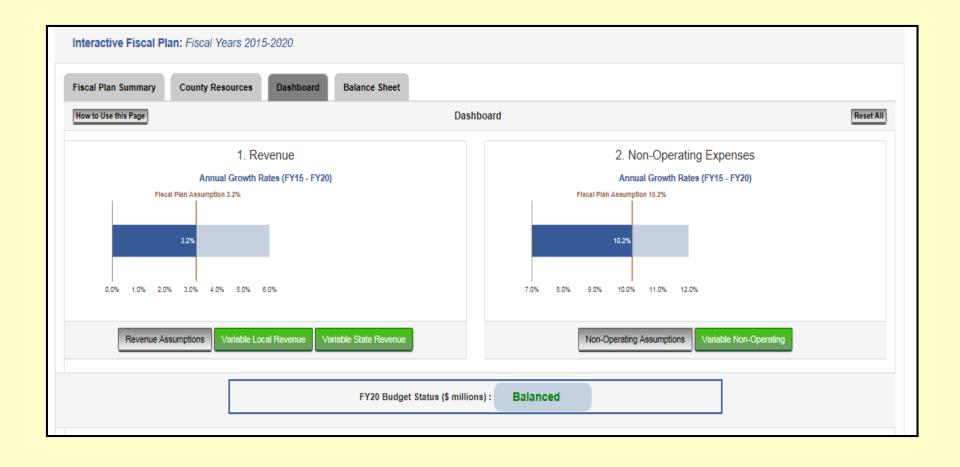
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The view above shows the top half of the Dashboard page. When using the model, scroll down to see the bottom half.

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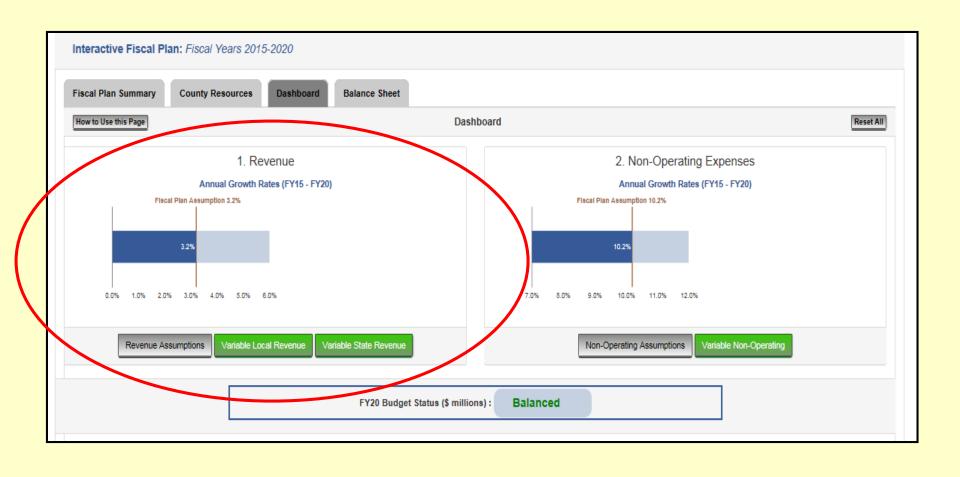
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The "Dashboard" page includes four panels. The first two panels appear in the top half of the Dashboard as shown above.

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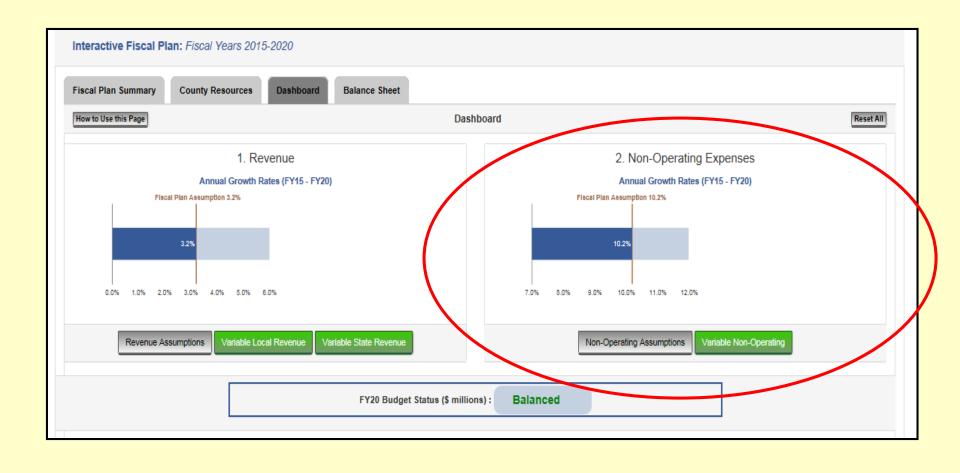
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Panel #1 shows Revenue assumptions.

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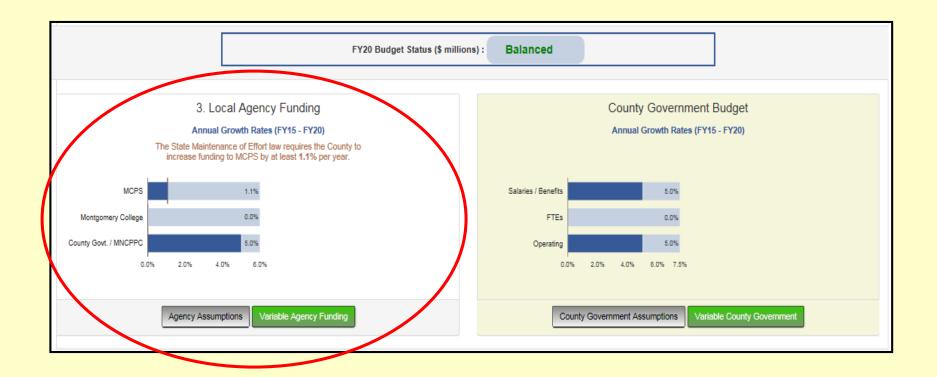


Panel #2 shows Non-Operating Expenses assumptions.

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DASHBOARD (Bottom Half)



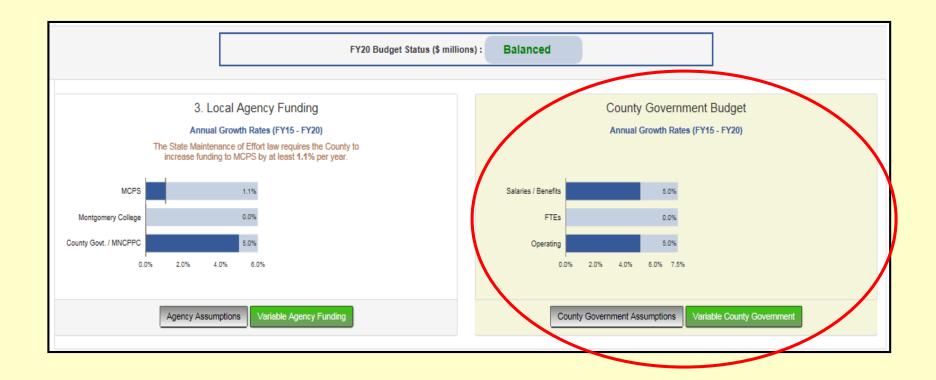
Two additional panels appear on the bottom half of the Dashboard.

Panel #3 shows the average annual growth rates in agency funding. The default setting for MCPS and Montgomery College is at the "maintenance of effort" ("MOE") level. MOE is defined in the Agency Funding section of this manual.

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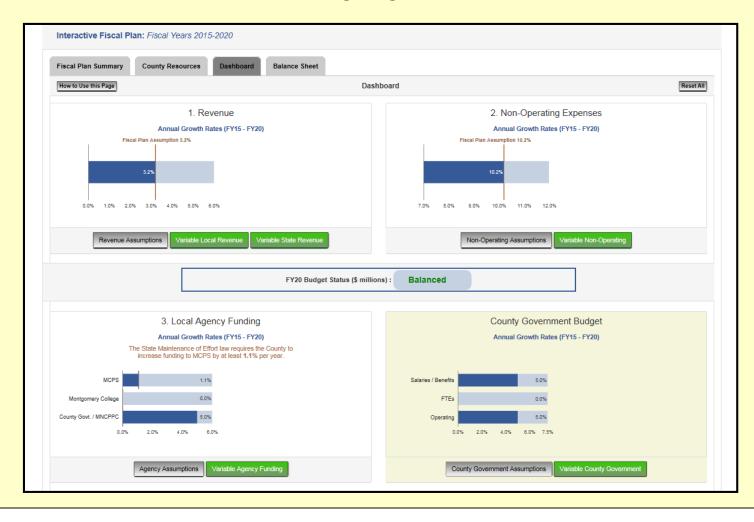
DASHBOARD (Bottom Half)



The fourth panel shows the average annual growth rates for major elements in the County Government budget. As detailed later, this section of the model does not include an independent set of assumptions but rather is a subset of the assumptions for County Government funding level in Panel #3.

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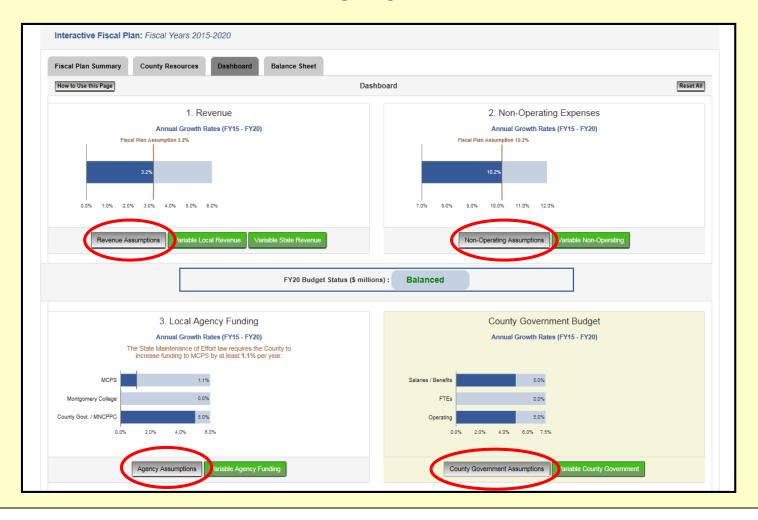
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Gray and green buttons appear on the bottom of each panel.

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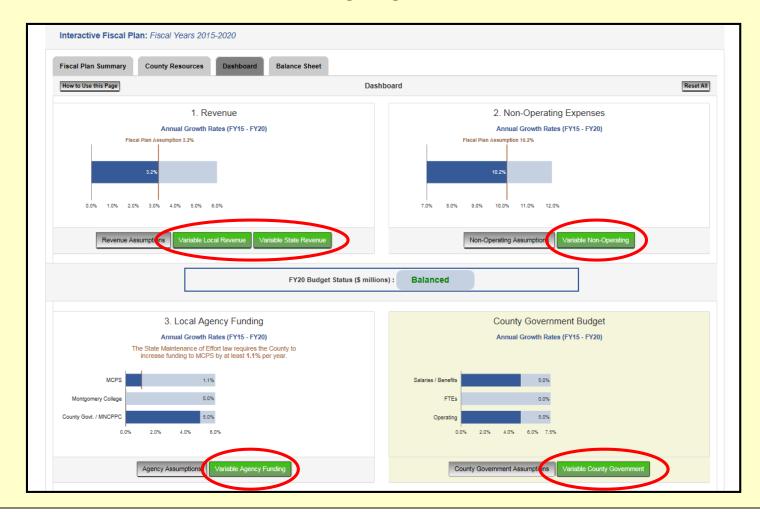
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The gray buttons open pages that show the default assumptions entered into the model. (Unless stated otherwise, the default assumptions are taken directly from the Fiscal Plan.) These pages contain static information that cannot be changed.

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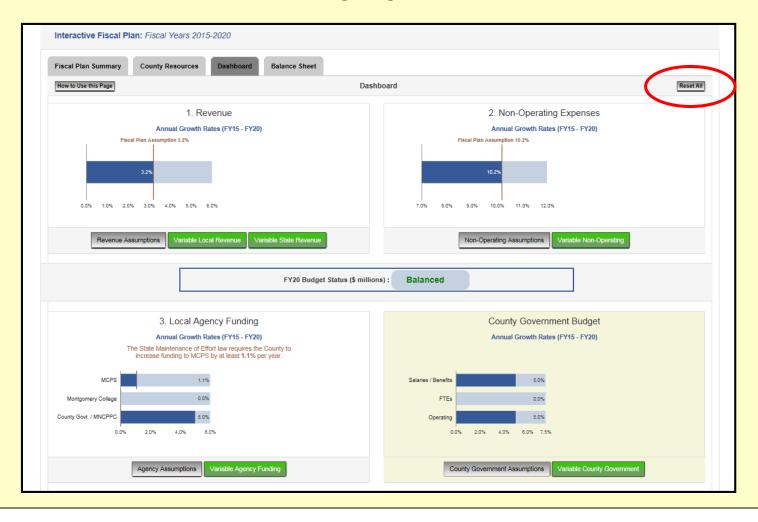
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The green buttons open the "variable" pages of the model. In the variable pages, you can change the assumptions from their default settings.

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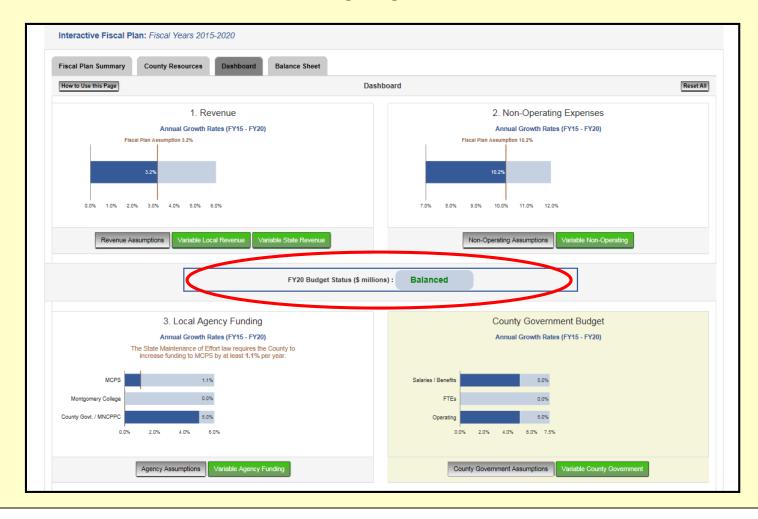
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The green buttons open the "variable" pages of the model. In the variable pages, you can change the assumptions from their default settings.

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The Dashboard shows the budget status for the sixth year of the Fiscal Plan given the assumptions inputted into the model. Using the default assumptions, the budget is balanced. The budget status indicator also shows when inputted assumptions produce either a surplus or a deficit in the sixth year.

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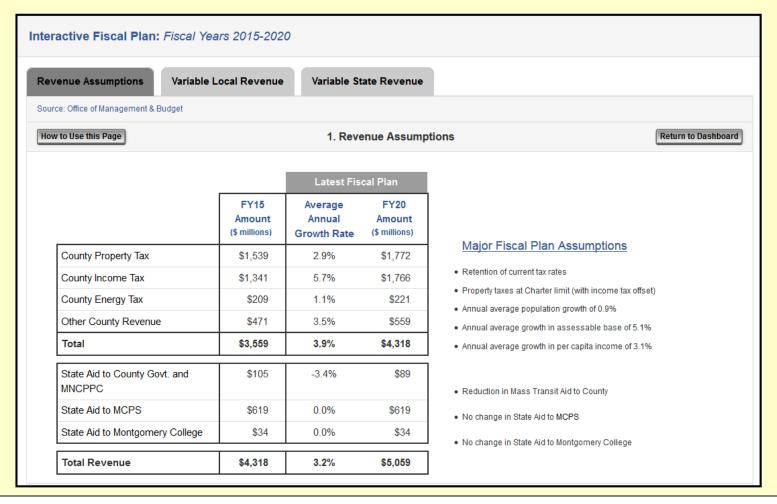
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To continue, click the "Revenue Assumptions" button.

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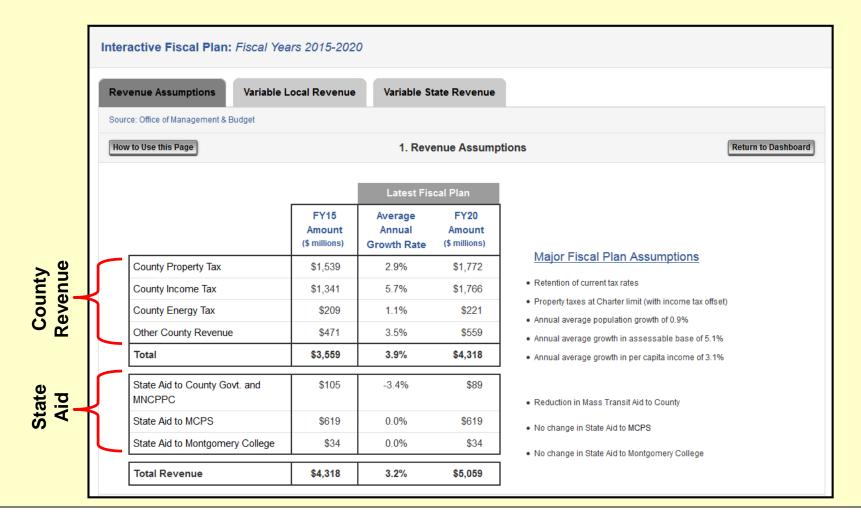


No changes may be made to the data shown on this page.

This page shows the projected average annual rate of growth as included in the latest version of the Fiscal Plan.

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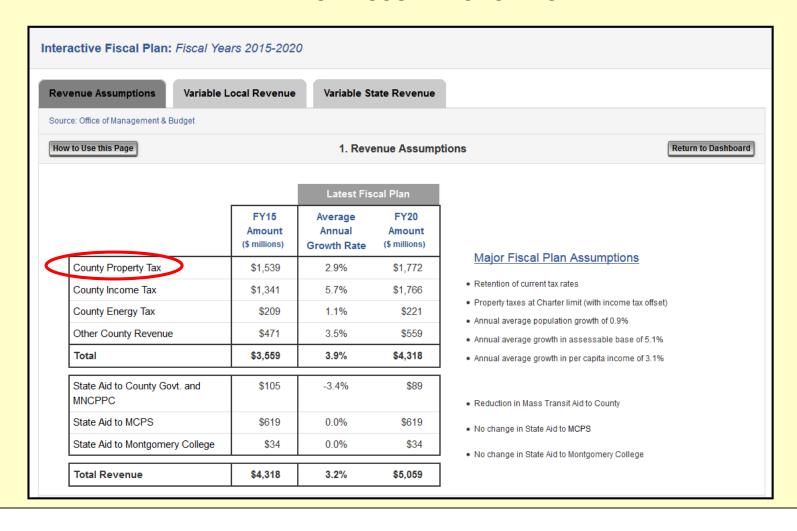
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Revenue projections are shown in two groups: County-Generated Revenue (in the first four rows) and State Aid (in the next three rows).

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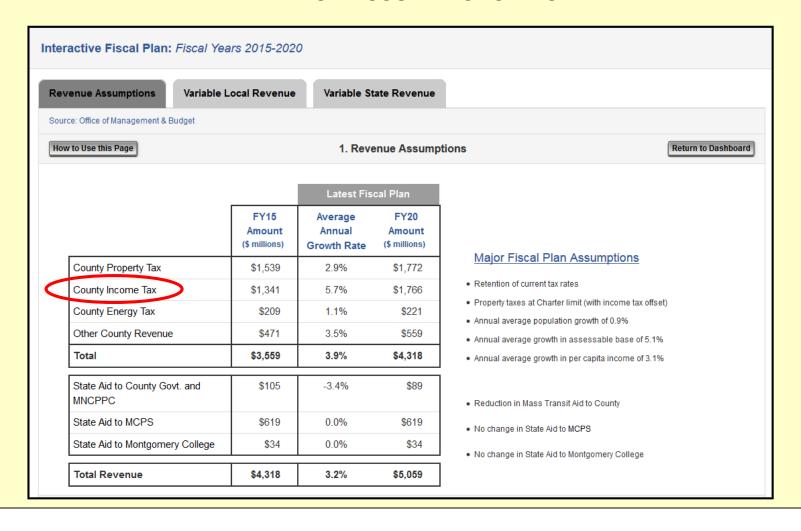
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The general County property tax is levied on all property in the County. Additional County property taxes (such as the transit tax) are levied either Countywide or in specially defined areas.

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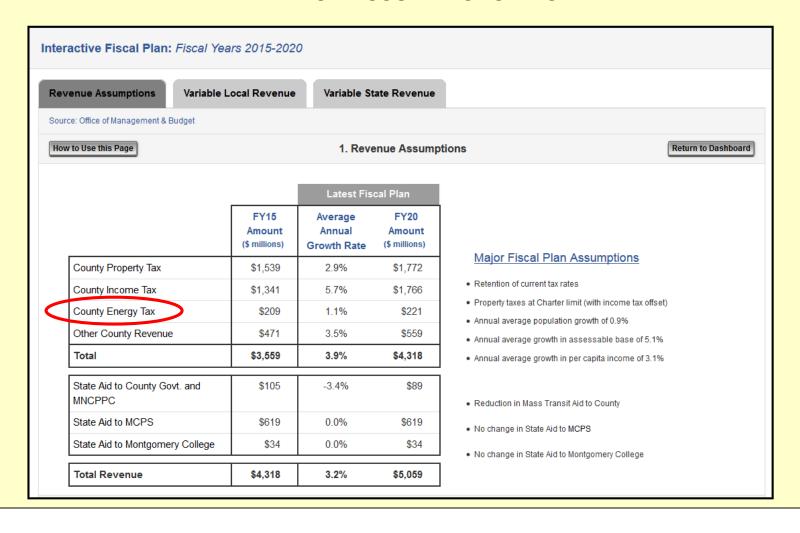
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Maryland counties levy an income tax on residents that is a percentage of taxable net income. Maryland law limits income tax rates set by counties to a maximum of 3.2% of net taxable income.

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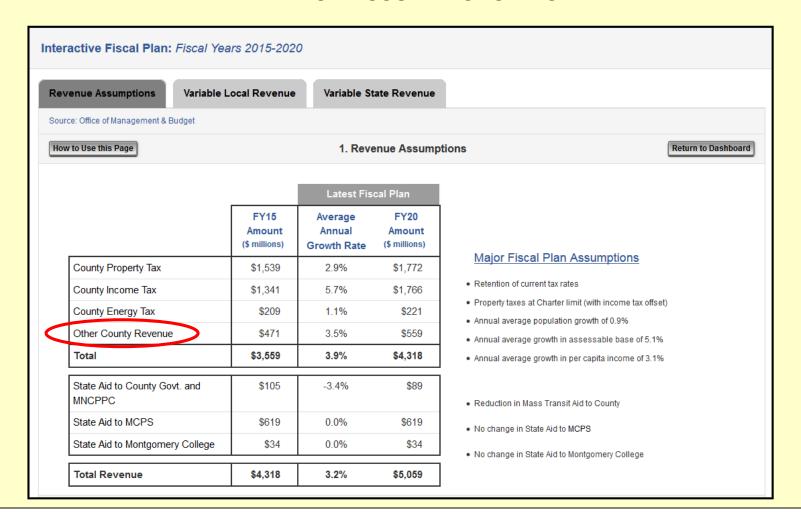
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The County energy tax is levied on the transmission, distribution, production, or supply of electricity, gas, steam, coal, fuel oil, or liquefied petroleum gas in the County.

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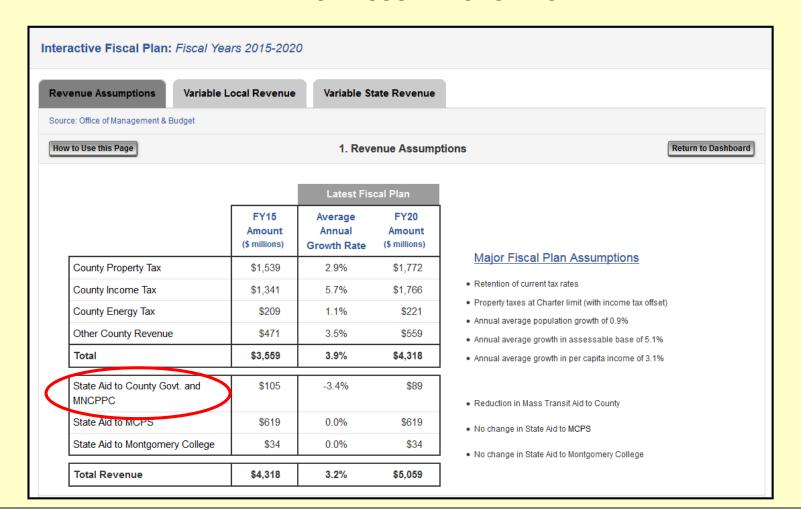
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Other local revenue includes revenue generated by the transfer tax, recordation tax, and telephone tax, charges for services, licensing fees, and fines.

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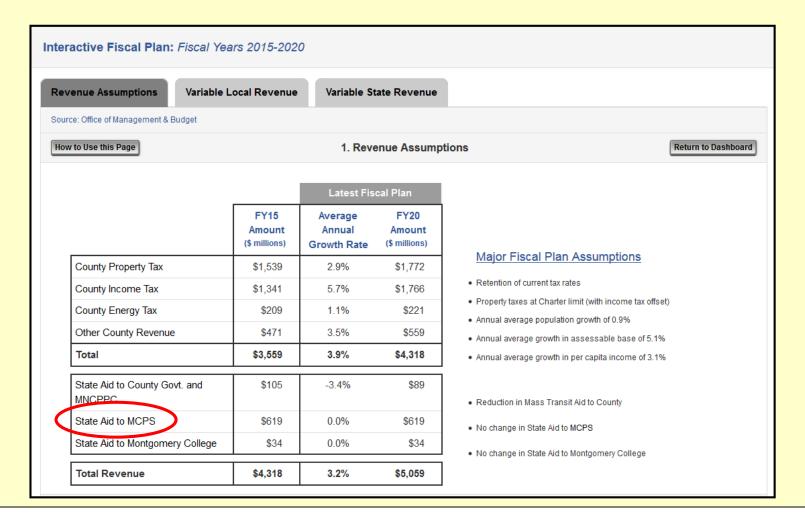
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The State of Maryland provides aid to the County Government and MNCPPC to assist in the funding of police, library, transit, health, and other services.

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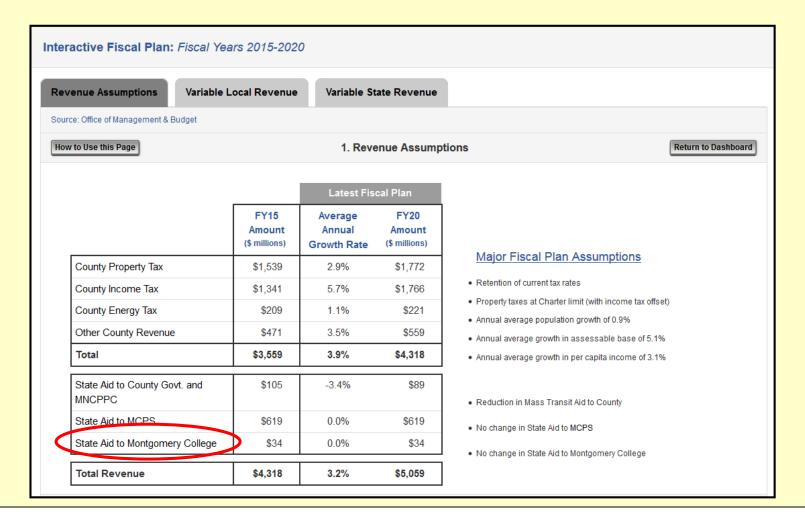
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The State of Maryland provides financial aid to local public school systems.

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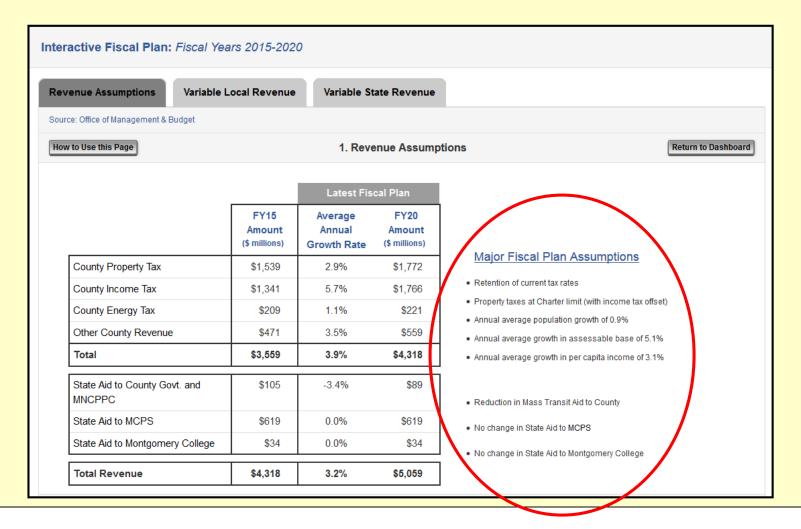
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The State of Maryland provides financial aid to community colleges.

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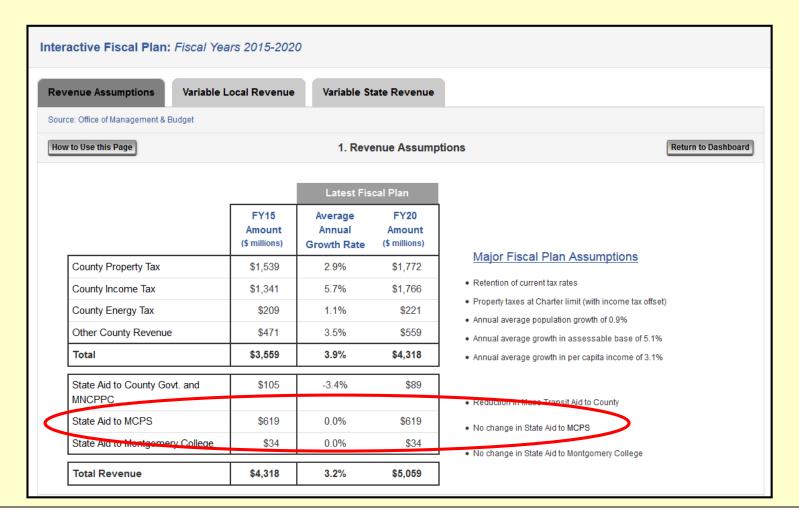
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This page shows the major assumptions used by the County Department of Finance to develop the revenue estimates included in the latest Fiscal Plan.

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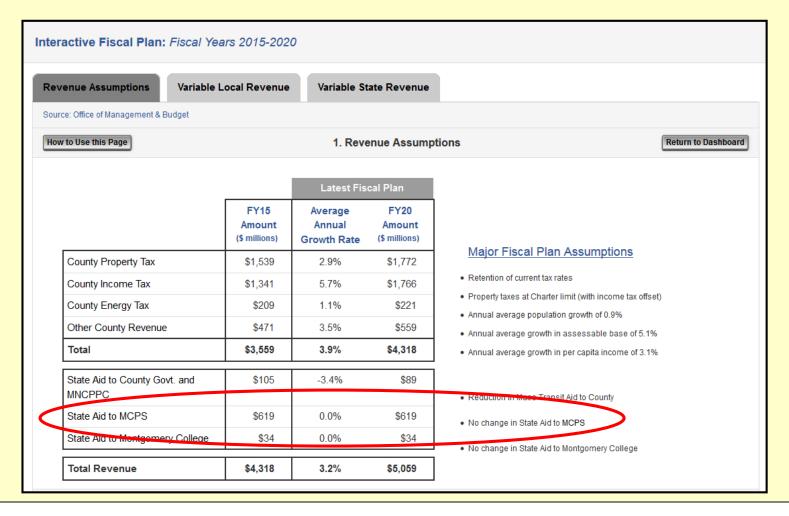
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Note that the approved fiscal plan assumes 0% growth in State Aid to MCPS.

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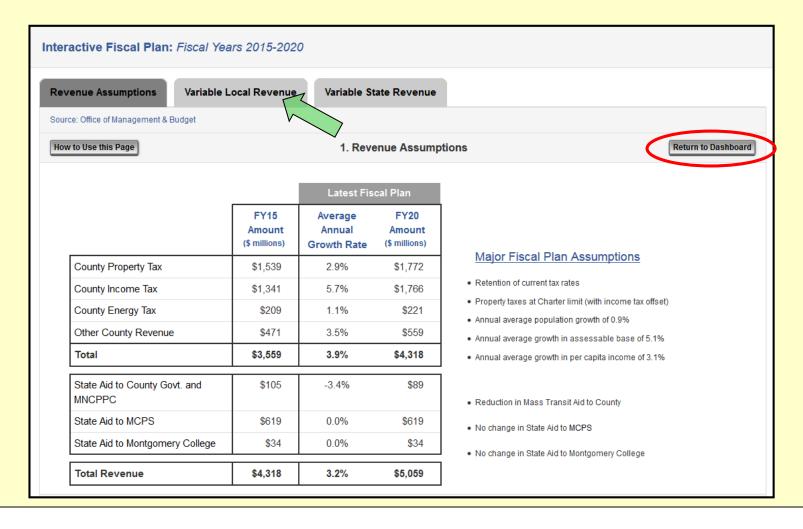
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While State Aid to MCPS has grown significantly in past years, this growth has not been related to economic conditions but rather to funding decisions made by the State. As it is difficult to predict future State funding decisions, the Fiscal Plan uses a default assumption of no annual change in State aid to MCPS.

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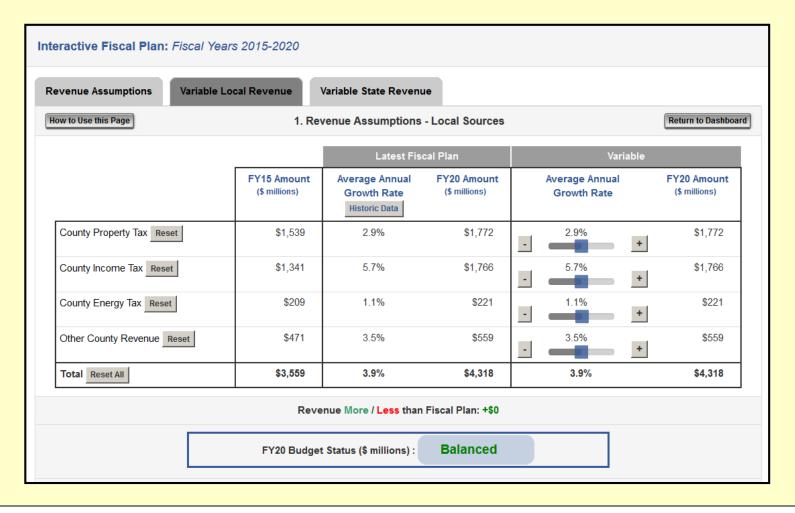
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To continue, click the "Variable Local Revenue" button. (or to return to the Dashboard, click the "Return to Dashboard" button).

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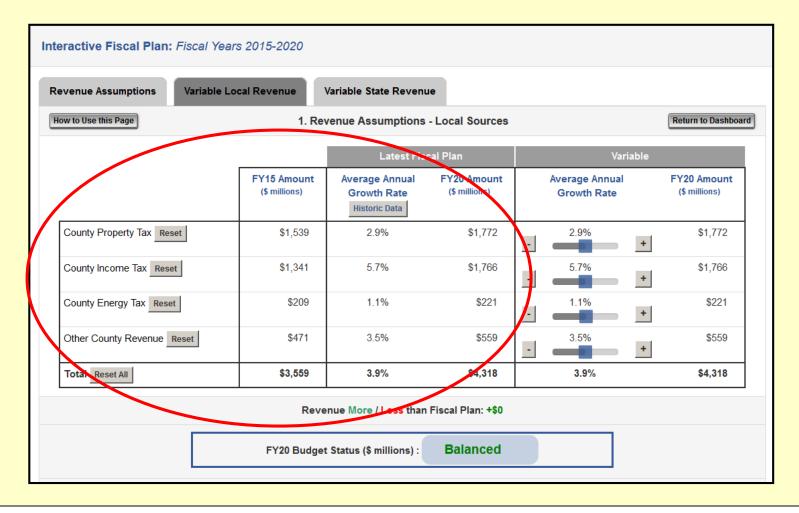
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The Variable Local Revenue page allows you to change the Fiscal Plan local revenue assumptions.

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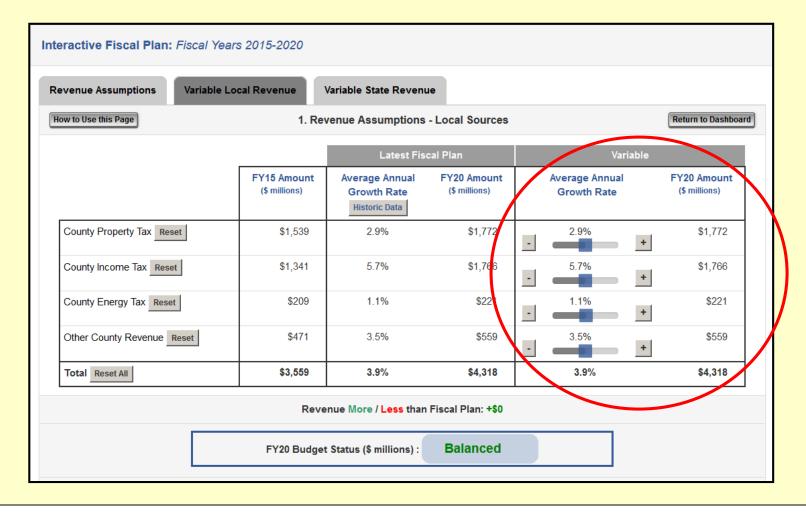
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The left side of the page shows the current Fiscal Plan local revenue assumptions. These entries are fixed and cannot be adjusted.

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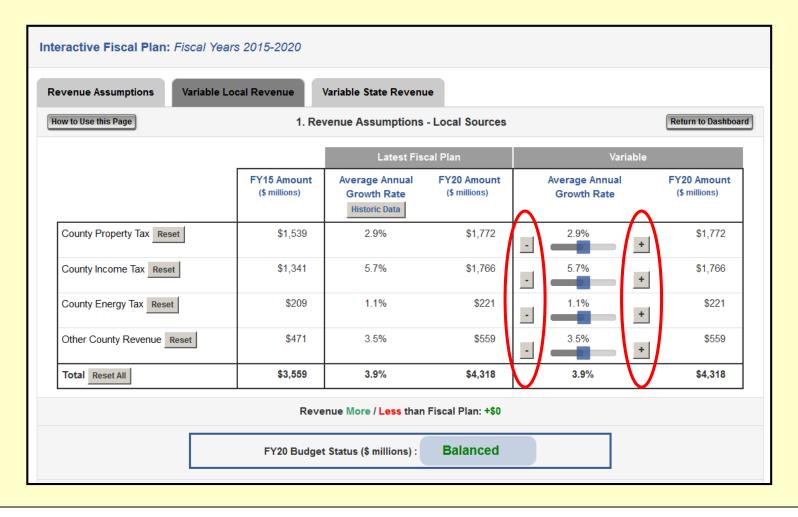
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The sliders under the "variable" heading allow you to adjust the assumed average annual growth rate for each revenue category. The default setting for each line is the current Fiscal Plan assumption.

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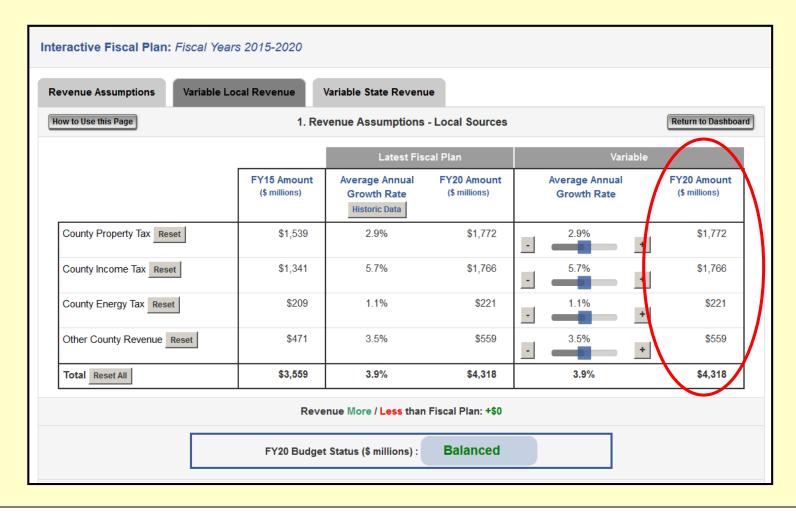
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Click on the minus (-) or plus (+) buttons on either side of a slider to adjust the assumed average annual growth rate for each revenue category.

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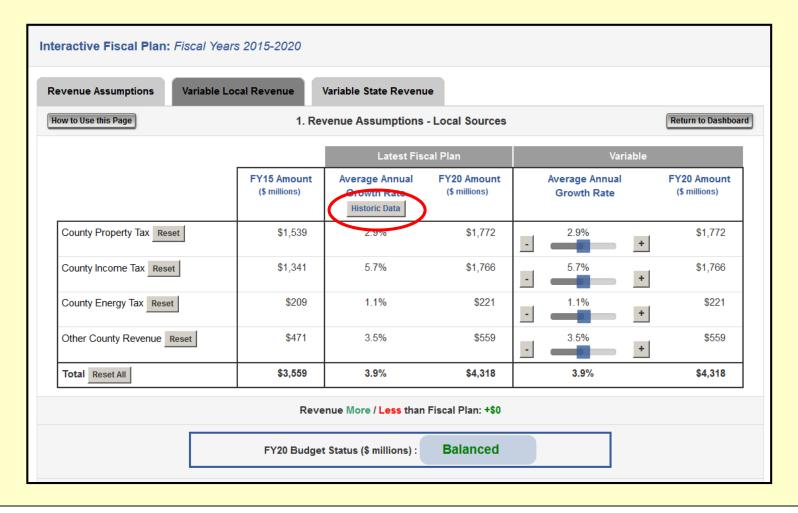
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The model adjusts the sixth year dollar amount to reflect any changes made to the assumed average annual growth rates.

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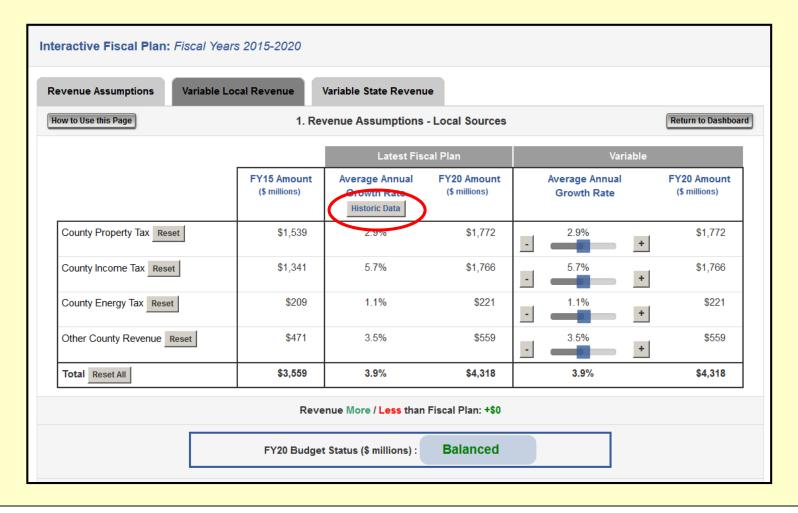
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To provide context, the model includes information about revenue trends. To see the highest and lowest average annual growth rates (over a five-year period) during the past 25 years, click the "Historic Data" button.

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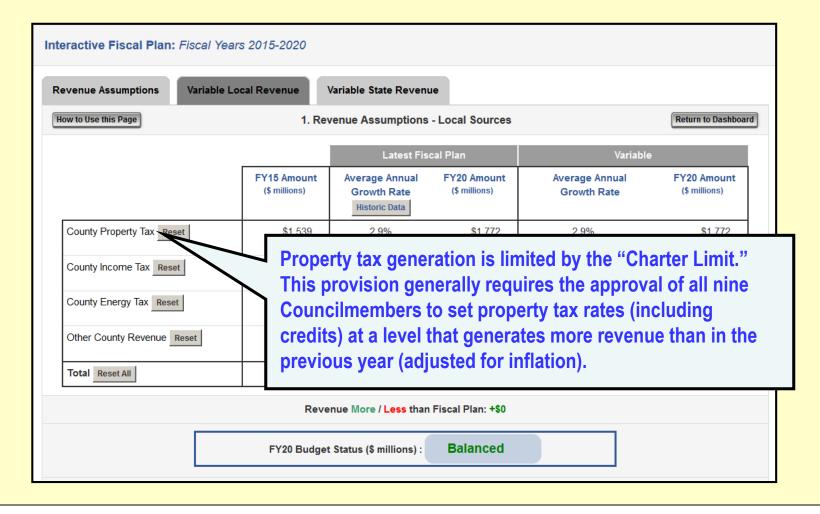
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When reviewing the historic data, keep in mind that revenue generation varies over time because of economic and policy factors. For example, property and income tax revenues are functions of personal wealth, the housing market, employment levels, and other conditions. In addition, revenue from some taxes (most notably, the energy tax) have increased or decreased in past years because of tax rate changes.

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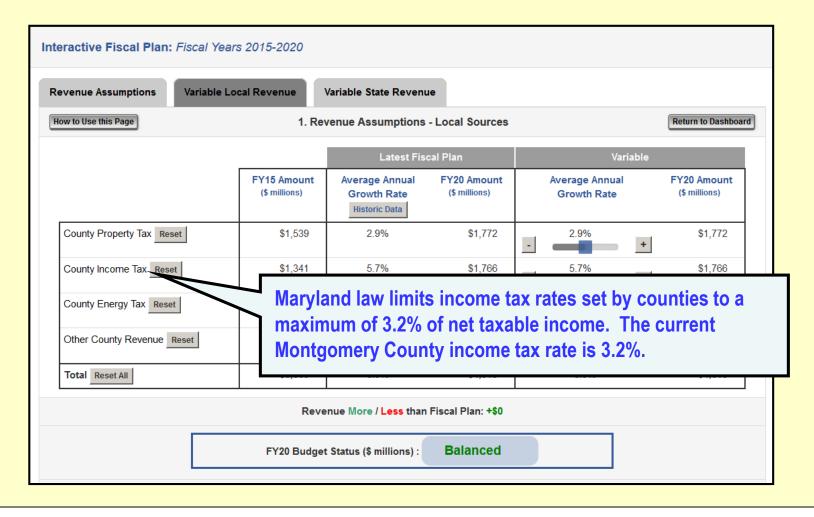
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Other factors control the rate of revenue generation.

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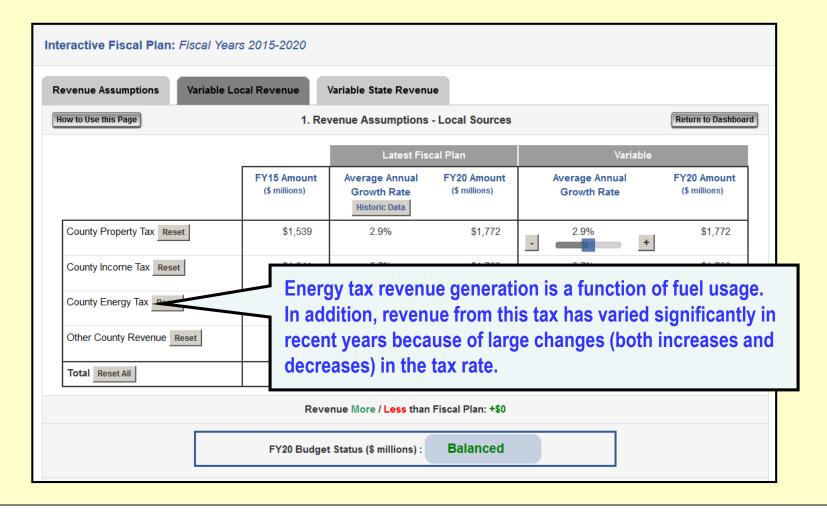
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Other factors control the rate of revenue generation.

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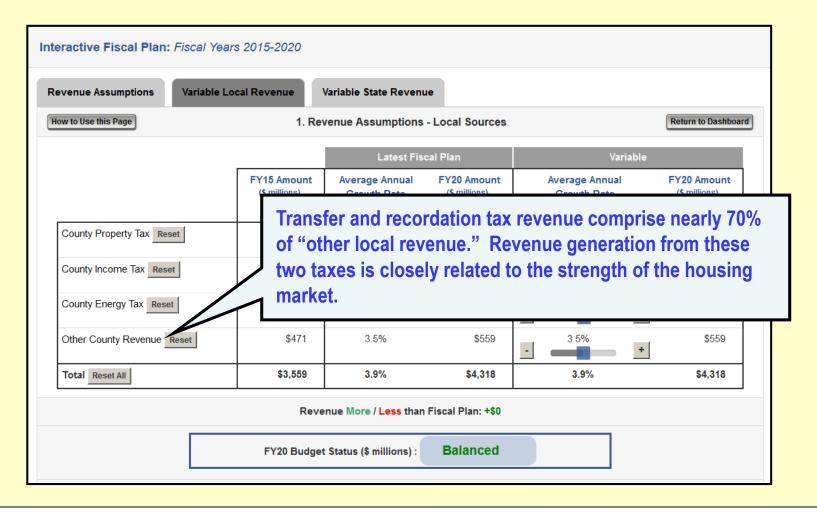
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Other factors control the rate of revenue generation.

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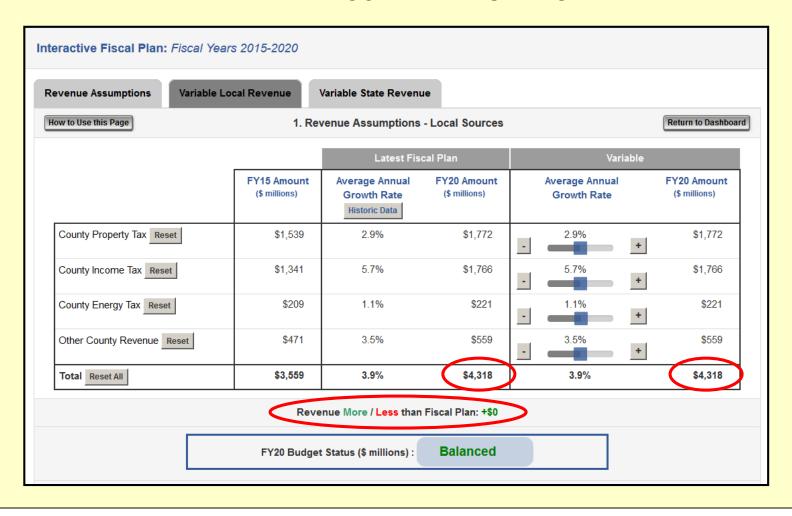
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Other factors control the rate of revenue generation.

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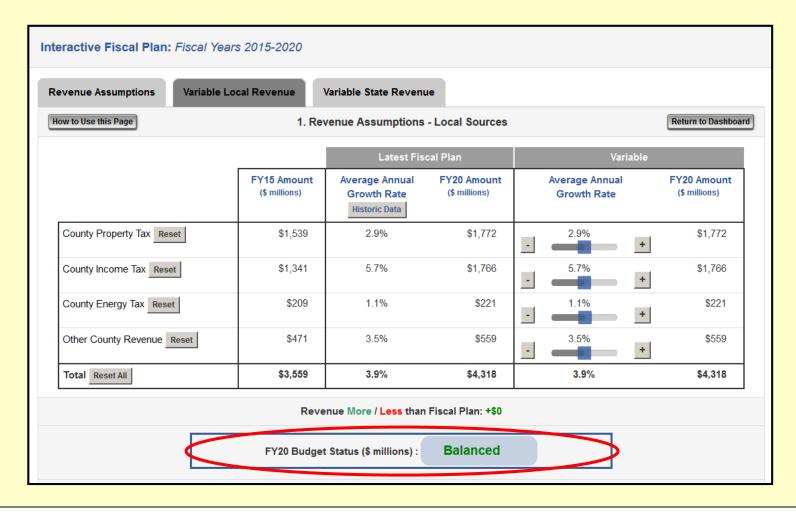
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Any difference between the Fiscal Plan revenue assumptions and the variable revenue assumptions is shown on the bottom of the page.

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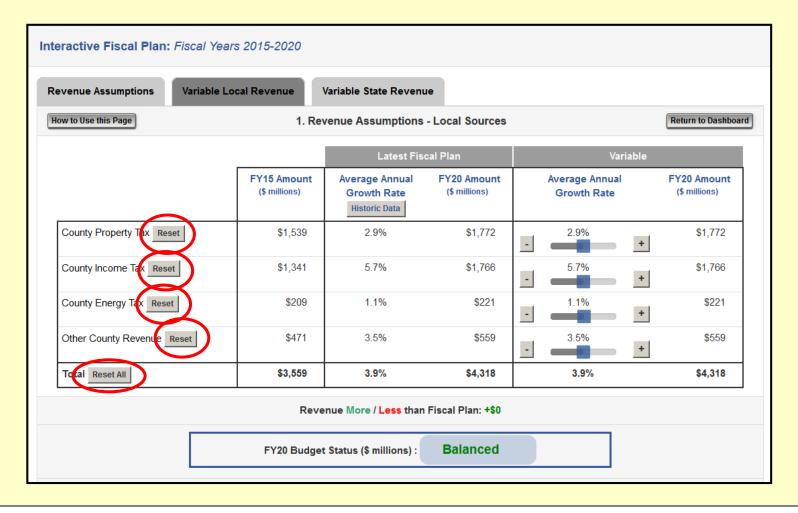
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The budget status indicator on the bottom indicates whether the sixth year budget is in balance, surplus, or deficit based on the assumptions inputted into the model from this page and other pages.

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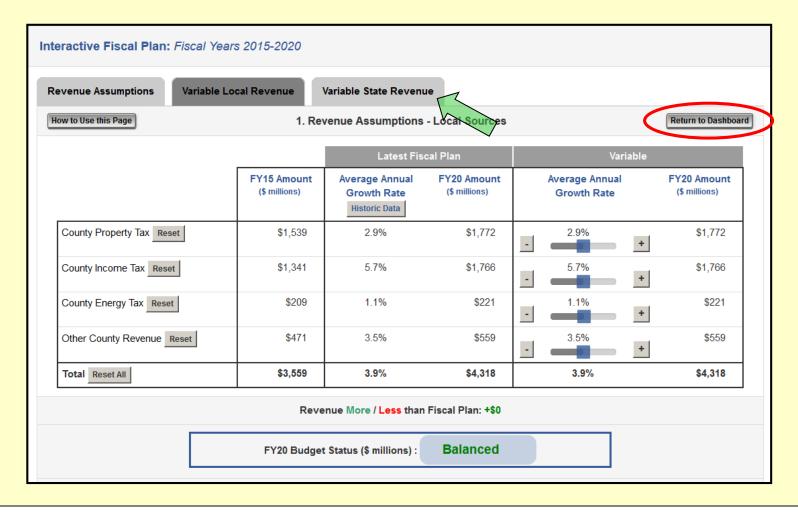
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The "Reset" button on each line resets the variable average annual growth rate to the default settings (the latest fiscal plan assumptions). The "Reset All" button resets the entire page to their default settings.

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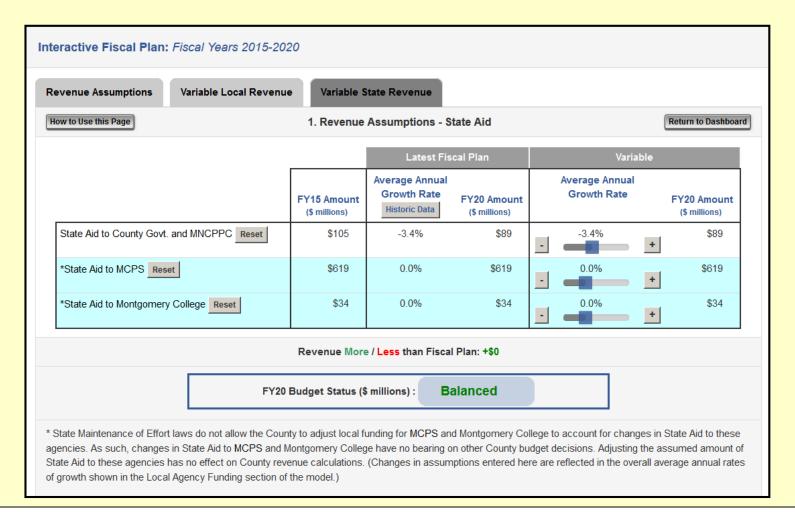
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To continue, click the "Variable State Revenue" button. (or to return to the Dashboard, click the "Return to Dashboard" button).

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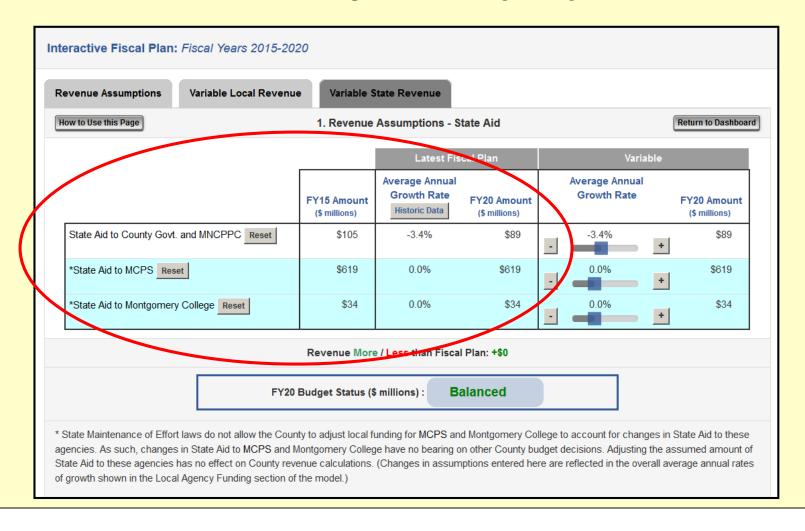
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The Variable State Revenue page allows you to change the Fiscal Plan State Aid assumptions.

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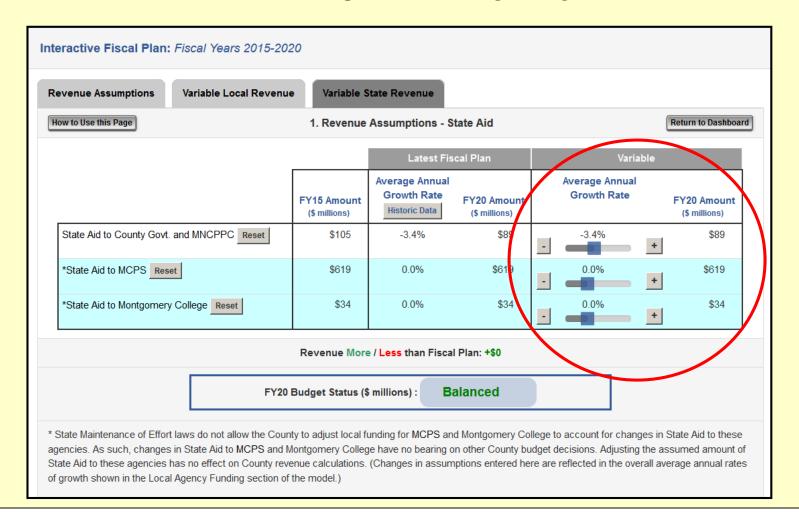
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The left side of the page shows the current Fiscal Plan State Aid assumptions. These entries are fixed and cannot be adjusted.

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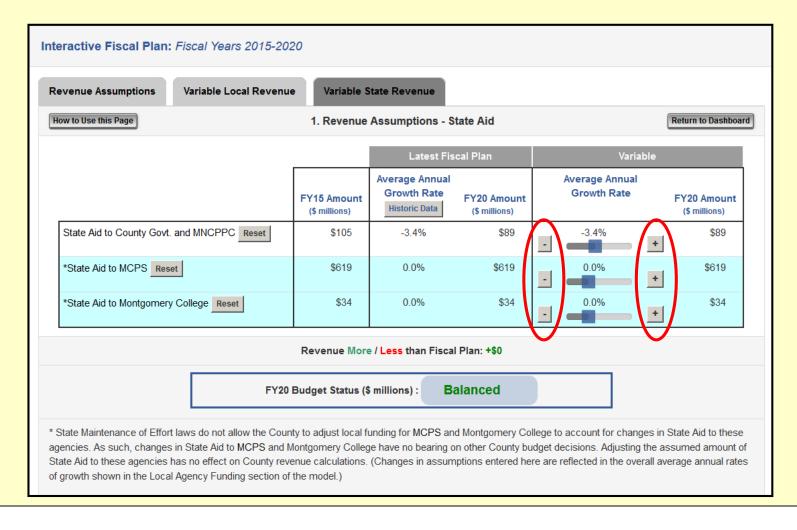
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The sliders under the "variable" heading allows you to adjust the average annual growth rate for each State Aid category. The default setting for each line is the latest Fiscal Plan assumption.

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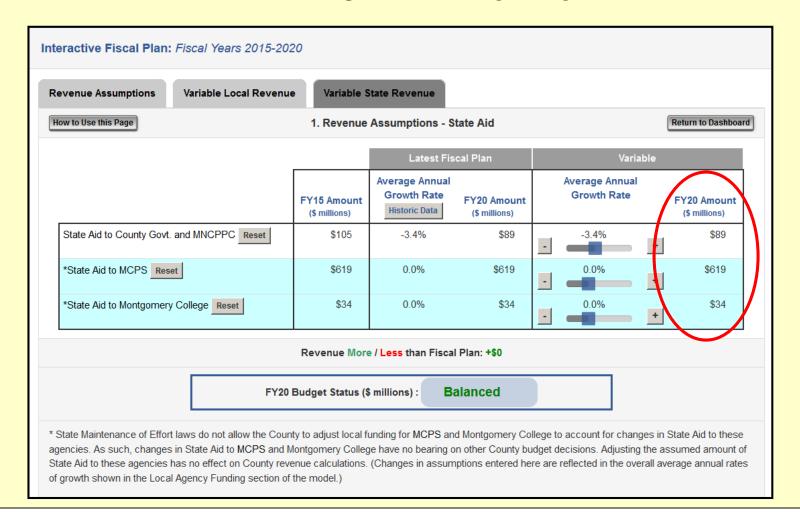
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Click on the minus (-) or plus (+) buttons on either side of a slider to adjust the assumed average annual growth rate for each category of State Aid.

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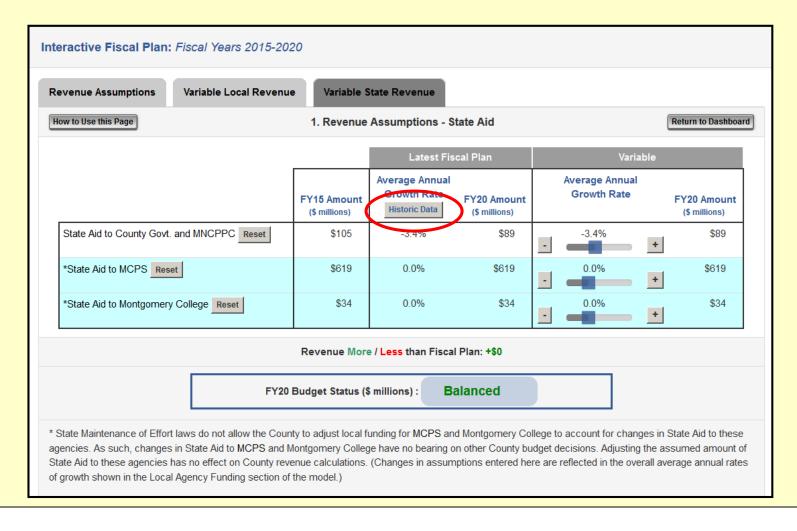
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The model adjusts the sixth year dollar amount to reflect any changes made to the assumed average annual growth rates.

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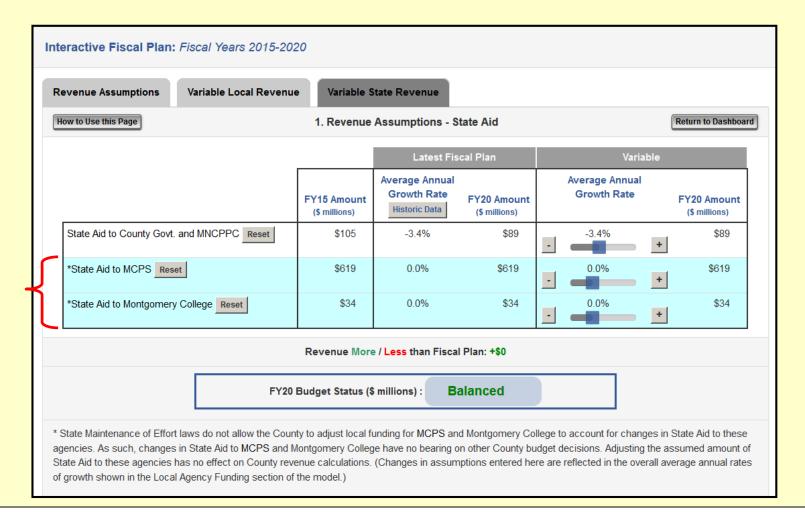
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To provide context, the model includes information about the average annual rate of growth for State Aid in recent years. To see the average annual rate of growth in each State Aid for each category over the past five years, click the "Historic Data" button.

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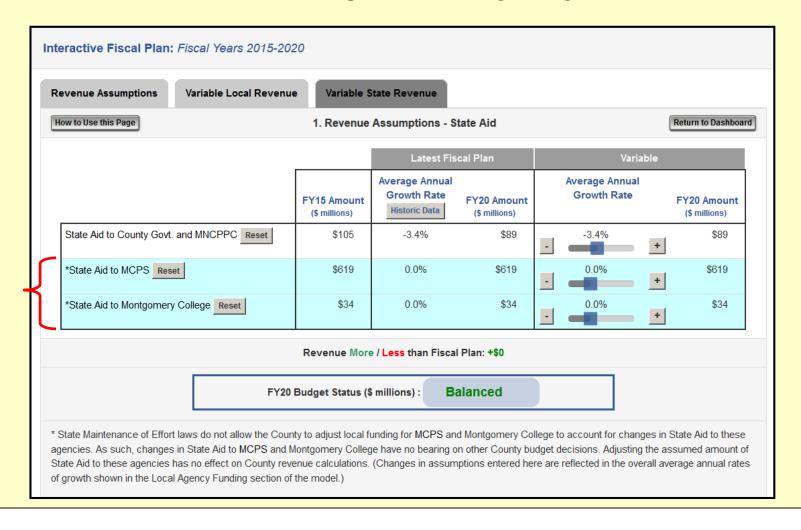
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The lines for State Aid to MCPS and Montgomery College are shaded in blue. The shading indicates that changes in State Aid to these two agencies have a different effect on County budgeting than changes to any other type of revenue.

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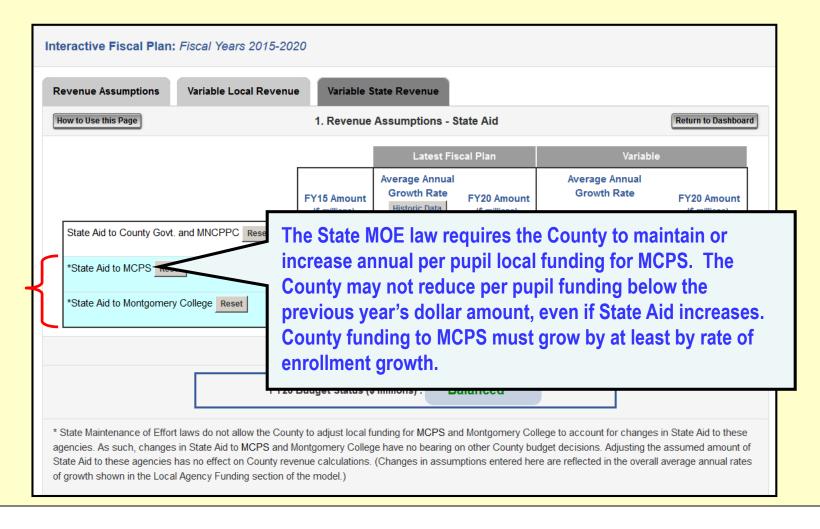
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Local funding for MCPS and Montgomery College is governed by State "maintenance of effort" (MOE) laws.

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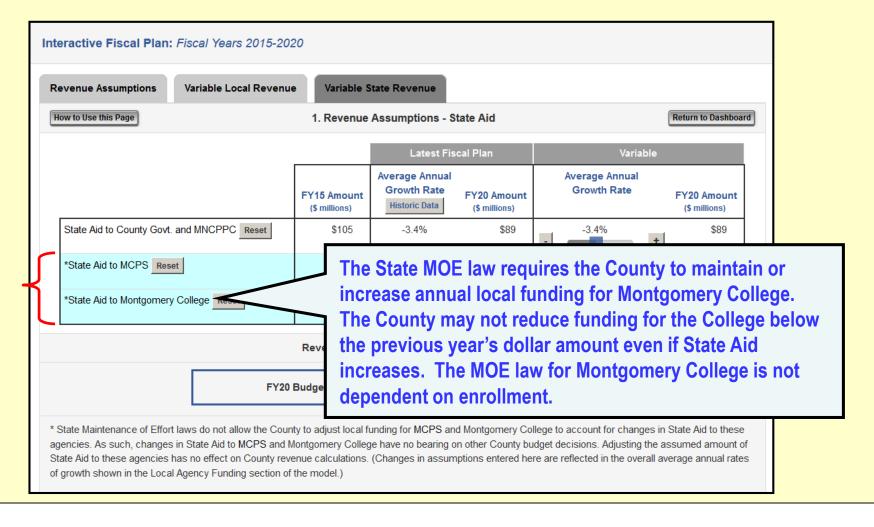
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Local funding for MCPS and Montgomery College is governed by State "maintenance of effort" (MOE) laws.

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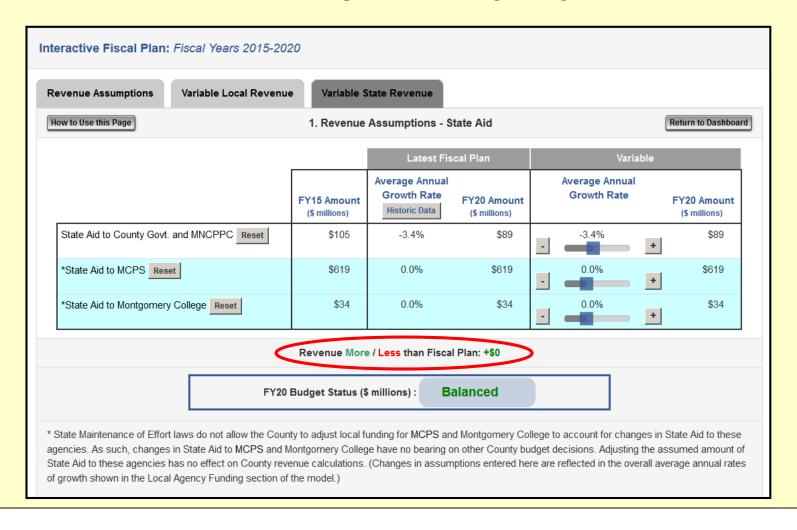
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Local funding for MCPS and Montgomery College is governed by State "maintenance of effort" (MOE) laws.

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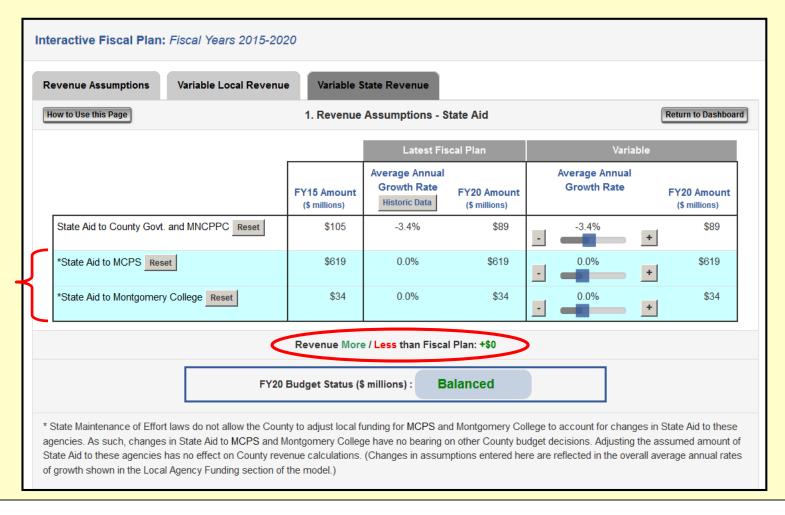
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Any difference between the Fiscal Plan assumption for State Aid to the County Government and MNCPPC and the variable assumptions entered into the model is shown on the bottom of the page.

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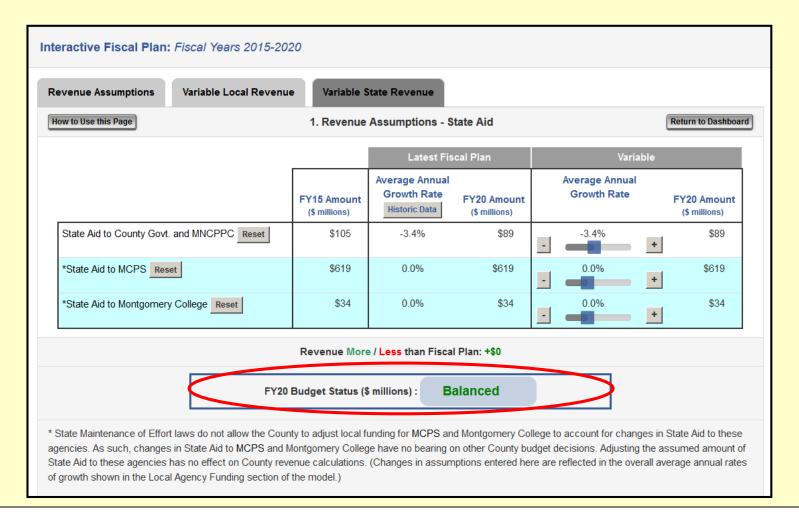
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However, as the State MOE law prohibits the County from considering changes in State Aid to MCPS and Montgomery College when making decisions on the allocation of County revenues, the model does not factor changes in assumed State Aid for MCPS or the College into the calculation resources available for the County to allocate to agencies.

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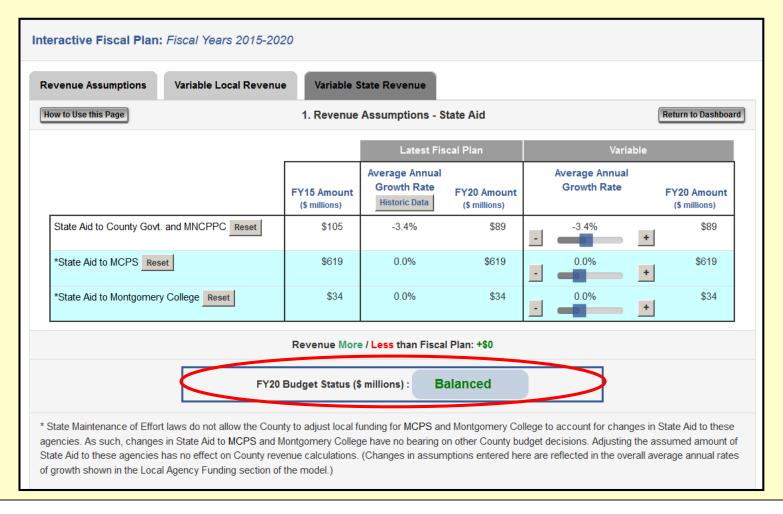
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The budget status indicator on the bottom indicates whether the sixth year budget is in balance, surplus, or deficit based on the assumptions inputted into the model from this page and other pages.

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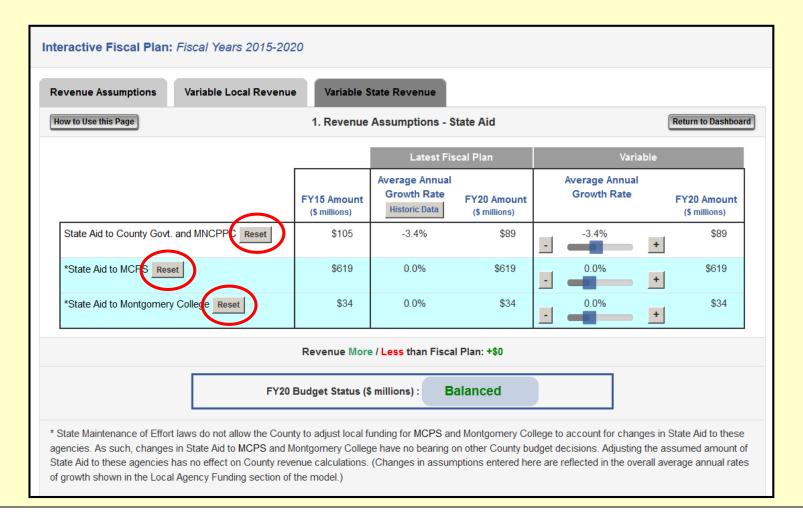
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However, as the State MOE law prohibits the County from considering changes in State Aid to MCPS and Montgomery College when making decisions on the allocation of County revenues, the model does not factor changes in assumed State Aid for MCPS or the College into the calculation of the sixth year budget status.

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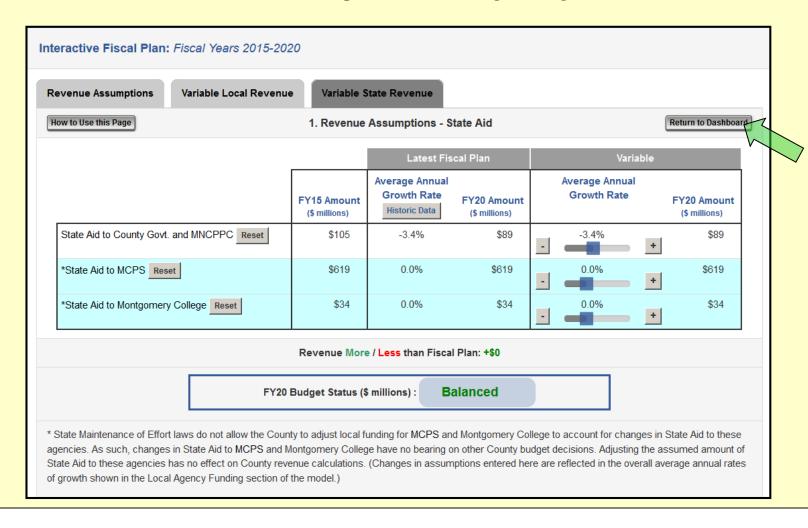


The "Reset" button on each line resets the variable average annual growth rate to the default settings (the latest fiscal plan assumptions).

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VARIABLE STATE REVENUE PAGE

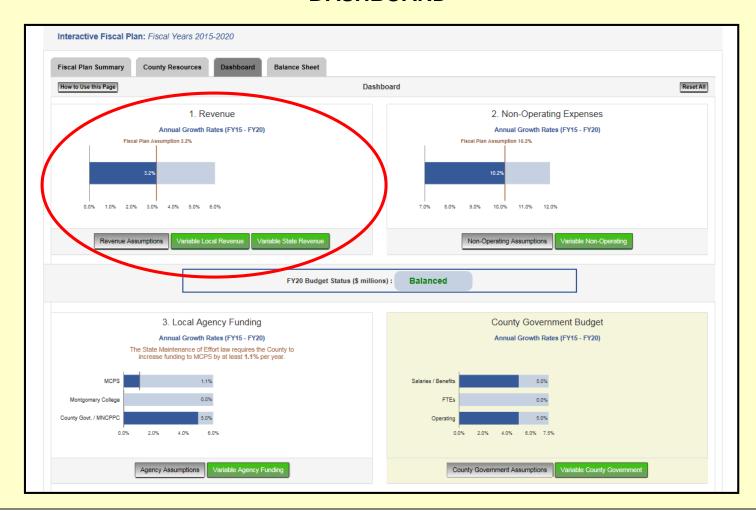


To continue, click the "Return to Dashboard" button.

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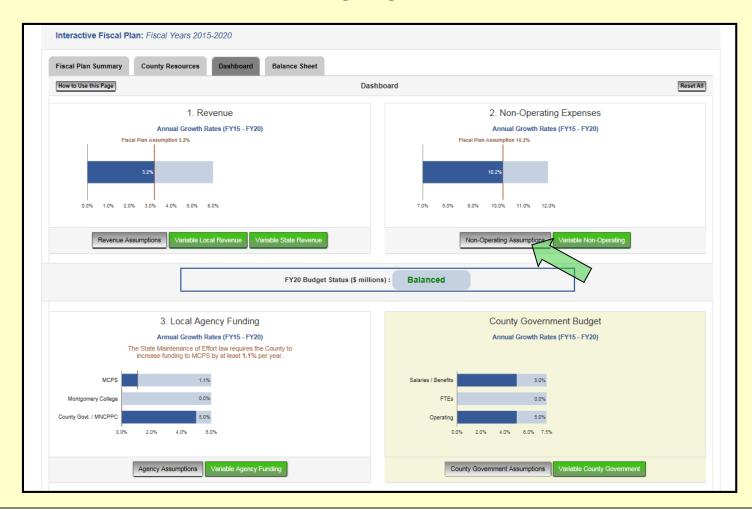


The Dashboard will show any variation between revenues (excluding State Aid to MCPS and Montgomery College) assumed in the latest fiscal plan and revenue assumptions inputted into the model. (The image above shows no change from the approved fiscal plan assumptions.)

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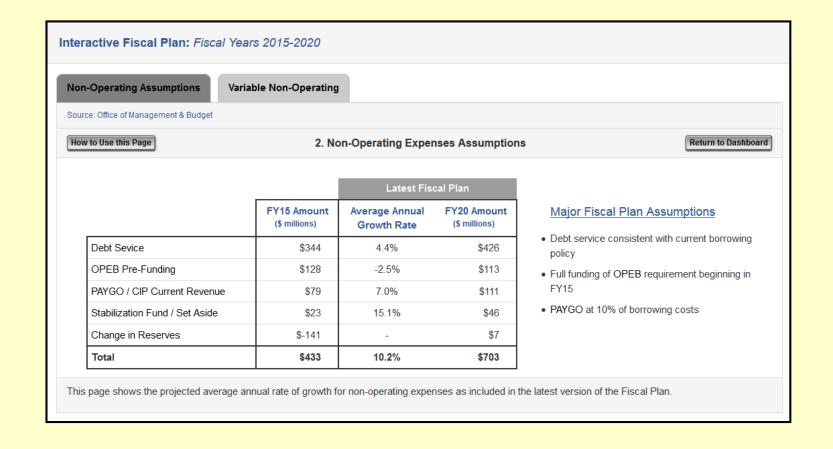
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To continue, click the "Non-Operating Assumptions" button.

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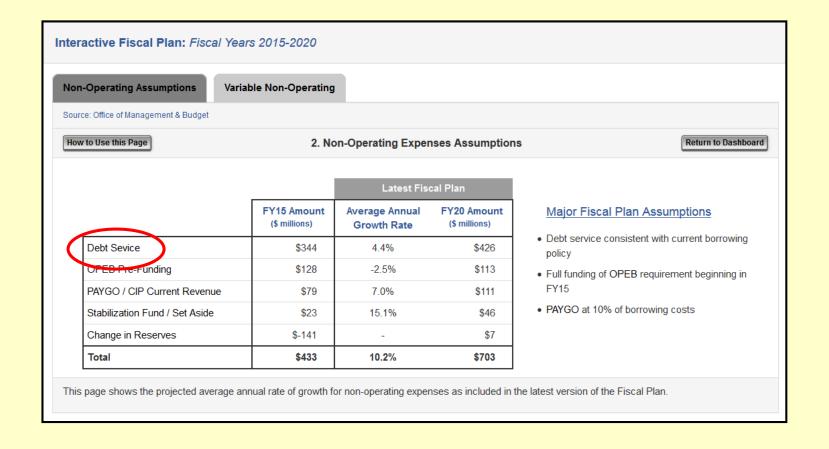


No changes may be made to the data shown on this page.

This page shows the projected average annual rate of growth for non-operating expenses as included in the latest version of the Fiscal Plan.

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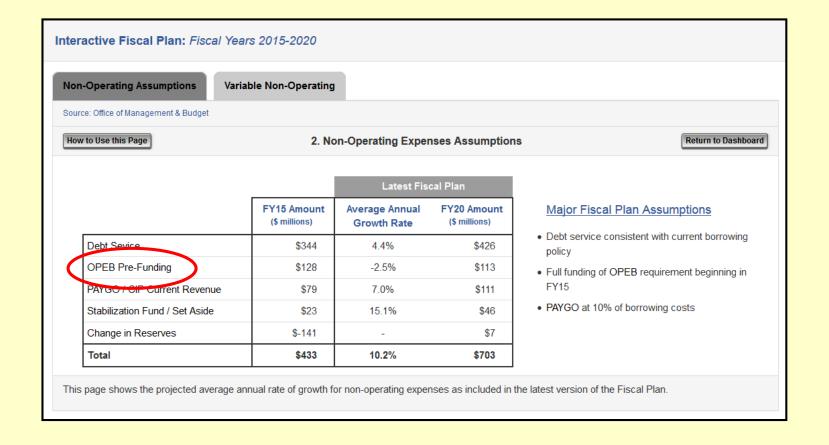
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Debt service is the amount set aside annually in the operating budget to repay debt. The County incurs debt primary in the form of bond issuances to finance the construction of capital projects for the County Government, MCPS, Montgomery College, and MNCPPC.

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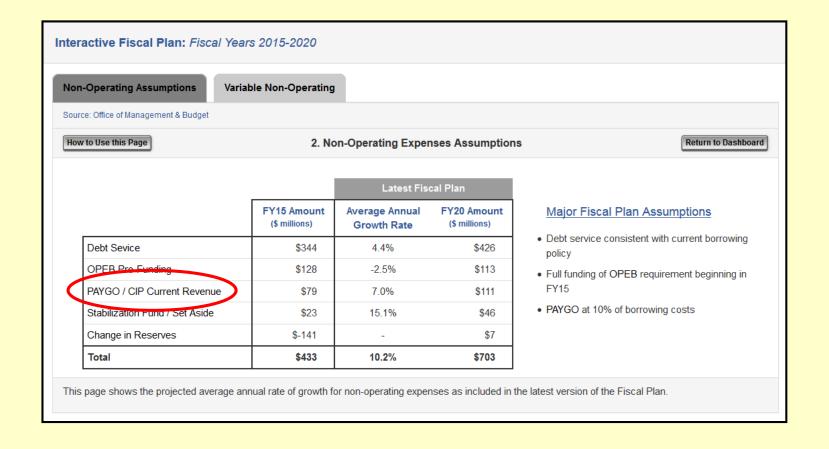
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Other Post-Employment Benefits (OPEB) refers to the cost of retiree health insurance benefits. Standards established by the Governmental Accounting Standards Board (GASB) call on public sector employers to set aside OPEB funds when employees earn the benefit (known as "pre-funding").

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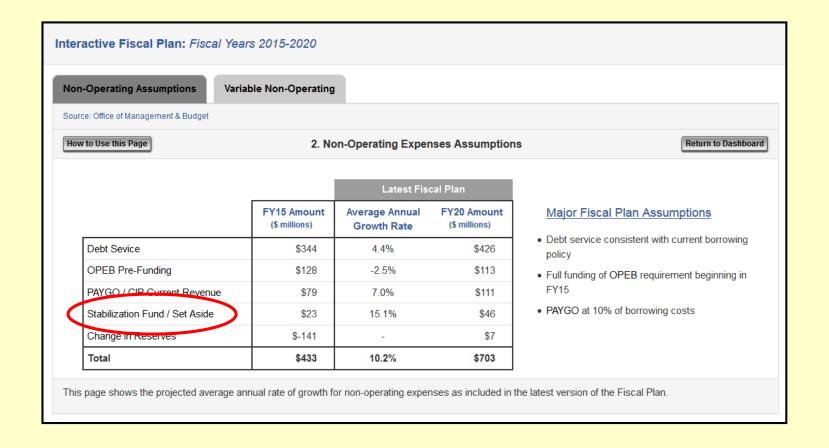
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Pay-as-you-go (or "PAYGO") refers to current revenue used to pay for projects in the Capital Improvements Program (CIP). The County uses current revenue to fund capital projects in order to reduce its debt obligation.

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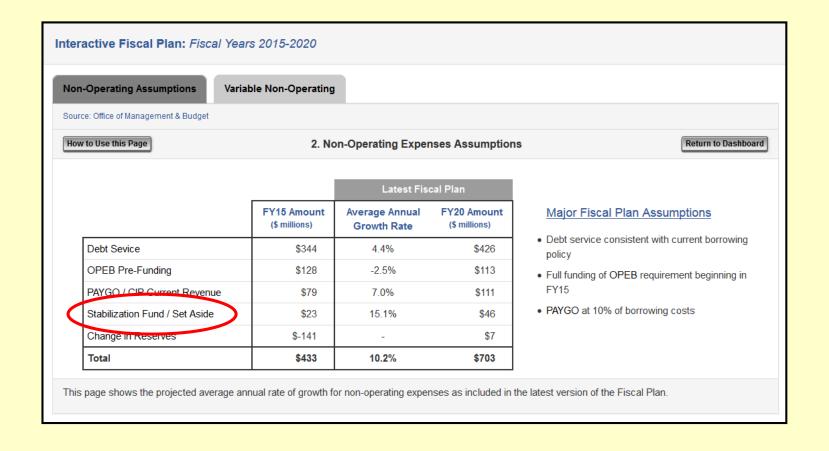
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County law mandates the creation of a "Revenue Stabilization Fund." This fund is designed to accrue a balance during periods of economic growth when revenue collections exceed estimates. The Fund may be drawn upon during periods of economic slowdown, when collections fall short of revenue estimates.

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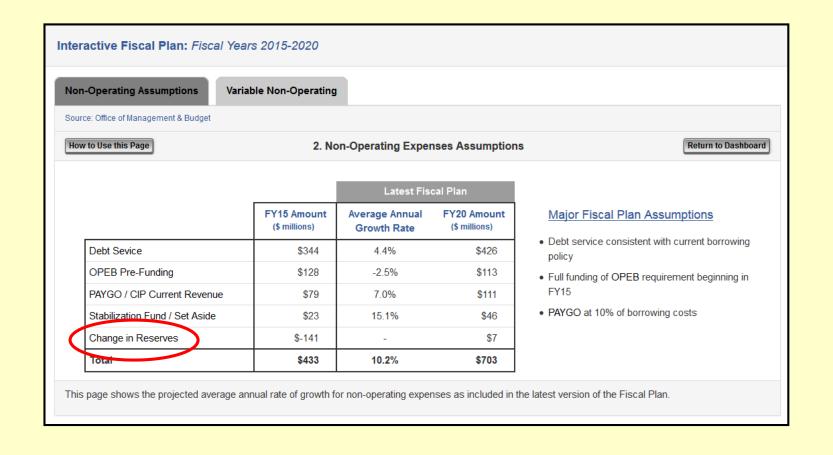
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The County budget also include resources (called "unappropriated reserves") that are set aside for unexpected expenditures that may be required during a fiscal year.

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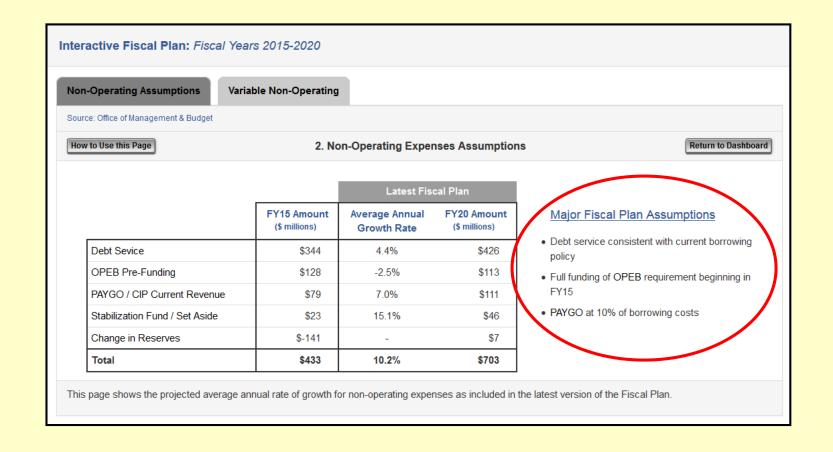
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The County annually adjust it reserve levels to meet fund balance requirements.

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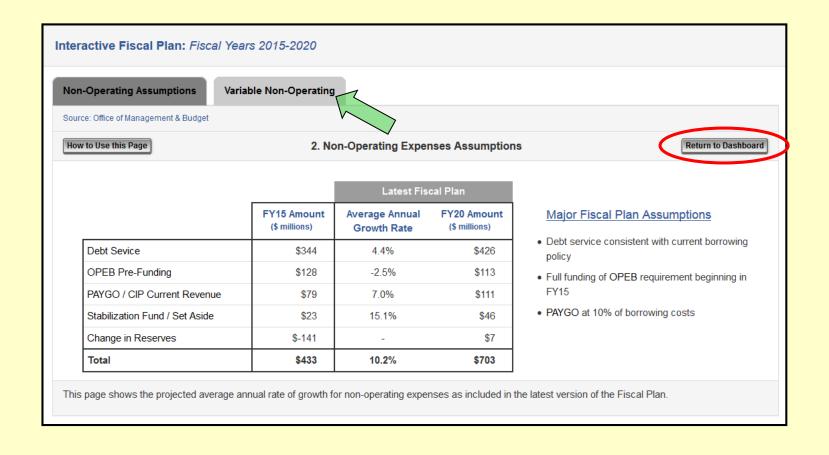
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This page shows the major assumptions used by the County Department of Finance to develop the non-operating expense estimates included in the latest Fiscal Plan.

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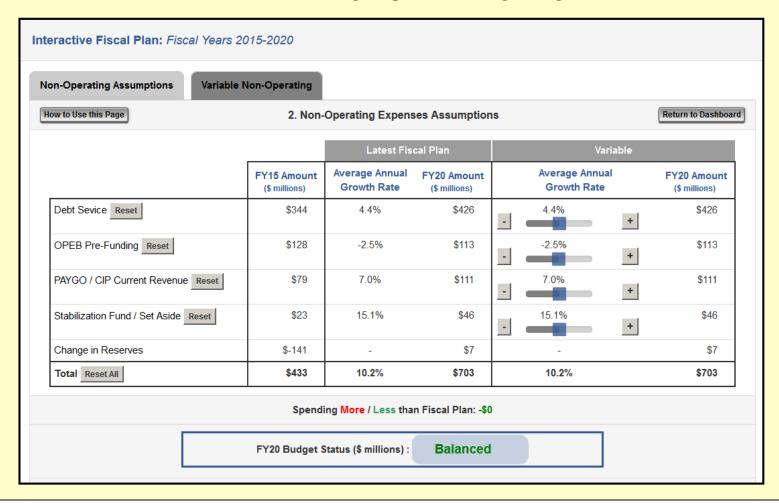
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To continue, click the "Variable Non-Operating" button. (or to return to the Dashboard, click the "Return to Dashboard" button).

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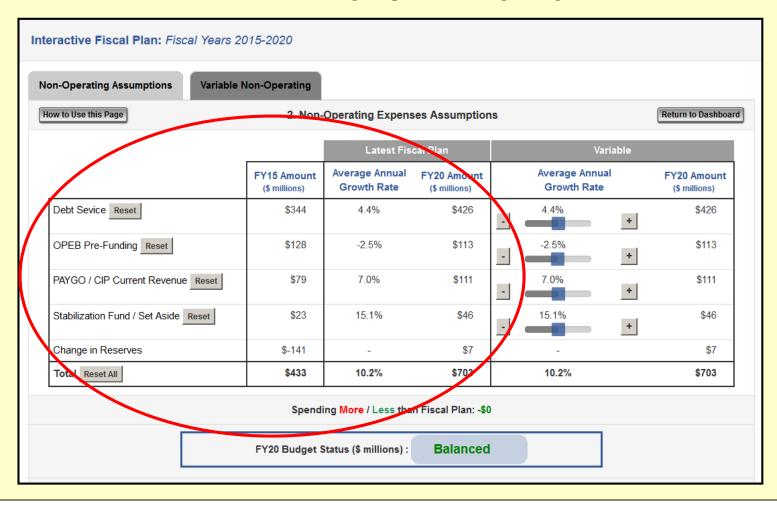
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The Variable Non-Operating page allows you to change Non-Operating Expenses assumptions.

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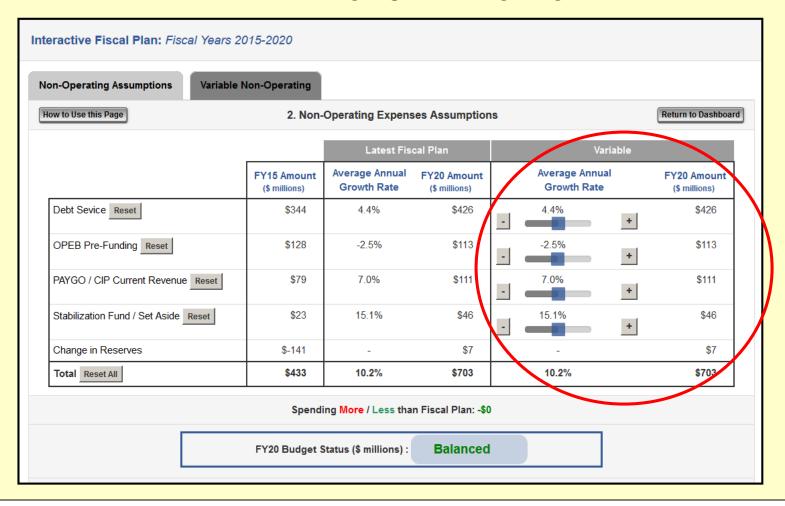
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The left side of the page shows the current Fiscal Plan non-operating expenses assumptions. These entries are fixed and cannot be adjusted.

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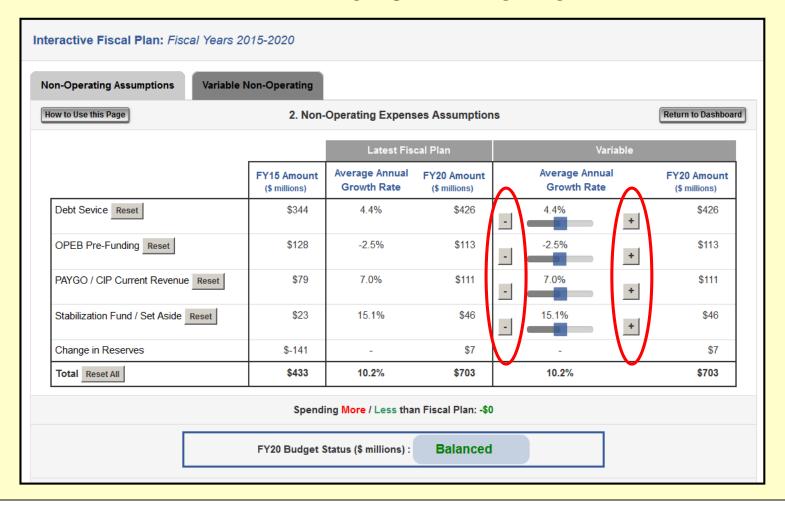
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The sliders under the "variable" heading allows you to adjust the average annual growth rate for each non-operating expense category. The default setting for each line is the Fiscal Plan assumption.

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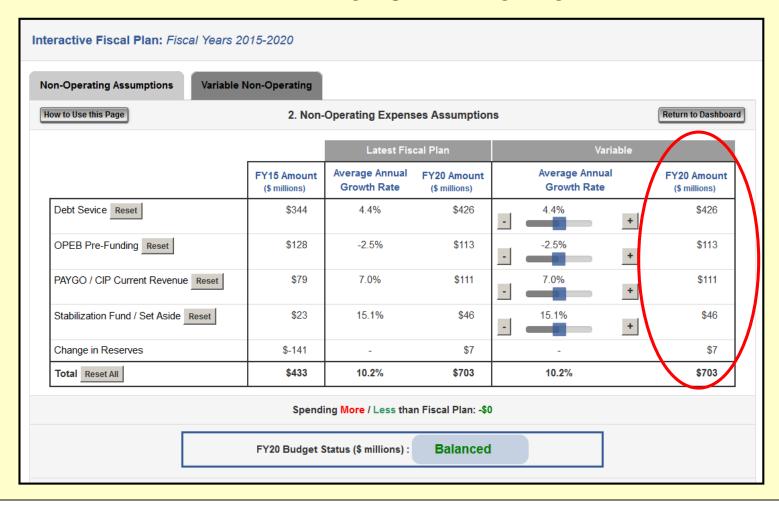
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Click on the minus (-) or plus (+) buttons on either side of a slider to adjust the assumed average annual growth rate for each non-operating expense category.

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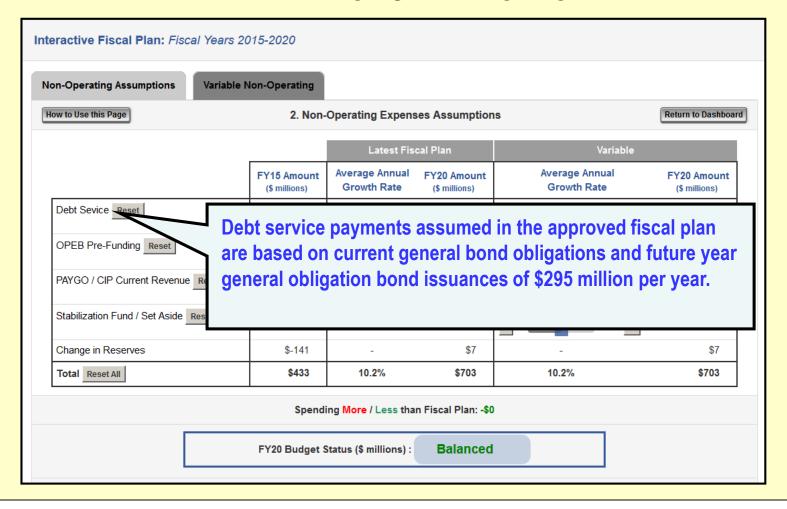
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The model adjusts the sixth year dollar amount to reflect any changes made to the assumed average annual growth rates.

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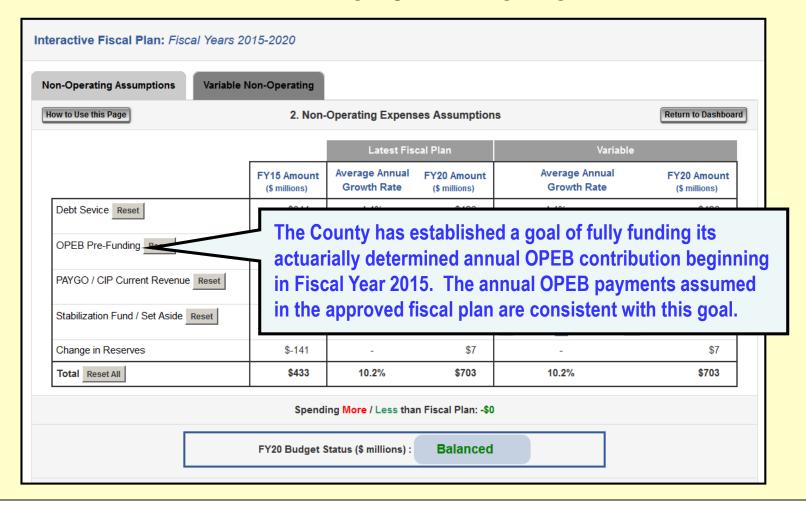
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Note the factors that affect spending for non-operating expenses.

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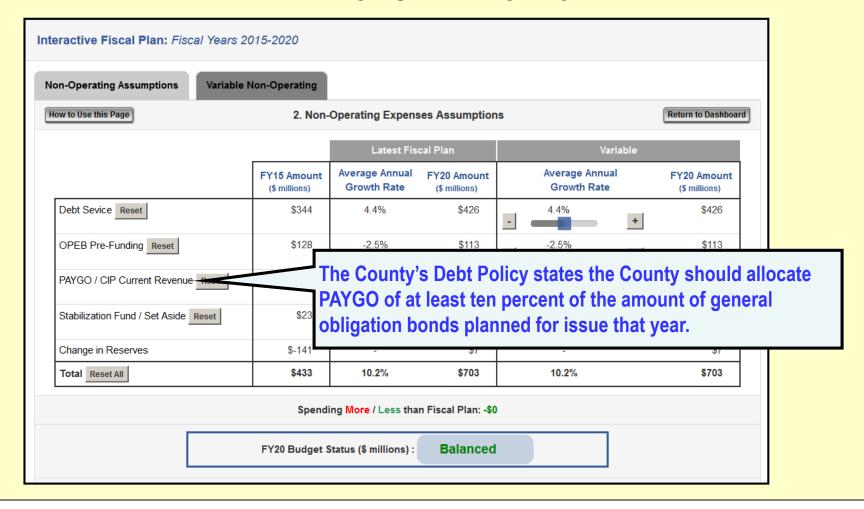
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Note the factors that affect spending for non-operating expenses.

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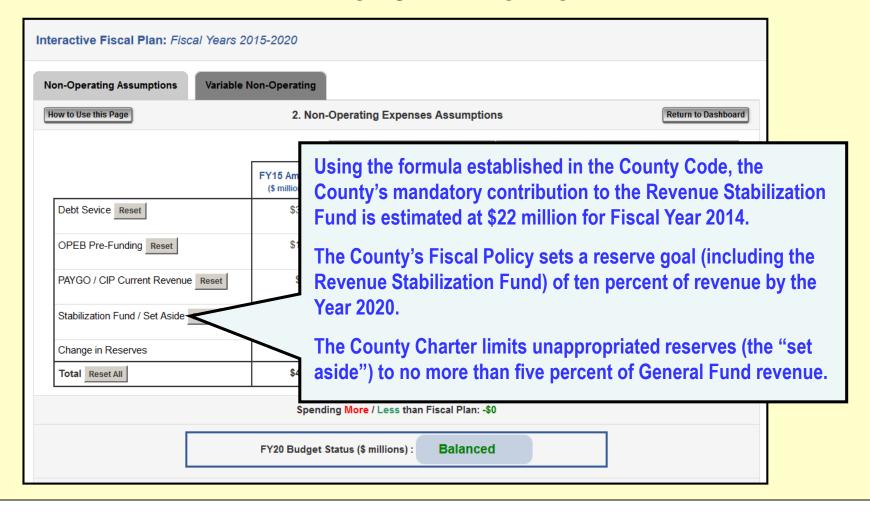
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Note the factors that affect spending for non-operating expenses.

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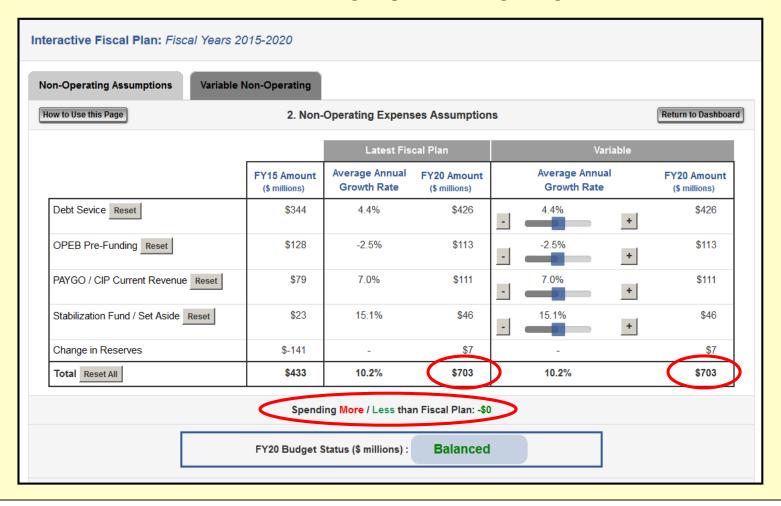
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Note the factors that affect spending for non-operating expenses.

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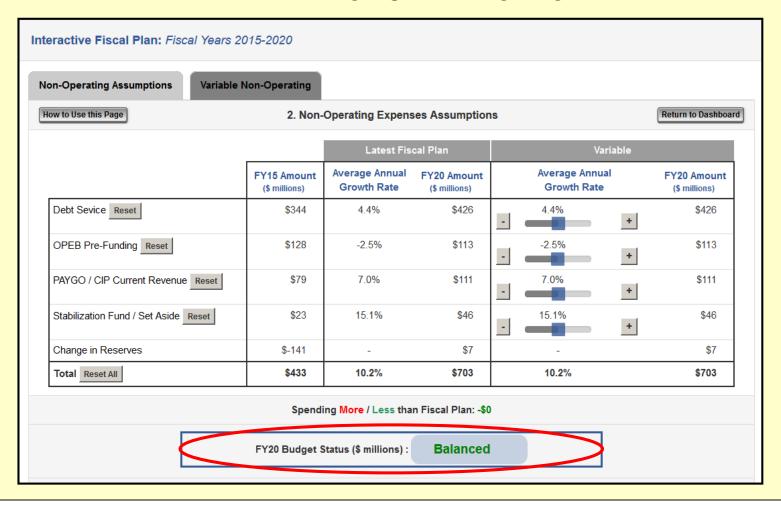
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Any difference between the Fiscal Plan non-operating expenses assumptions and the variable assumptions is shown on the bottom of the page.

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The budget status indicator on the bottom indicates whether the sixth year budget is in balance, surplus, or deficit based on the assumptions inputted into the model from this page and other pages.

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The "Reset" button on each line resets the variable average annual growth rate to the default settings (the latest fiscal plan assumptions). The "Reset All" button resets the entire page to their default settings.

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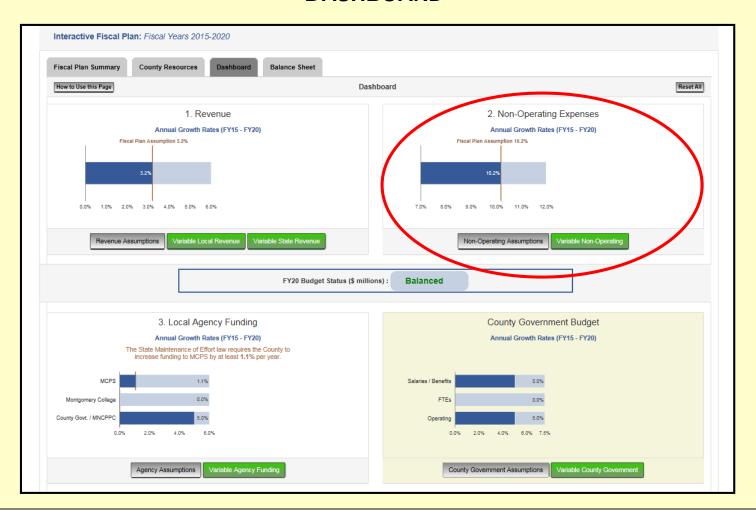


To continue, click the "Return to Dashboard" button.

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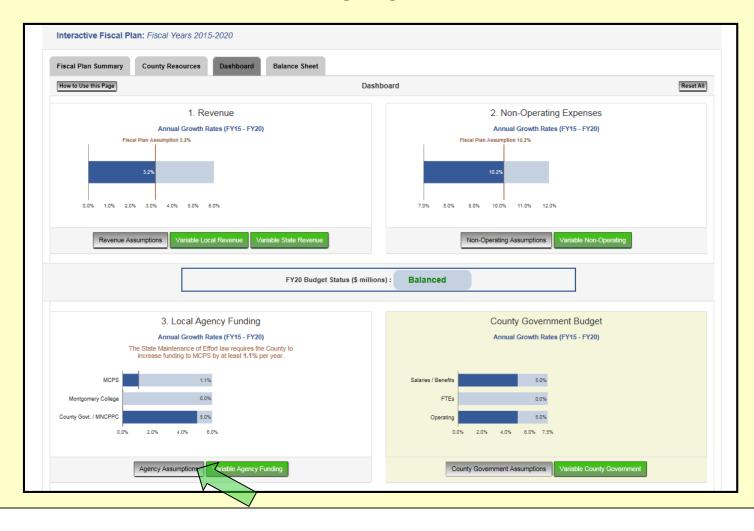


The Dashboard will show any variation between non-operating expenses assumed in the latest fiscal plan and non-operating expense assumptions inputted into the model. (The image above shows no change from the approved fiscal plan assumptions.)

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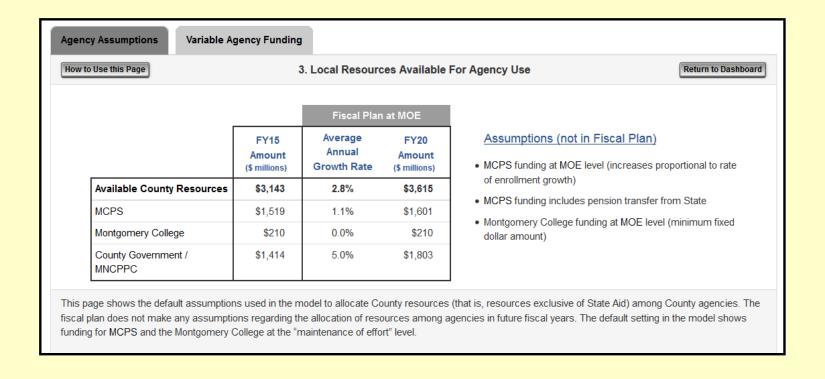
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To continue, click the "Agency Assumptions" button.

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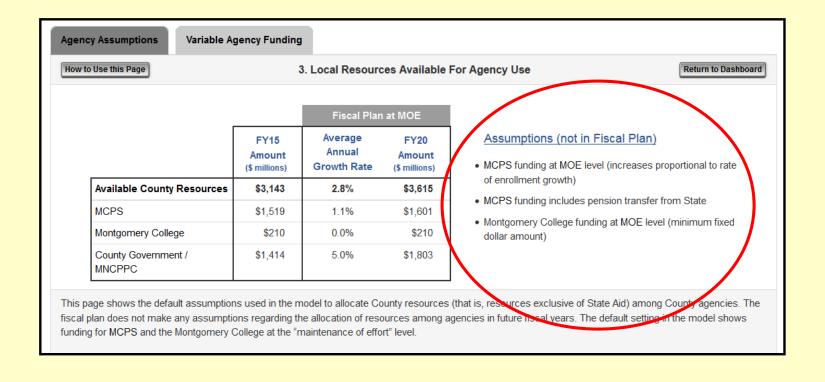


No changes may be made to the data shown on this page.

This page shows the default assumptions used in the model to allocate County resources (that is, resources exclusive of State aid) among County agencies.

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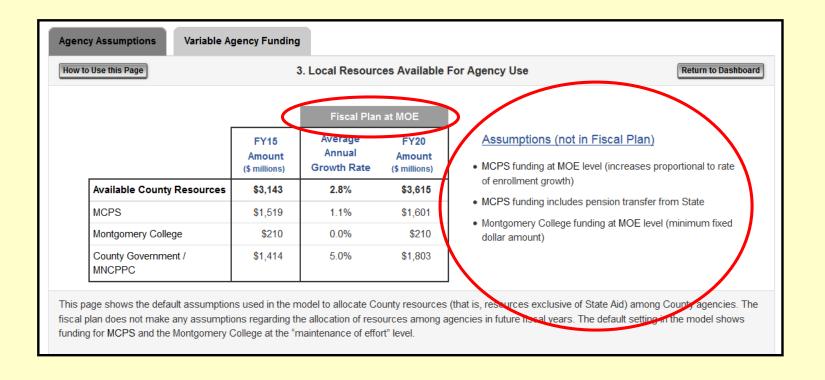
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The Fiscal Plan does not allocate resources among agencies in future fiscal years. The assumptions listed on the right side of the page are the default settings for the model.

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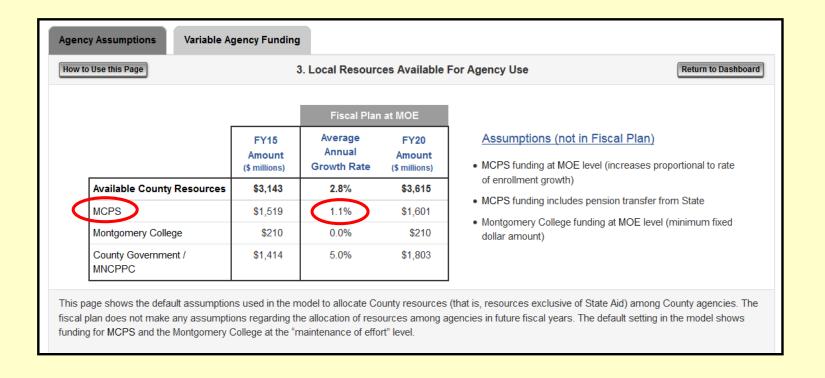
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The default settings allocate resources to MCPS and Montgomery College at the maintenance of effort (MOE) level. You will be able to change the agency funding assumptions from the default settings in the Variable Agency Funding Page.

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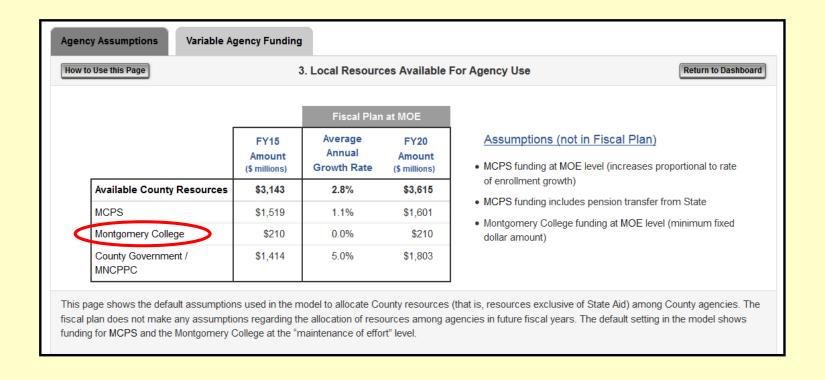
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The State MOE law requires the County to maintain or increase annual per pupil local funding for MCPS. The County may not reduce per pupil funding below the previous year's dollar amount. County funding to MCPS must grow by at least by rate of enrollment growth. The average annual growth rate shown in the model equals the projected average annual rate of MCPS enrollment growth.

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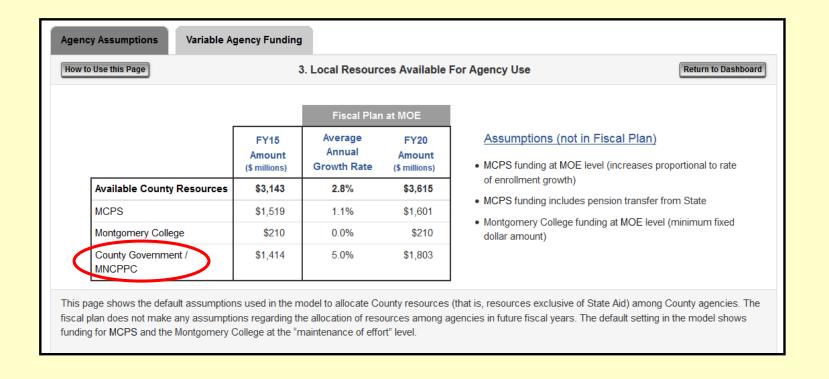
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The State MOE law requires the County to maintain or increase annual local funding for Montgomery College. The County may not reduce funding for the College below the previous year's dollar amount. The MOE law for the College is not dependent on enrollment.

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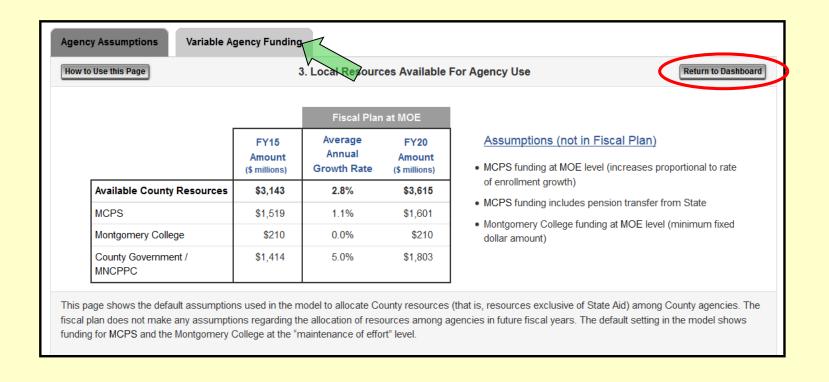
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After allocating resources to MCPS and Montgomery College at the MOE level, the model's default setting allocates remaining local resources to the County Government and MNCPPC. The County Government and MNCPPC are not guaranteed minimum funding levels under State law and compete for the same resources. As such, the model groups funding for these two agencies together.

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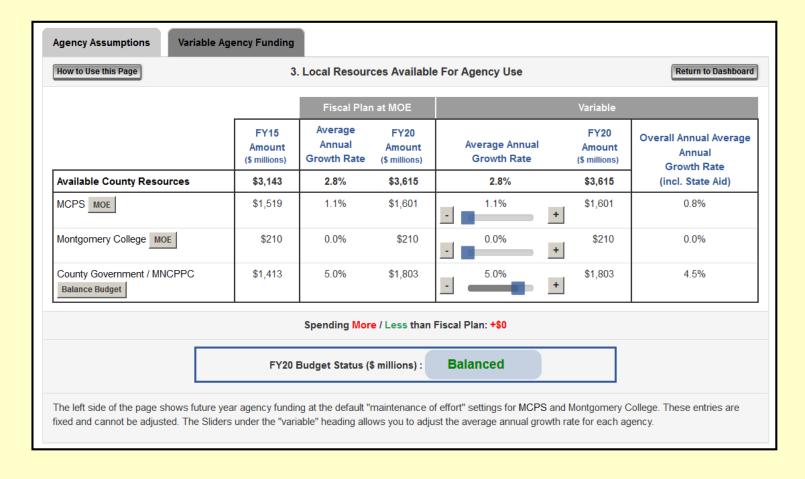


To continue, click the "Variable Agency Funding" button (or to return to the Dashboard, click the "Return to Dashboard" button).

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VARIABLE AGENCY FUNDING PAGE

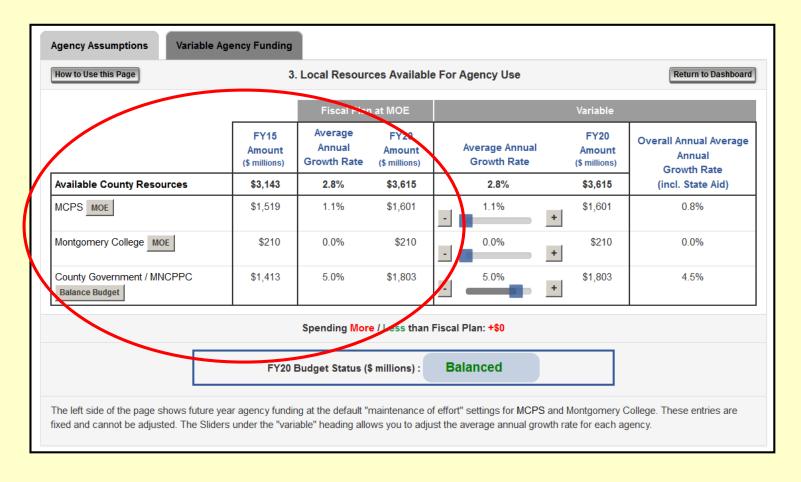


This page allows you to change the Agency Funding assumptions.

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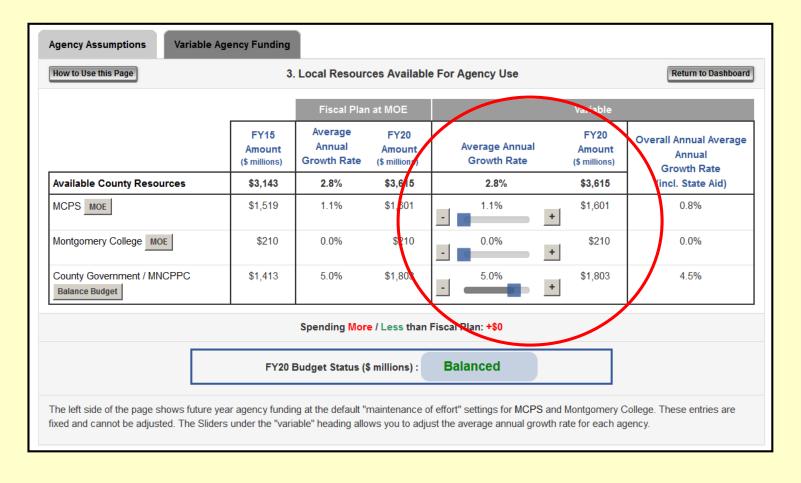
VARIABLE AGENCY FUNDING PAGE



The left side of the page shows future year agency funding at the default "maintenance of effort" settings for MCPS and Montgomery College. These entries are fixed and cannot be adjusted.

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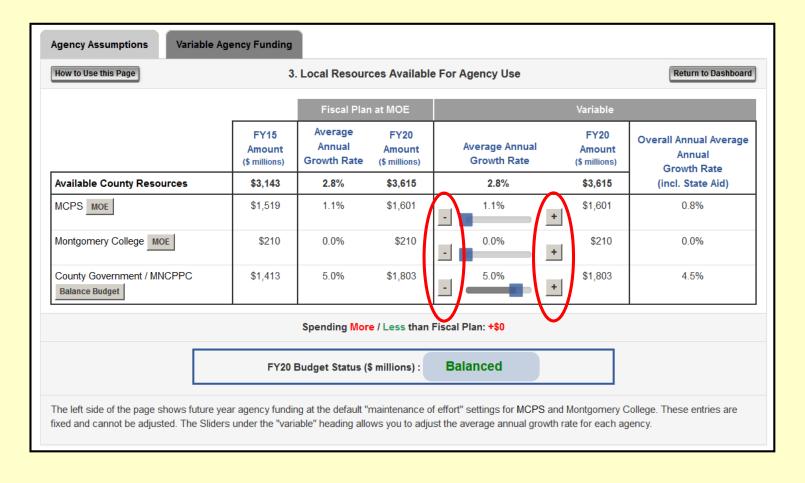
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The sliders under the "variable" heading allows you to adjust the average annual growth rate for each agency.

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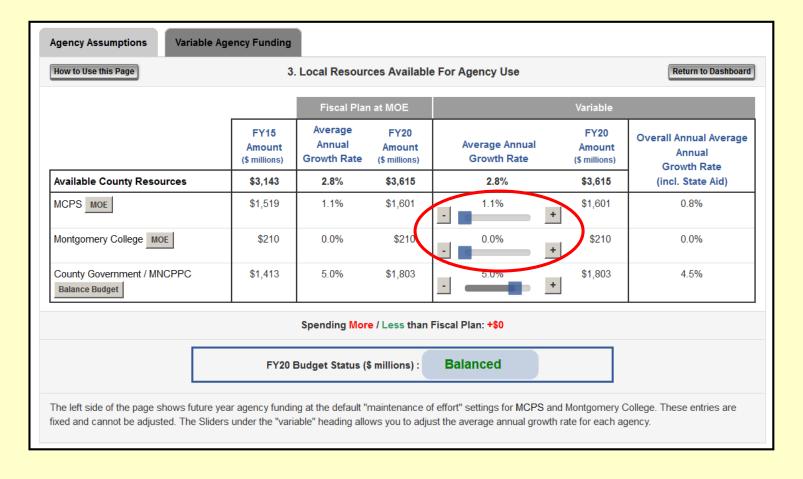
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Click on the minus (-) or plus (+) buttons on either side of a slider to adjust the assumed average annual growth rate for each agency.

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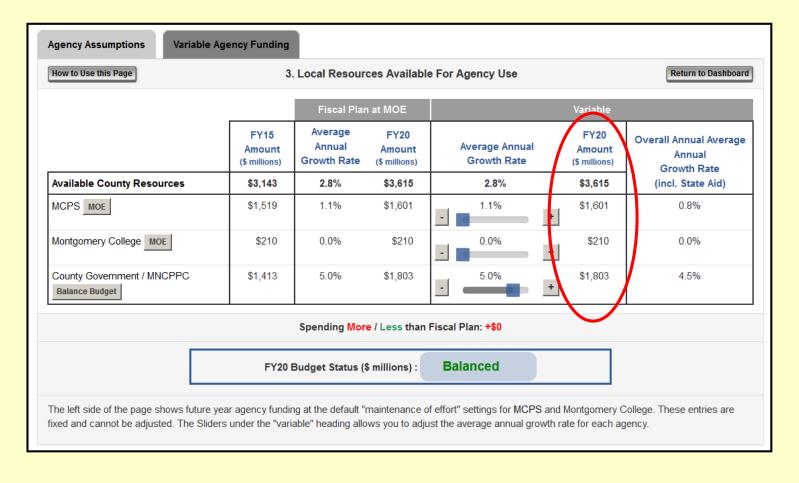
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The sliders do not allow you to allocate funding to MCPS or Montgomery College below the State-mandated "maintenance of effort" level.

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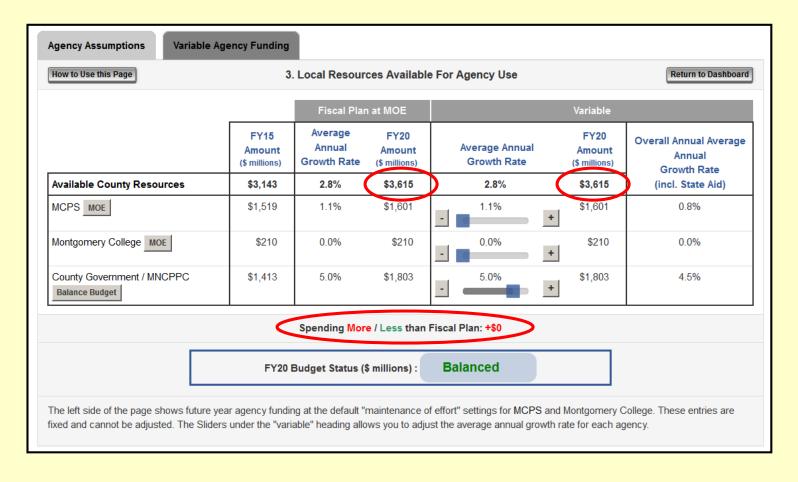
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The model adjusts the sixth year dollar amount to reflect any changes made to the assumed average annual growth rates.

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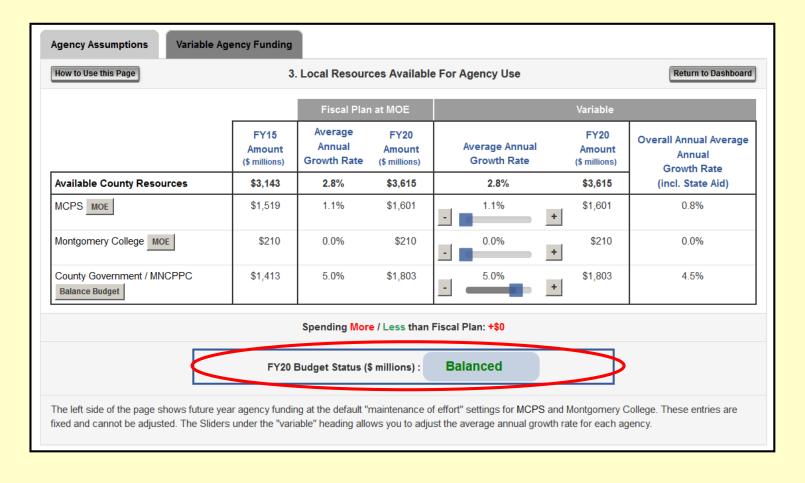
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Any difference between the Fiscal Plan assumption of total funding of all agencies and the variable funding assumptions inputted into the model is shown on the bottom of the page.

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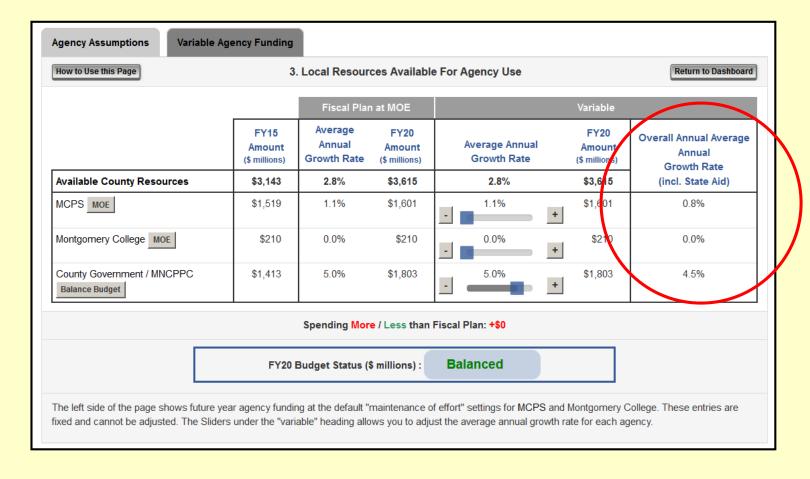
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The budget status indicator on the bottom indicates whether the sixth year budget is in balance, surplus, or deficit based on the assumptions inputted into the model from this page and other pages.

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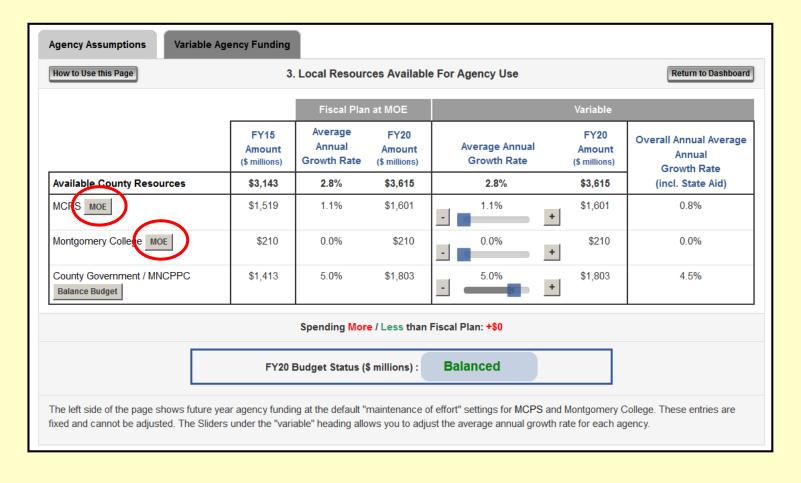
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The model also displays the <u>overall</u> average annual rate of growth for County agencies including both County funding and state aid. This calculation uses the assumptions inputted on this page and the Variable State Revenue page.

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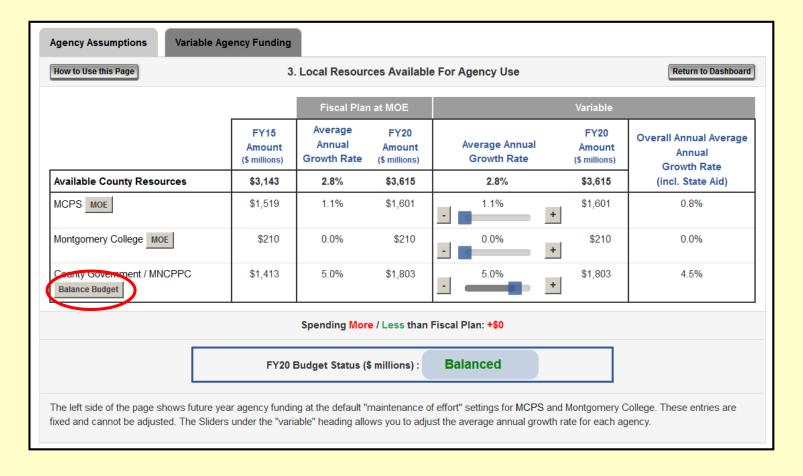
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Use the "MOE" buttons to reset the variable average annual growth rates for MCPS and Montgomery College to the maintenance of effort level.

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If the model shows an unbalanced budget, use the "balance budget" button to determine the average annual growth rate for the County Government and MNCPPC that would result in a balanced budget in the sixth year of the Fiscal Year. Clicking this button keeps the funding for MCPS and the College as well as all other assumptions previously inputted into the model unchanged.

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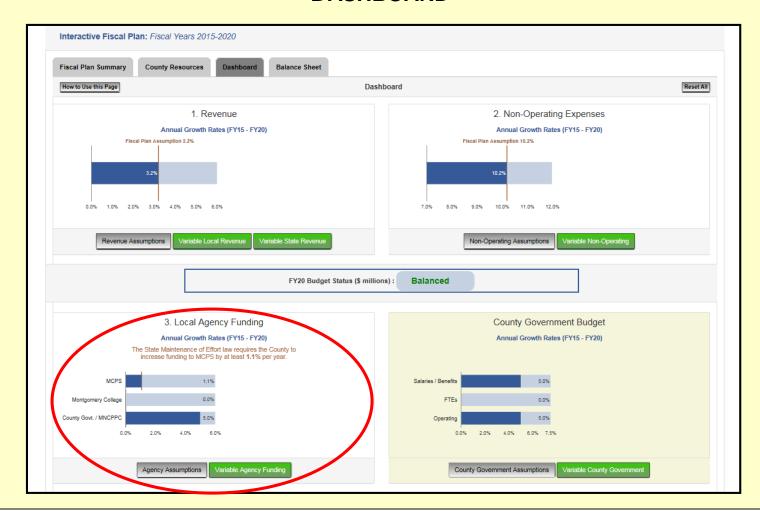


To continue, click the "Return to Dashboard" button.

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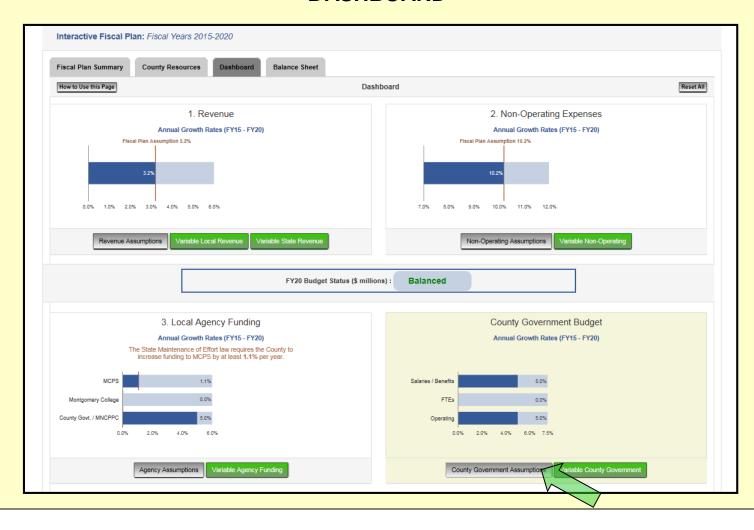


The Dashboard will show agency funding average annual growth rates as inputted into the model. (The image above shows no change from the default assumptions.)

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To continue, click the "County Government Assumptions" button.

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No changes may be made to the data shown on this page.

The County Council is responsible for appropriating funds within the County Government operating budget.

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There are two major categories of spending within the County Government operating budget: personnel costs and operating expenses.

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Personnel costs consist of employee pay and benefits. This page shows the current average annual pay (salary) and benefits costs for a full-time County Government employee.

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Personnel costs are also a function of the size of the workforce. This page shows the number of full-time equivalent (FTE) positions in the County Government workforce (excluding "non-tax supported" FTEs, that is, positions funded by revenue raised for a specific, designated use such as permitting fees.)

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This page also show the total Fiscal Year 2014 cost of (tax-supported) operating expenses in the County Government budget.

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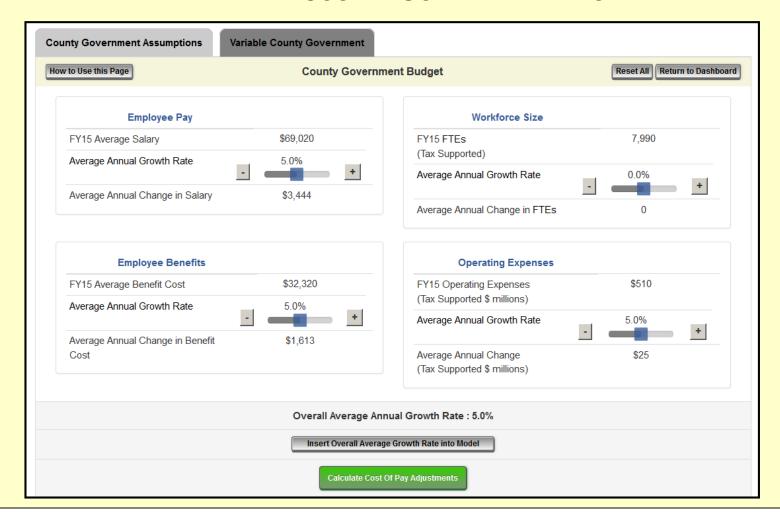


The next page of the model allows you to enter alternative assumptions about future year changes in County Government personnel costs and operating expenses.

To continue, click the "Variable Agency Funding" button.

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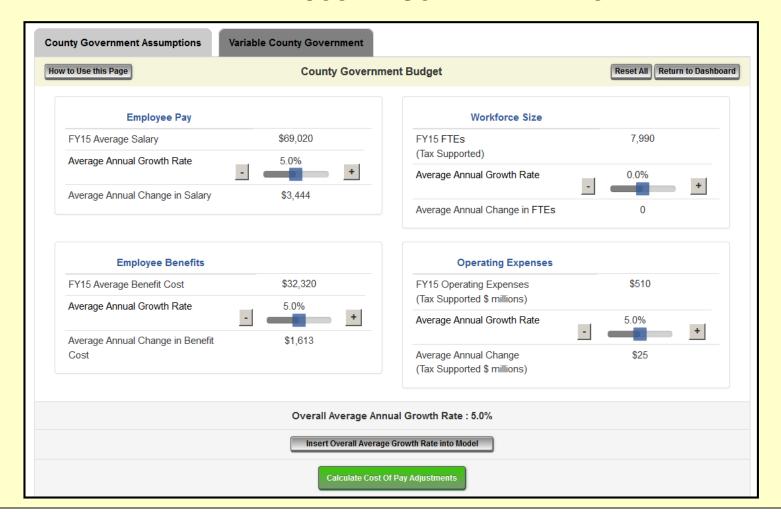
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This page allows you to change County Government budget assumptions.

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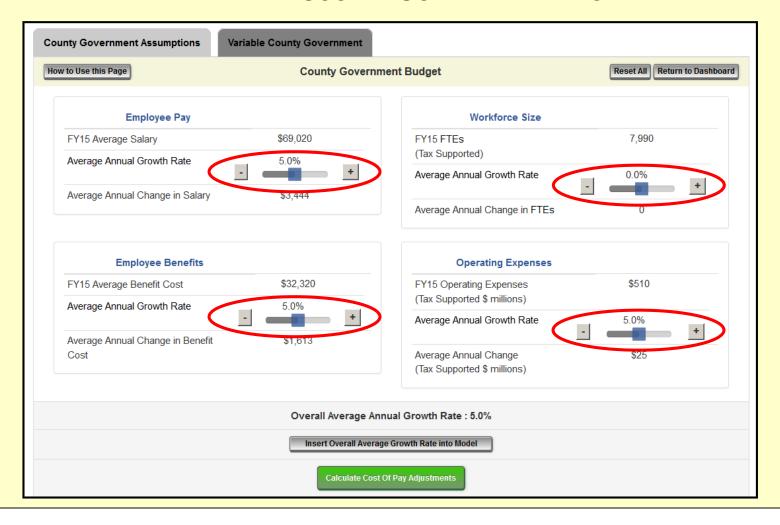
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The default setting for employee pay, employee benefits, and operating expenses is the average annual growth rate for the County Government inputted into the Variable Agency Funding page. The default setting for workforce size is a 0% annual rate of growth.

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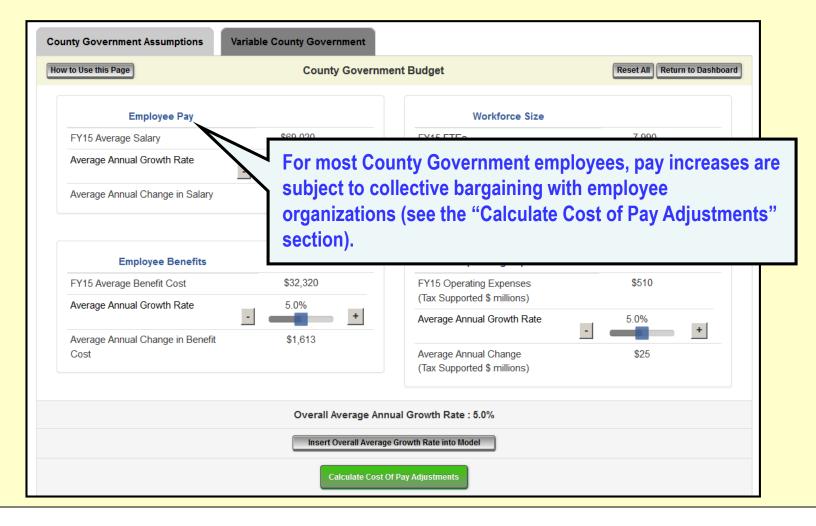
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The sliders allows you to adjust the assumed average annual growth rate for employee pay, employee benefits costs, workforce size, and operating expenses.

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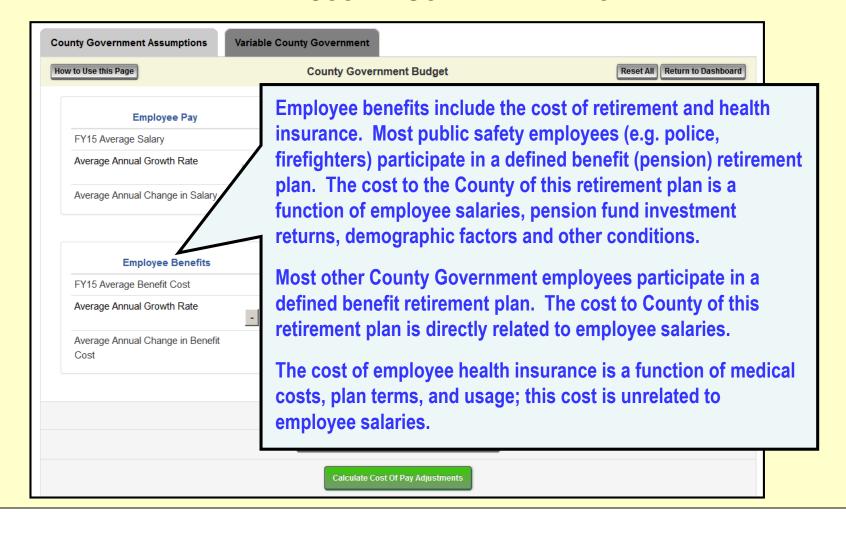
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Note the factors that affect County Government spending.

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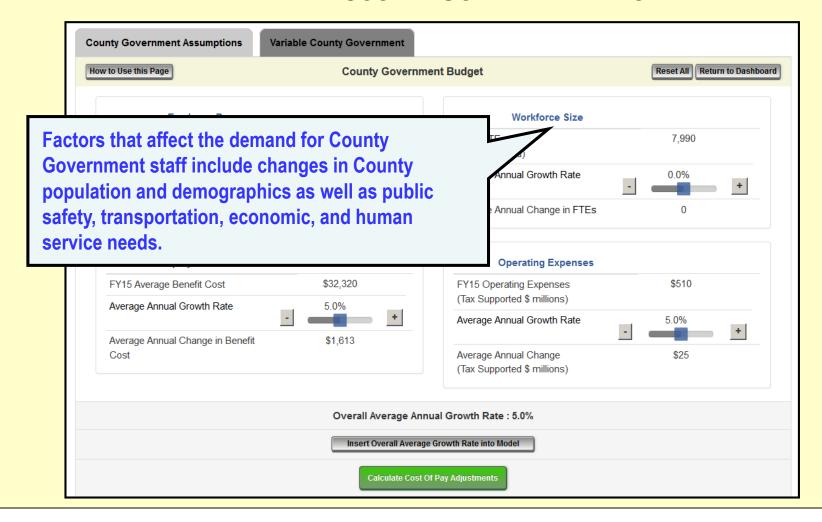
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Note the factors that affect County Government spending.

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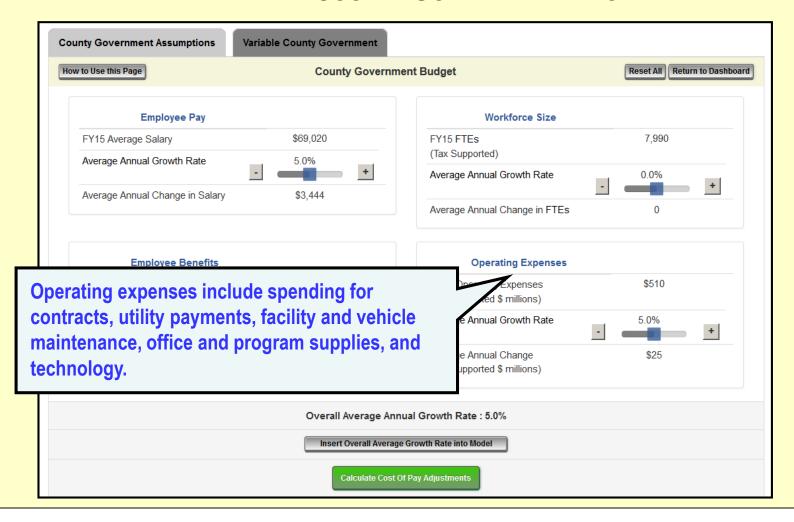
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Note the factors that affect County Government spending.

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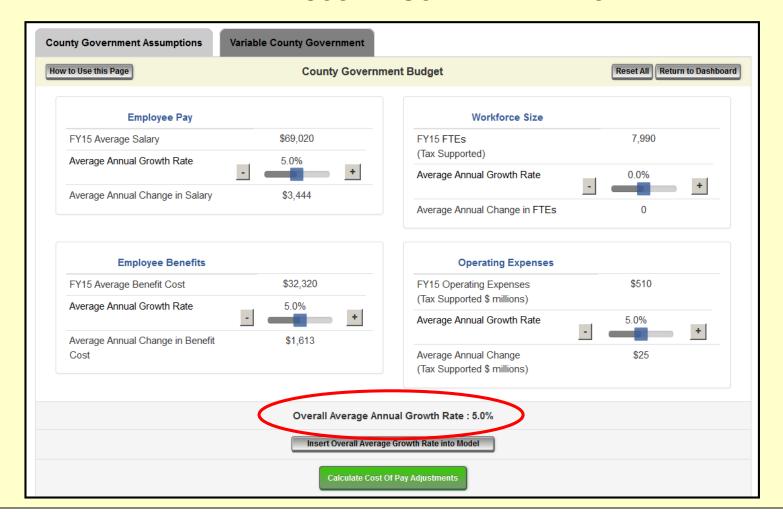
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Note the factors that affect County Government spending.

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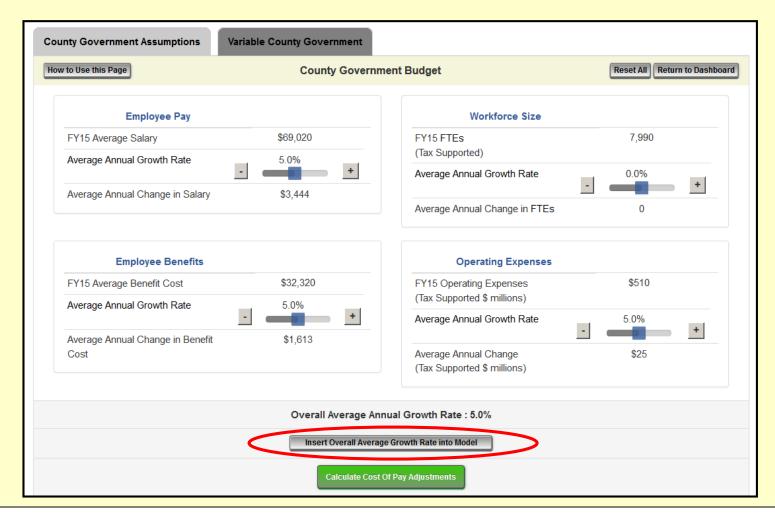
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The model calculates the overall annual growth rate of County Government (tax-supported) expenditures resulting from the assumptions inputted on this page. (The image above shows the growth rate at the default settings.)

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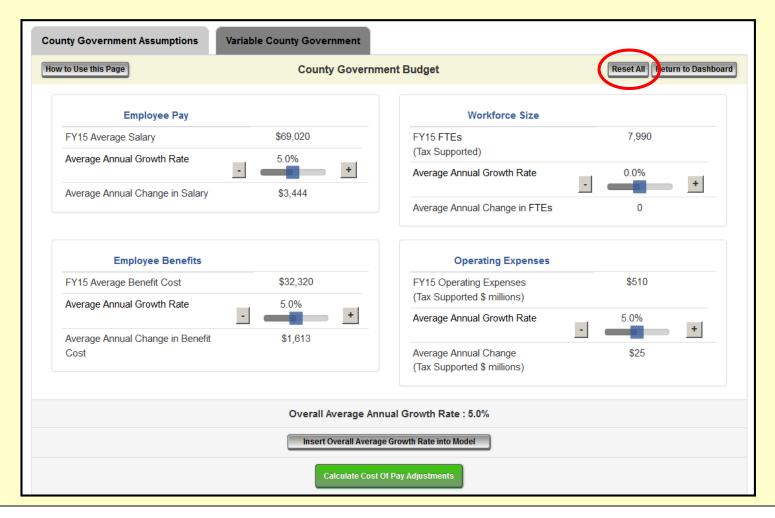
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If you have made any changes to the default settings, you may click the "Insert Overall Average Growth Rate into Model" button to return to the Variable Agency Funding page and adjust the County Government average annual growth rate to match the assumptions inputted on this page.

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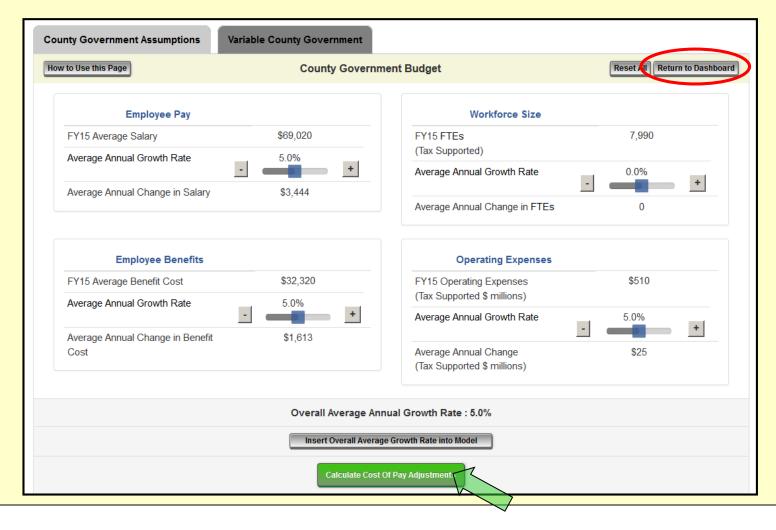
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Use the "Reset All" button to restore the default settings. (The default setting for employee pay, employee benefits, and operating expenses is the average annual growth rate for the County Government inputted into the Variable Agency Funding page. The default setting for workforce size is a 0% annual rate of growth.)

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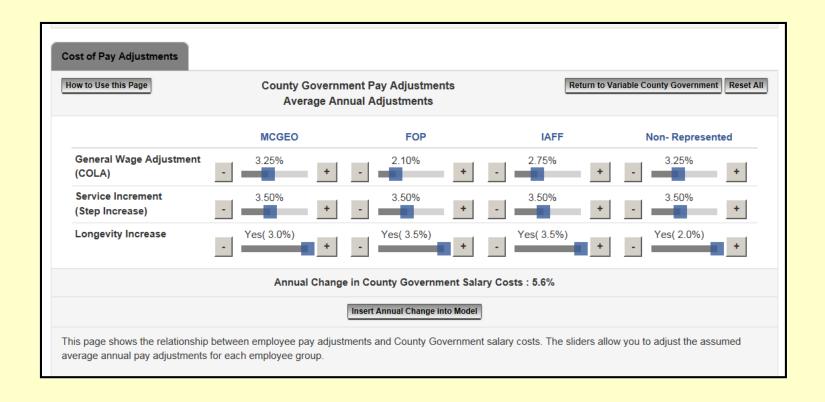
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To continue, click the "Calculate Cost of Pay Adjustments" button. (or to return to the Dashboard, click the "Return to Dashboard" button).

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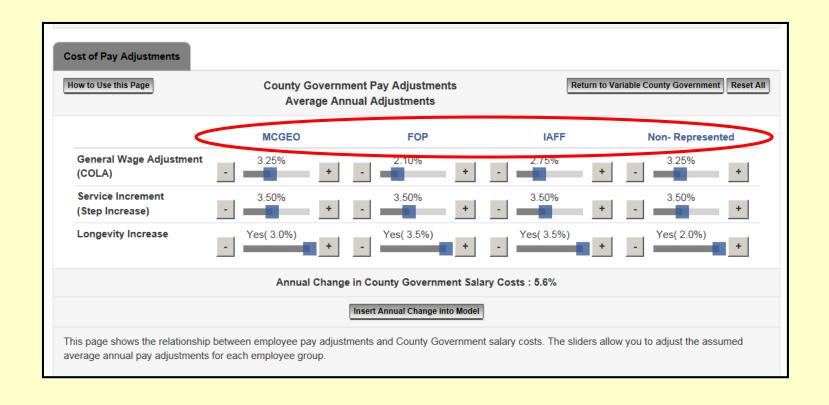


This page allows you to change County Government employee pay assumptions.

This page shows the relationship between employee pay adjustments and County Government salary costs. The sliders allow you to adjust the assumed average annual pay adjustments for each employee group.

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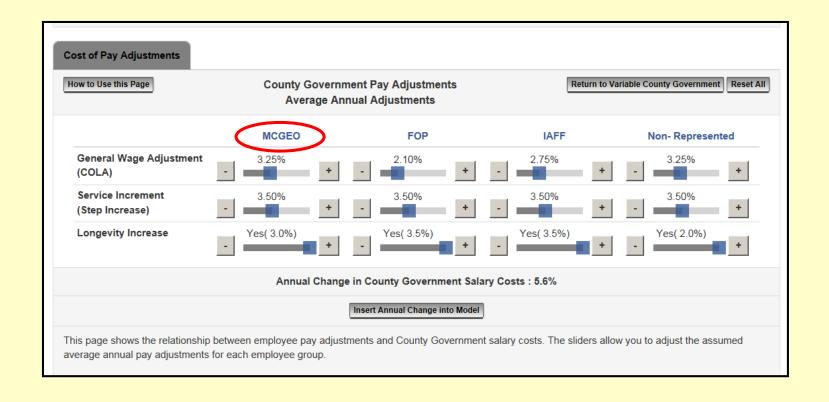
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Each County Government employee is a member of one of four groups.

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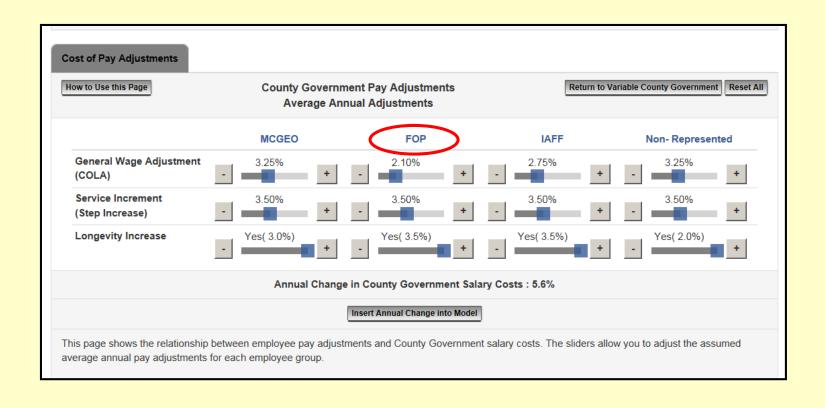
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The Municipal and County Government Employee Organization (MCGEO), United Food and Commercial Workers, Local 1994 represents office, professional, technical, and paraprofessional employees as well as bus drivers, facilities and maintenance workers, and other employees who posses specialized manual skills.

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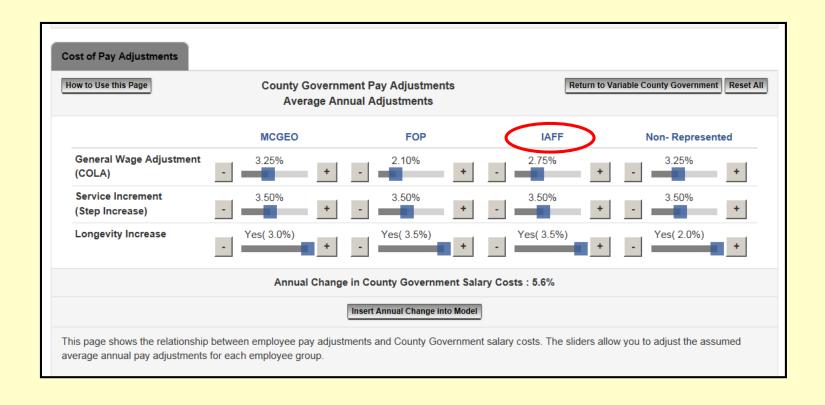
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The Fraternal Order of Police (FOP), Montgomery County Lodge 35 represents police officers.

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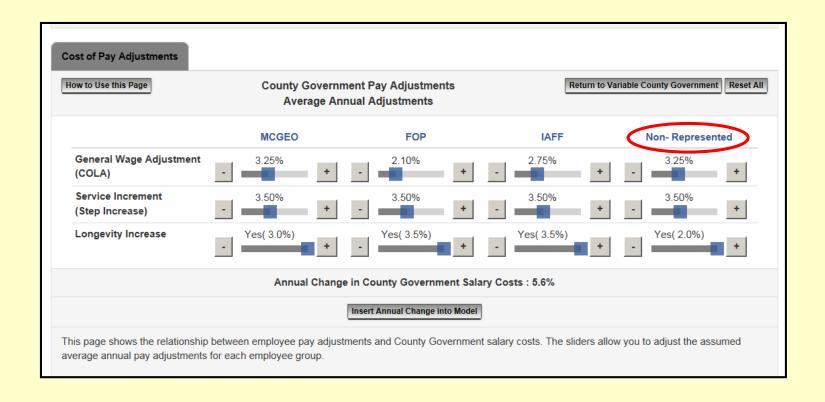
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The Montgomery County Career Firefighters Association, International Association of Firefighters (IAFF), Local 1664 represents firefighters and emergency medical personnel.

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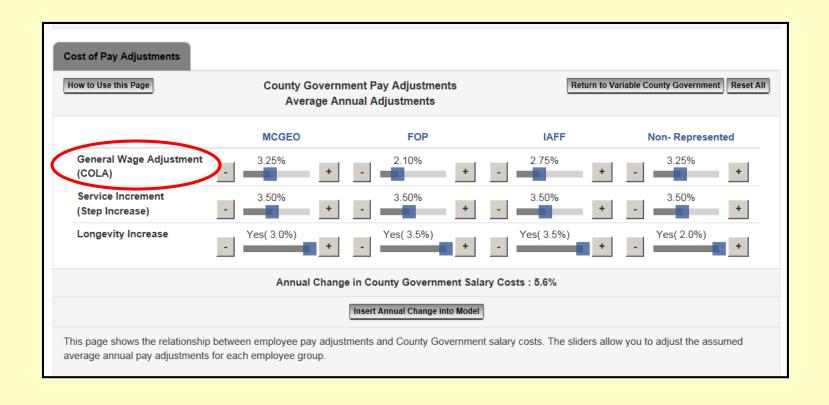
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Non-represented employees include most County Government managers, employees who provide direct support to managers, staff in certain departments (such as the Office of Human Resources) and legislative branch staff.

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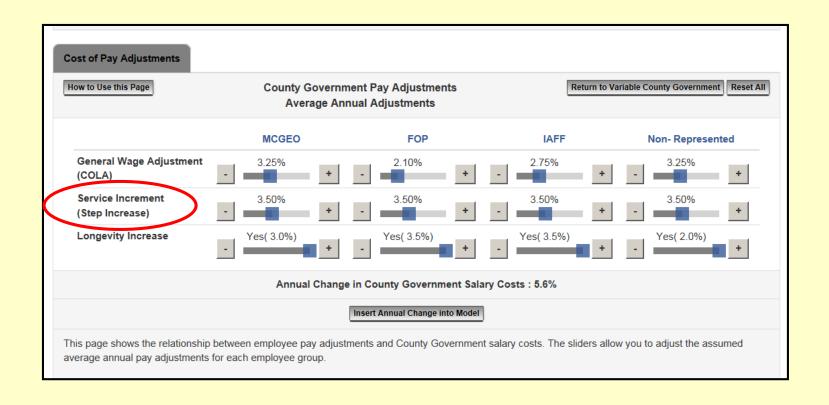
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A general wage adjustment (also know as a "cost of living adjustment," or "COLA") is an across-the-board pay increase of the same amount or the same percentage given to each employee.

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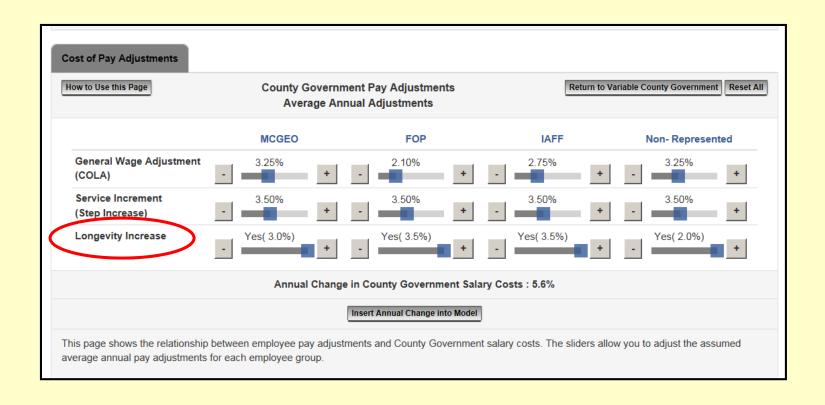
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A service increment (also know as a "step increase") is a salary increase granted to employees with satisfactory performance. An employee earning a salary at the top of the pay scale for his/her position is not eligible to receive a service increment.

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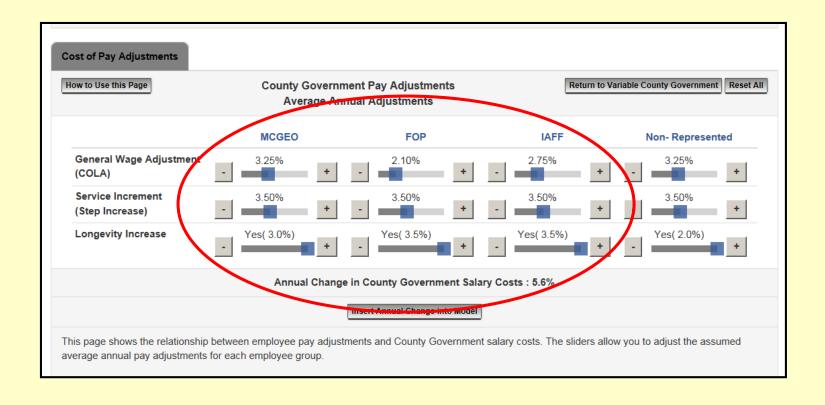
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Employees who have completed 20 years of service are eligible for a longevity adjustment to their base pay. IAFF members are eligible for an additional longevity increase at 28 years of service.

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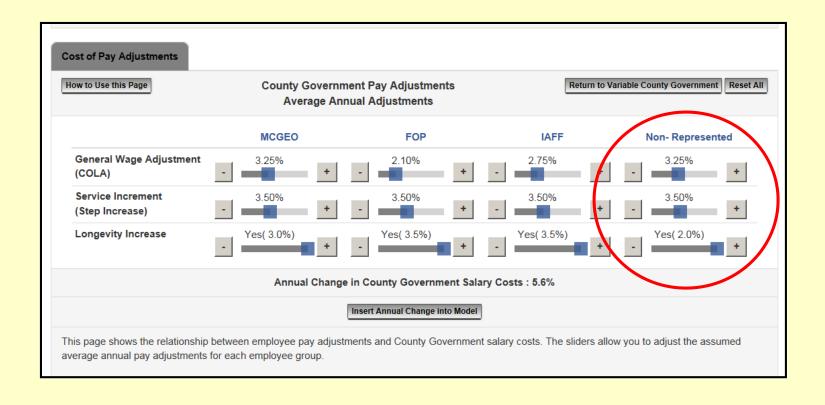
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The default settings set pay adjustments at the level included in collective bargaining agreements signed by the County Executive with MCGEO, FOP, and IAFF for the first year of the six-year Fiscal Plan period.

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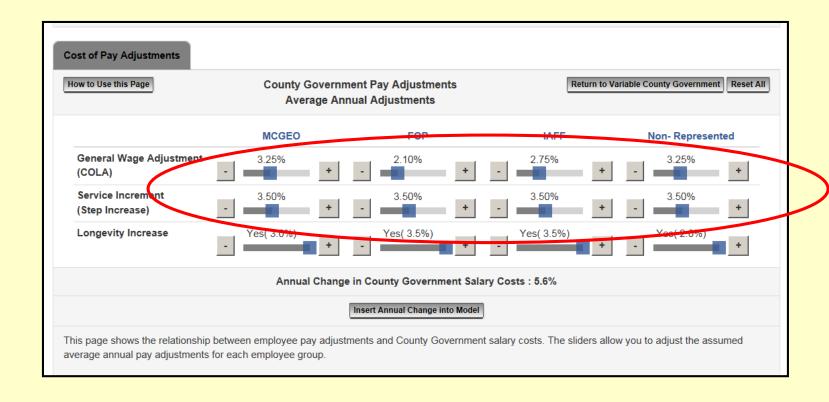
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The default setting for non-represented employees parallels the pay adjustments for MCGEO employees.

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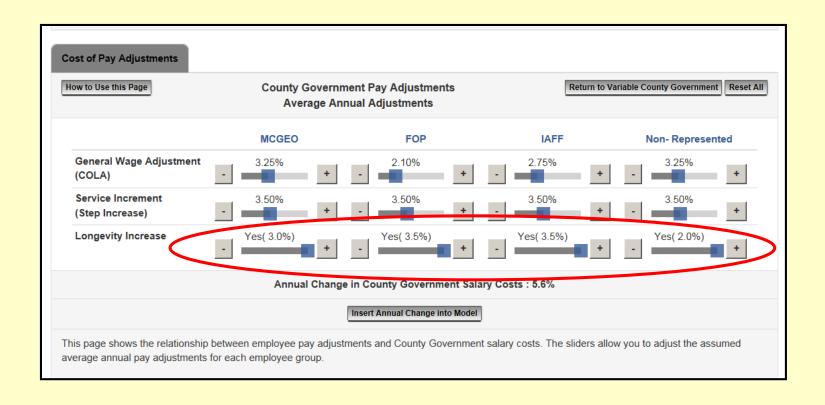
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Use the sliders to adjust the assumed average annual General Wage and Service Increment pay adjustments (for each year of the six-year Fiscal Plan period) for each employee group.

Back

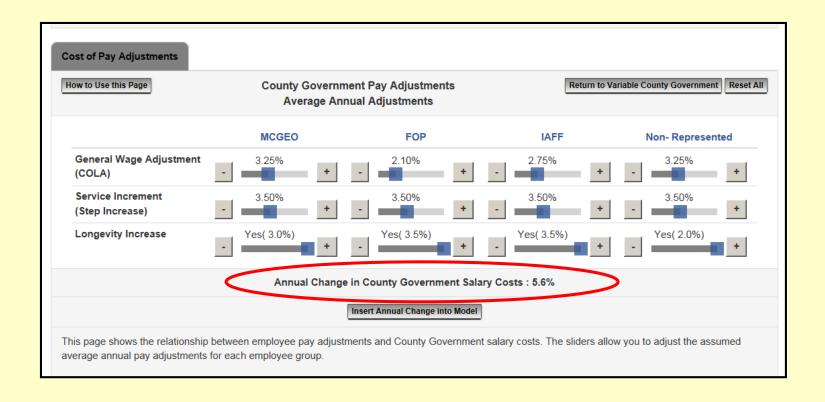
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The longevity increase sliders are "yes-no" toggles. Click to the left ("yes") to assume award of these pay adjustments; click to the right ("no") to remove these pay adjustments. (Longevity increase percentages correspond to amounts included in current labor agreements.)

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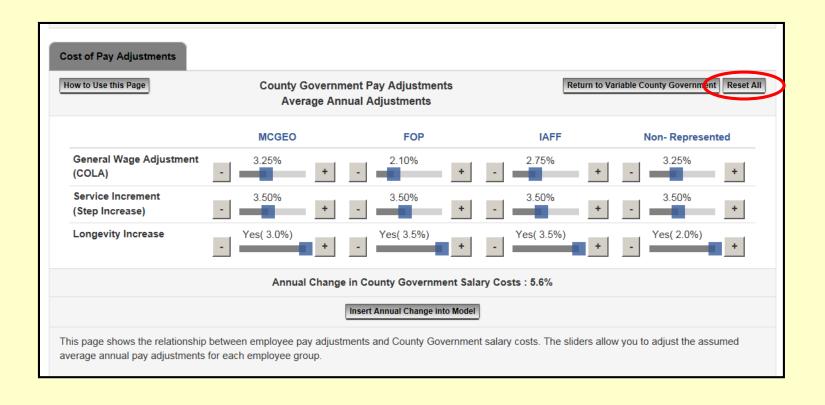
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The model calculates the aggregate change in total (tax-supported) County Government salary costs resulting from the inputted assumptions. (The image above shows the change in salary costs resulting from the default settings.)

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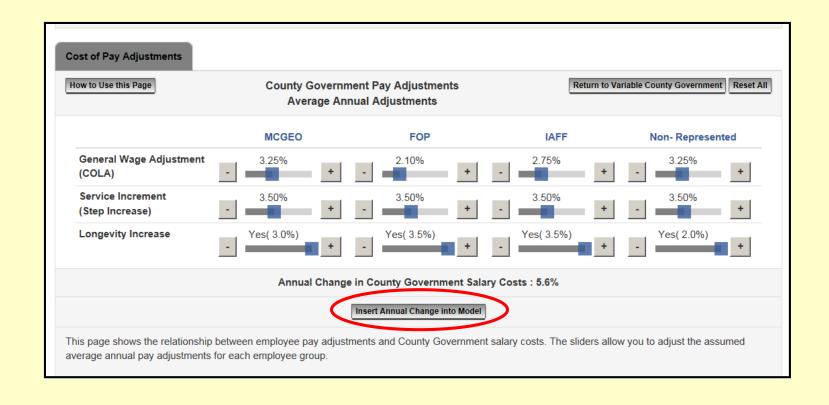
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The "Reset All" button sets all assumptions to the default settings (the amounts included in collective bargaining agreements for the first year of the six-year Fiscal Plan period).

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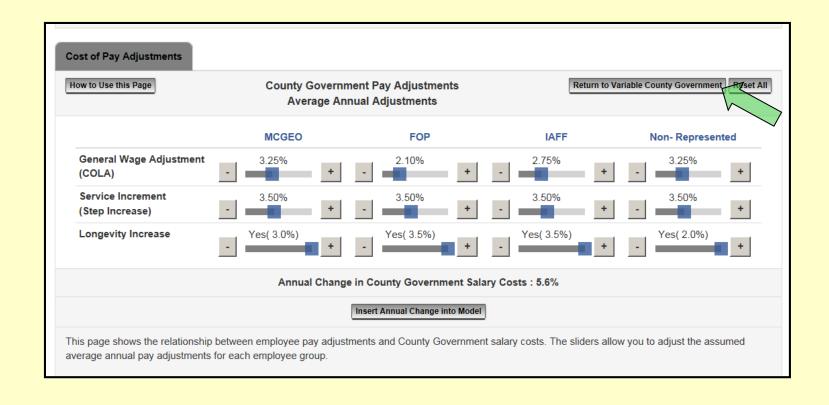
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The "Insert Annual Change Into Model" button returns to the Variable County Government Budget page adjusts the average annual salary rate of growth to match the assumptions inputted on this page.

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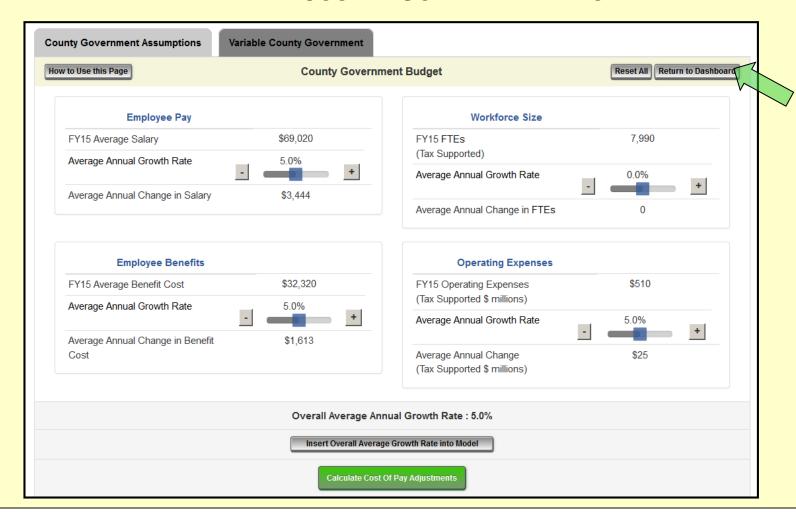


To continue, click the "Return to Variable County Government" button.

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VARIABLE COUNTY GOVERNMENT PAGE

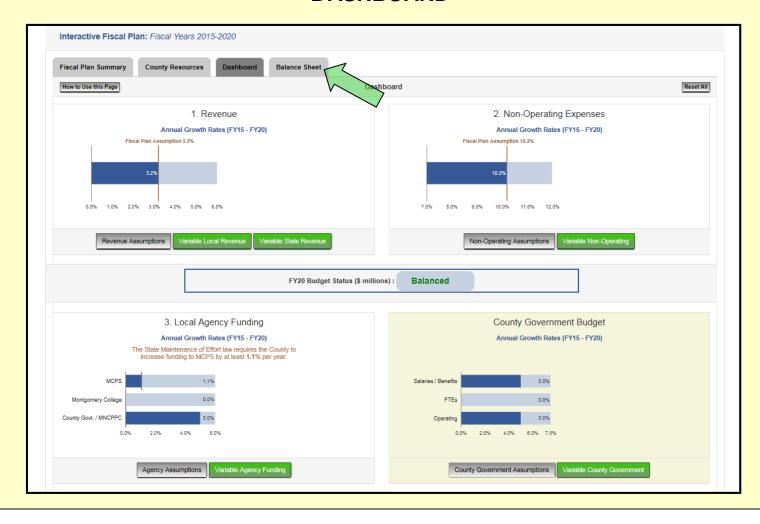


To continue, click the "Return to Dashboard" button.

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DASHBOARD



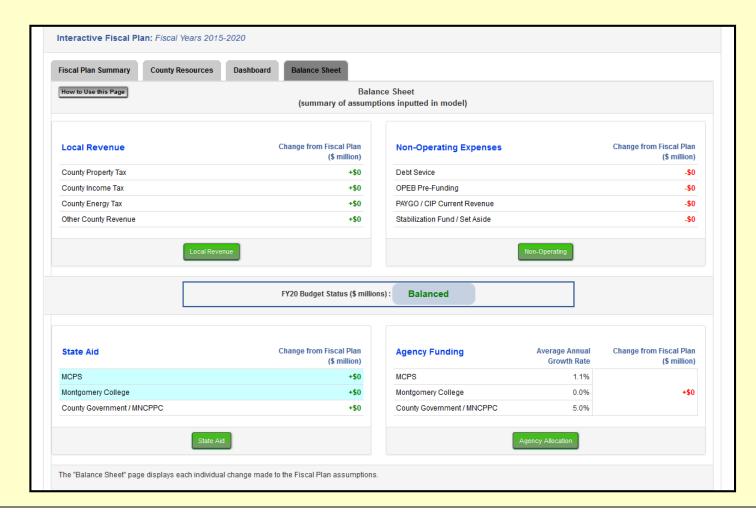
From the Dashboard, you may jump to any page to adjust (or re-adjust) your assumptions until you reach a scenario that achieves a balanced budget for the six-year Fiscal Plan period.

To continue, click the "Balance Sheet" button.

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BALANCE SHEET

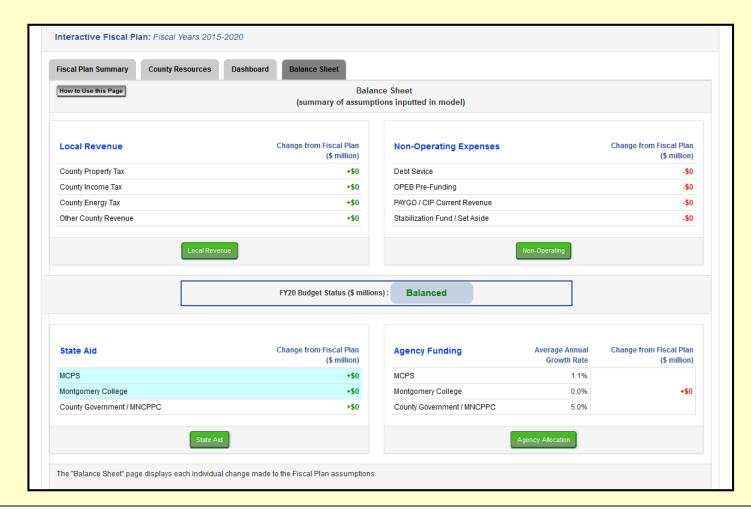


This page shows changes in Fiscal Plan assumptions made on other pages of the model.

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BALANCE SHEET

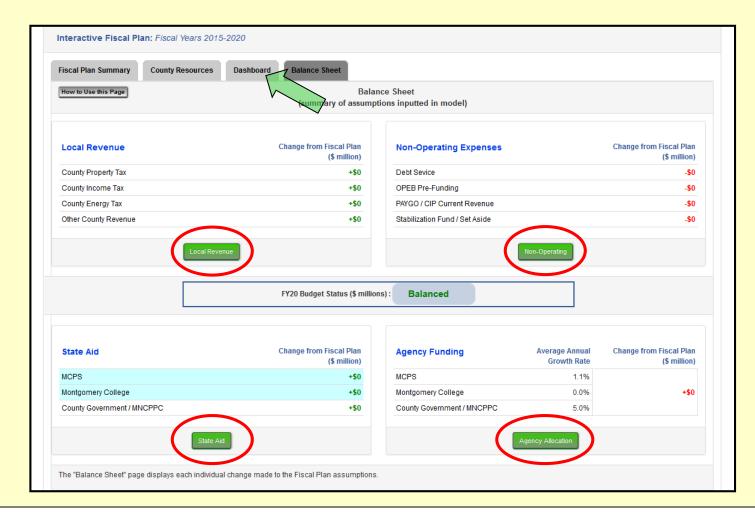


This page summarizes assumptions inputted into the model. In the example shown above, no changes have been made to the assumptions in the latest fiscal plan. As you work your way through the model, refer back to this page to see all the assumptions that produced a balanced, surplus, or deficit budget in the sixth year of the Fiscal Plan.

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BALANCE SHEET

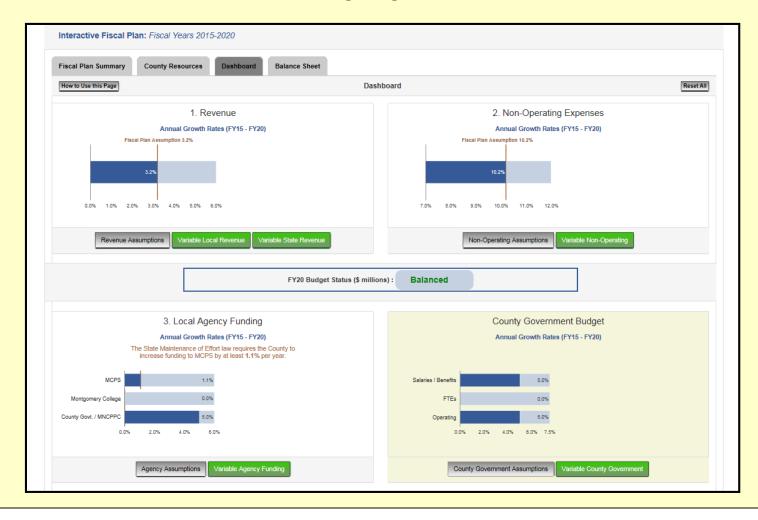


Use the green buttons to return to any of the variable assumption pages in the model (or click the "Return to Dashboard" button).

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DASHBOARD



You have now toured all pages and functions of the model!

From the Dashboard page, you may jump to any page to adjust (or re-adjust) your assumptions until you reach a scenario that achieves a balanced budget in the sixth year of the Fiscal Plan.

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