



# General Services

**APPROVED FY19 BUDGET**

**\$38,129,958**

**FULL TIME EQUIVALENTS**

**169.80**

 **DAVID DISE, DIRECTOR**

## MISSION STATEMENT

The Department of General Services proactively serves the diverse business and service requirements of all County departments, providing a single point of government-to-government service, enabling departments to successfully complete their respective missions, and thereby, adding value to the services performed by Montgomery County to County residents.




## BUDGET OVERVIEW

The total approved FY19 Operating Budget for the Department of General Services is \$38,129,958, a decrease of \$882,008 or 2.26 percent from the FY18 Approved Budget of \$39,011,966. Personnel Costs comprise 43.28 percent of the budget for 231 full-time position(s) and two part-time position(s), and a total of 169.80 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 56.72 percent of the FY19 budget.

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

## LINKAGE TO COUNTY RESULT AREAS

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

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

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY18 estimates reflect funding based on the FY18 Approved Budget. The FY19 and FY20 figures are performance targets based on the FY19 Approved Budget and funding for comparable service levels in FY20.

Measure	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
<b>Multi-Program Measures</b>					
Building Design and Construction: Percent of projects meeting initial design timeline	100	100	100	100	100

Measure	Actual	Actual	Estimated	Target	Target
	FY16	FY17	FY18	FY19	FY20
Building Design and Construction: Percent of projects meeting initial construction timeline	91	91	100	100	100
Building Design and Construction: Percent of projects meeting initial design costs	100	100	100	100	100
Building Design and Construction: Percent of projects meeting initial construction costs	91	100	100	100	100

## ACCOMPLISHMENTS

- ✓ Negotiated new performance-based contracts that provide improved service to DGS customers and the public at a lower cost.
- ✓ The County owns, operates, and/or maintains 428 facilities totalling 10,531,149 square feet.
- ✓ Constructed an accessible community garden at the Holiday Park Senior Center.
- ✓ Trained more than 7,800 employees and volunteers on responsibilities under Title II of the Americans with Disabilities Act, including specialized training for Public Safety employees and staff.
- ✓ Montgomery County facilities and fleets are now 100% carbon neutral.
- ✓ Supported the Minority, Female and Disabled (MFD) program with 518 or 29.2% of actions; and \$36 million, or 19.74 % of dollars, awarded to MFD firms.
- ✓ DGS participation in the MFD program has increased consistently since FY14.
- ✓ Implemented more productive and energy efficient Xerox iGen 5 digital press to replace the Xerox 1000 in the Print Shop, at no additional cost to the County.
- ✓ Installed solar photovoltaic systems on five county facilities totaling 3.3 megawatts in capacity, reducing energy costs by \$15 million over the next twenty years, and reducing greenhouse gas emissions equivalent to as taking 1,630 cars off the road would.
- ✓ Provided 100% clean electricity to County facilities and electric vehicle charging stations.
- ✓ Coordinated \$41 million in direct financial benefits and other policy commitments as a result of the merger of Pepco and Exelon. Financial benefits include seed capital for the nation's first Green Bank, and funding for weatherization, workforce development, and other programs. Other commitments include improvements in the reliability of the utility grid, plans to improve the resiliency of utility services to disruption from storms, and the co-use of select utility corridors for recreational purposes.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✦ Expanded the use of the SharePoint Intranet as a tool for communication across DGS divisions.

## COLLABORATION AND PARTNERSHIPS

- ✦ DGS Department-wide

In collaboration with Office of Emergency Management and Homeland Security, DGS created the Critical Facilities Message Board on the Emergency Operations Center web portal to provide up-to-date facility status for Public Libraries, Recreation, Police, Fire and Rescue, Health and Human Services, Transportation, DGS, and multi-agency sites including the Executive Office Building.

 Building Design & Construction

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

## PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Bruce Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

 Central Duplicating, Imaging, Archiving, & Mail Services

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

FY19 Approved Changes	Expenditures	FTEs
<b>FY18 Approved</b>	<b>8,046,389</b>	<b>34.07</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	100,365	0.00
<b>FY19 Approved</b>	<b>8,146,754</b>	<b>34.07</b>

 Real Estate Program

This program provides for leasing, site acquisition/disposition, space management, and site evaluation. The leasing function recommends, plans, coordinates, implements, and administers the leasing of real property for both revenue and expense leases, including closed school facilities, at the best economic and operational value to the County. Site acquisition is the purchase of property for County use and disposition is the sale or lease of surplus property. The space management function provides for the efficient and aesthetic utilization of space in County-owned and leased facilities. The site evaluation function provides technical support to site evaluation committees for Capital Improvements Program (CIP) projects.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	27.67	28.64	29.64	30.68	31.75

FY19 Approved Changes	Expenditures	FTEs
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FY19 Approved Changes	Expenditures	FTEs
<b>FY18 Approved</b>	<b>978,138</b>	<b>7.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,325	0.00
<b>FY19 Approved</b>	<b>986,463</b>	<b>7.00</b>

## Energy and Sustainability

The Energy and Sustainability (ES) program is responsible for facilitating comprehensive energy and sustainability strategies across County operations. It leads the County's green government programs which crosscuts County Departments and DGS Divisions. ES specifically implements or facilitates programs to improve energy efficiency; expand clean energy use; promote sustainable sites; enable clean transportation; encourage environmentally preferable purchasing; and foster resource saving behaviors by County employees. These initiatives foster collaboration, leadership, innovation, and performance measurement to ensure the County delivers the highest quality services at the lowest environmental impact.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) <sup>1</sup>	37,755	-31,177	-31,177	0	0

<sup>1</sup> The County's facilities and fleets are carbon neutral. Negative net carbon values indicate that the County currently offsets equal or more climate change inducing greenhouse gases than the County emits from the use of electricity or fuels by purchasing clean energy credits. As the County continues to implement facility energy-efficiency, renewable energy and fleet fuel reduction initiatives, the County will reduce its purchases of offsets.

FY19 Approved Changes	Expenditures	FTEs
<b>FY18 Approved</b>	<b>812,235</b>	<b>5.00</b>
Decrease Cost: Lapse Sustainability Initiative Intern	(50,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	31,844	0.00
<b>FY19 Approved</b>	<b>794,079</b>	<b>5.00</b>

## Facilities Management

The Division of Facilities Management's mission is to provide for the comprehensive planning and delivery of maintenance services and oversight of building-related operations at County facilities used by County staff and residents. Components of these programs are routine, preventive, and corrective maintenance; housekeeping; grounds maintenance; recycling; building structure and envelope maintenance; electrical/mechanical systems operations and maintenance; small to mid-sized remodeling projects; snow removal, and damage repair from snow, wind, rain, and storm events; and customer service. Through the Building Automation Systems, technicians implement an energy management program to monitor and maintain heating and cooling systems, ensuring the most efficient use of these services. In addition, Facilities Management oversees moving services and several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operations to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Facilities Maintenance: Number of hours offline for power systems	153.0	206.1	179.6	179.6	179.6
Facilities Maintenance: Number of hours offline for elevator systems	1443	4768	2460	2460	2460
Facilities Maintenance: Number of hours offline for heating / cooling systems	74	25	49	49	49
Facilities Maintenance: Number of hours offline for water sewage systems	81	66	73	73	73
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) <sup>1</sup>	7,889	6,616	6,150	6,150	6,150
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings (4 point scale)	3.68	3.82	3.82	3.82	3.82

<sup>1</sup> Dollars reflect budget numbers.

FY19 Approved Changes	Expenditures	FTEs
<b>FY18 Approved</b>	<b>25,950,691</b>	<b>108.90</b>
Shift: Maintenance costs from Leases	277,882	0.00
Increase Cost: Annualization of New Building Maintenance	41,705	0.00
Increase Cost: Contract cost increase: Fire Alarms, Sprinkler Systems, & Fire Hydrants Inspection and Testing	11,550	0.00
Increase Cost: Contract cost increase: Eastern Pool	5,920	0.00
Shift: 0.20 FTE to CIP (Sr. Engineer - Facilities)	(28,305)	(0.20)
Decrease Cost: Libraries special cleaning due to lower contract cost	(300,000)	0.00
Decrease Cost: Recreation special cleaning due to lower contract cost	(304,968)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(570,439)	0.00
<b>FY19 Approved</b>	<b>25,084,036</b>	<b>108.70</b>

## ✧ Administration

The Administration program provides services in three key areas: 1) The Director's Office provides overall leadership for the Department including policy development, strategic planning, emergency preparedness and operations, accountability, service integration, performance measures, and customer service. 2) The Office of Planning and Development in the Director's Office oversees the County Executive's Smart Growth Initiative and other key strategic capital initiatives. 3) The Division of Central Services provides oversight and direction for the preparation and monitoring of the Operating and Capital Improvements Program (CIP) budgets for the Department; payment processing; management and administration of information technology; oversight of all personnel activities; and oversight and management for compliance with the Americans with Disabilities Act (ADA), increasing access to County facilities for residents and employees with disabilities. The Division of Central Services also handles administration of the day-to-day operations of the Department including direct service delivery, training, and oversight of procurements and contract management for the Department.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government (4 point scale)	3.13	3.07	3.10	3.13	3.16

FY19 Approved Changes	Expenditures	FTEs
<b>FY18 Approved</b>	<b>3,224,513</b>	<b>16.03</b>
Increase Cost: Silver Spring Library building security	20,000	0.00
Decrease Cost: American Film Institute (AFI)	(35,820)	0.00

FY19 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(90,067)	(1.00)
<b>FY19 Approved</b>	<b>3,118,626</b>	<b>15.03</b>

## Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic, and environmentally efficient planning, design, and construction of buildings for County use, as well as public venues owned by the County. This program also provides comprehensive architectural and engineering services from planning through design. Functional elements include programming, contract administration, planning management, design management, and project management. Each County project includes an array of sustainable features to reduce the impact of the facility on the environment and lifecycle costs. These features are derived from an integrated design process that evaluates each measure, such as energy efficiency, onsite renewables environmental site design, and enhanced monitoring, collectively reducing utility and other costs. The planning and design of facilities follows best practices in project design and construction estimating and the timely delivery of facilities based on project schedules in the County CIP. This program is fully charged to the CIP.

FY19 Approved Changes	Expenditures	FTEs
<b>FY18 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY19 Approved</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Approved FY19	%Chg Bud/App
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	10,578,018	9,842,468	10,658,405	10,000,231	1.6 %
Employee Benefits	3,806,806	3,685,712	3,884,679	3,673,744	-0.3 %
<b>County General Fund Personnel Costs</b>	<b>14,384,824</b>	<b>13,528,180</b>	<b>14,543,084</b>	<b>13,673,975</b>	<b>1.1 %</b>
Operating Expenses	18,105,911	17,437,397	19,823,977	16,309,229	-6.5 %
Capital Outlay	519	0	0	0	—
<b>County General Fund Expenditures</b>	<b>32,491,254</b>	<b>30,965,577</b>	<b>34,367,061</b>	<b>29,983,204</b>	<b>-3.2 %</b>
<b>PERSONNEL</b>					
Full-Time	196	198	198	198	—
Part-Time	1	1	1	1	—
FTEs	135.25	136.93	136.93	135.73	-0.9 %
<b>REVENUES</b>					
Miscellaneous Revenues	425,821	120,000	120,000	120,000	—
<b>County General Fund Revenues</b>	<b>425,821</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Approved FY19	%Chg Bud/App
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,637,109	1,971,933	1,912,529	2,027,443	2.8 %
Employee Benefits	650,332	759,127	733,172	800,386	5.4 %
<b>Printing &amp; Mail Internal Service Fund Personnel Costs</b>	<b>2,287,441</b>	<b>2,731,060</b>	<b>2,645,701</b>	<b>2,827,829</b>	<b>3.5 %</b>
Operating Expenses	5,287,023	4,955,919	4,955,919	4,959,515	0.1 %
Capital Outlay	35,665	359,410	359,410	359,410	—
<b>Printing &amp; Mail Internal Service Fund Expenditures</b>	<b>7,610,129</b>	<b>8,046,389</b>	<b>7,961,030</b>	<b>8,146,754</b>	<b>1.2 %</b>
<b>PERSONNEL</b>					
Full-Time	28	33	33	33	—
Part-Time	1	1	1	1	—
FTEs	28.75	34.07	34.07	34.07	—
<b>REVENUES</b>					
Imaging/Archiving Revenues	0	1,314,059	1,314,059	1,508,760	14.8 %
Investment Income	10,004	13,110	13,110	7,804	-40.5 %
Mail Revenues	2,503,470	2,357,694	2,357,694	2,246,857	-4.7 %
Miscellaneous Revenues	42,456	0	0	0	—
Other Charges/Fees	2,831,865	1,825,650	1,825,650	1,843,208	1.0 %
Print Revenues	2,548,520	2,510,012	2,510,012	2,538,079	1.1 %
<b>Printing &amp; Mail Internal Service Fund Revenues</b>	<b>7,936,315</b>	<b>8,020,525</b>	<b>8,020,525</b>	<b>8,144,708</b>	<b>1.5 %</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	9,630	0	0	0	—
Employee Benefits	2,899	0	0	0	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>12,529</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	218,000	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>230,529</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
State Grants	230,528	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>230,528</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>40,331,912</b>	<b>39,011,966</b>	<b>42,328,091</b>	<b>38,129,958</b>	<b>-2.3 %</b>
<b>Total Full-Time Positions</b>	<b>224</b>	<b>231</b>	<b>231</b>	<b>231</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Approved FY19	%Chg Bud/App
<b>Total Part-Time Positions</b>	2	2	2	2	—
<b>Total FTEs</b>	164.00	171.00	171.00	169.80	-0.7 %
<b>Total Revenues</b>	8,592,664	8,140,525	8,140,525	8,264,708	1.5 %

## FY19 APPROVED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY18 ORIGINAL APPROPRIATION</b>	<b>30,965,577 136.93</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY19 Compensation Adjustment	354,306	0.00
Shift: Maintenance costs from Leases [Facilities Management]	277,882	0.00
Increase Cost: Annualization of New Building Maintenance [Facilities Management]	41,705	0.00
Increase Cost: Silver Spring Library building security [Administration]	20,000	0.00
Increase Cost: Annualization of FY18 Personnel Costs	16,444	0.00
Increase Cost: Contract cost increase: Fire Alarms, Sprinkler Systems, & Fire Hydrants Inspection and Testing [Facilities Management]	11,550	0.00
Increase Cost: Contract cost increase: Eastern Pool [Facilities Management]	5,920	0.00
Increase Cost: Printing and Mail	1,399	0.00
Decrease Cost: Motor Pool Adjustment	(15,836)	0.00
Shift: 0.20 FTE to CIP (Sr. Engineer - Facilities) [Facilities Management]	(28,305)	(0.20)
Decrease Cost: American Film Institute (AFI) [Administration]	(35,820)	0.00
Shift: Shift 0.35 FTE to CIP (Planning Specialist III - OPD)	(38,169)	(0.35)
Decrease Cost: Lapse Sustainability Initiative Intern [Energy and Sustainability]	(50,000)	0.00
Shift: Shift 0.65 FTE to CIP (Program Mgr III - OPD)	(65,122)	(0.65)
Decrease Cost: Retirement Adjustment	(93,359)	0.00
Decrease Cost: Libraries special cleaning due to lower contract cost [Facilities Management]	(300,000)	0.00
Decrease Cost: Recreation special cleaning due to lower contract cost [Facilities Management]	(304,968)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY18	(780,000)	0.00
	<b>FY19 APPROVED</b>	<b>29,983,204 135.73</b>

## PRINTING & MAIL INTERNAL SERVICE FUND

	<b>FY18 ORIGINAL APPROPRIATION</b>	<b>8,046,389 34.07</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY19 Compensation Adjustment	82,589	0.00
Increase Cost: Annualization of FY18 Personnel Costs	26,153	0.00
Increase Cost: Motor Pool Adjustment	2,793	0.00
Increase Cost: OPEB Adjustment	570	0.00



## FY19 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail	233	0.00
Decrease Cost: Retirement Adjustment	(11,973)	0.00
<b>FY19 APPROVED</b>	<b>8,146,754</b>	<b>34.07</b>

## PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 APPR Expenditures	FY19 APPR FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	8,046,389	34.07	8,146,754	34.07
Real Estate Program	978,138	7.00	986,463	7.00
Energy and Sustainability	812,235	5.00	794,079	5.00
Facilities Management	25,950,691	108.90	25,084,036	108.70
Administration	3,224,513	16.03	3,118,626	15.03
Building Design and Construction	0	0.00	0	0.00
<b>Total</b>	<b>39,011,966</b>	<b>171.00</b>	<b>38,129,958</b>	<b>169.80</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY18 Total\$	FY18 FTEs	FY19 Total\$	FY19 FTEs
<b>COUNTY GENERAL FUND</b>					
General Services	Central Duplicating (Printing & Mail)	52,765	0.52	53,699	0.52
Fleet Management Services	Motor Pool	567,439	2.80	620,472	2.80
Solid Waste Services	Solid Waste Disposal	48,223	0.10	48,223	0.10
Liquor Control	Liquor	359,565	1.20	568,265	1.20
CIP	Capital Fund	7,911,313	54.45	8,170,329	55.65
Not Defined	Not Defined	749,029	3.50	749,029	3.50
<b>Total</b>		<b>9,688,334</b>	<b>62.57</b>	<b>10,210,017</b>	<b>63.77</b>

## FUTURE FISCAL IMPACTS

CC APPROVED (\$000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY19 Approved</b>	<b>29,983</b>	<b>29,983</b>	<b>29,983</b>	<b>29,983</b>	<b>29,983</b>	<b>29,983</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>156</b>	<b>156</b>	<b>156</b>	<b>156</b>	<b>156</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

## FUTURE FISCAL IMPACTS

CC APPROVED (\$000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
<b>Subtotal Expenditures</b>	<b>29,983</b>	<b>30,139</b>	<b>30,139</b>	<b>30,139</b>	<b>30,139</b>	<b>30,139</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>						
<b>EXPENDITURES</b>						
<b>FY19 Approved</b>	<b>8,147</b>	<b>8,147</b>	<b>8,147</b>	<b>8,147</b>	<b>8,147</b>	<b>8,147</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Labor Contracts</b>	<b>0</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>8,147</b>	<b>8,191</b>	<b>8,191</b>	<b>8,192</b>	<b>8,192</b>	<b>8,192</b>