



# General Services

**RECOMMENDED FY20 BUDGET**

\$40,381,913

**FULL TIME EQUIVALENTS**

170.30

DAVID DISE, DIRECTOR

## MISSION STATEMENT

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

## BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of General Services is \$40,381,913, an increase of \$2,251,955 or 5.91 percent from the FY19 Approved Budget of \$38,129,958. Personnel Costs comprise 43.76 percent of the budget for 232 full-time position(s) and one part-time position(s), and a total of 170.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 56.24 percent of the FY20 budget.

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

## COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

- A Greener County**
- Effective, Sustainable Government**
- A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
<b>Multi-Program Measures</b>					
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government (4 point scale)	3.13	3.07	3.09	3.11	3.12

## ACCOMPLISHMENTS

- Reviewed and revised the County's Emergency Operations Plan for compliance with the Americans with Disabilities Act, and presented training for staff designated to work emergency shelters in the event of a disaster or severe weather emergency. Expanded the services for effective communication with people who are deaf or hard of hearing by providing assistive listening systems in County meeting rooms. As of June 30, 2018, twenty-six (26) assistive listening devices have been installed in County buildings and six (6) portable systems have been procured for use by departments using other meeting rooms.
- Lead the County's efforts to install 7.6 megawatts of solar and other clean energy technologies on County facilities. To date, the program has produced enough clean energy to power more than 800 homes and lowering greenhouse gas emissions as much as planting 192,000 trees.
- Substantially completed building envelope, lighting, HVAC, HVAC controls, and water conservation retrofits at the Pre-Release Center, Longwood Community Center, Twinbrook Library, Kensington Park Library, and the Silver Spring Health Center that are expected to save the County \$240,439 per year. This includes installing a Combined Heat and Power system at the Pre-Release Center.
- Installed microgrids at the Public Safety Headquarters and the Montgomery County Correctional Facility that now produce clean energy and low-carbon energy to meet the energy needs of these crucial facilities, and enable them to operate independent of the energy grid during normal operations and prolonged power outages.
- Installed microgrids at the Public Safety Headquarters and the Montgomery County Correctional Facility that now produce clean energy and low-carbon energy to meet the energy needs of these crucial facilities, and enable them to operate independent of the energy grid during normal operations and prolonged power outages.
- Multifunction Printers - Eliminated more than 1,000,000 pages being printed (676,666 pages deleted; 406,108 pages expired). Saved or reduced more than 1,382,397 gallons of water, 51,803 lbs. of carbon dioxide and 55 trees. Records Management and Imaging - Shredded 234,178 lbs.

## COLLABORATION AND PARTNERSHIPS

### \* Facilities Management

2018 NACO Award: Using GIS Maps to Improve Contract Management in Facilities Maintenance.

### \* Americans with Disabilities Act

Supported the Department of Technology Services to improve the accessibility of the County's website, including creating accessible map solutions to replace older non-accessible static maps.

### \* Office of Energy and Sustainability

Continue to coordinate the public use of \$41 million in direct financial benefits and other policy commitments as a result of the merger of Pepco Holdings Incorporated and Exelon Corporation. Financial benefits included seed capital for the nation's first

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Green Bank, funding for low- and moderate-income weatherization, workforce development, and other programs.

Implemented two nationally recognized microgrid projects under a public-private partnership. The Public Safety Headquarters (PSHQ) and the Montgomery County Correctional Facility (MCCF) projects combine clean and low-carbon technologies to allow the facilities to operate independently from the utility grid. Received 2018 NACo Achievement Award for this initiative.

Continue to coordinate the policy and public benefits from the merger of Altagas Ltd and WGL holdings to benefit public infrastructure, multifamily housing, and other uses.

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\* Planning and Development

Secured \$80 million in private investment in FY18, and a cumulative investment of \$178 million since FY14.

Creation of 502 total new housing units including 123 units of affordable housing.

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\* Building Design & Construction

Received 2018 NACo Achievement Award for authoring a Project Mangement Handbook for Project Managers and Consultants.

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\* Glen Echo Park

An agreement with the National Park Service was executed July 20, 2018. The Cooperative Agreement delegates all management and operation at Glen Echo Park to Montgomery County. Doing so ensures the Park's operation during federal closures and ensures continuity of programming, as well timely building and grounds maintenance.

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## 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.

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## 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.

FY20 Recommended Changes	Expenditures	FTEs
General Services	General Government	30-3

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>8,146,754</b>	<b>34.07</b>
Increase Cost: Conversion of Part Time Mail Clerk to Full Time Printer Apprentice	24,291	0.50
Decrease Cost: Contract Cost Savings	(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.	114,997	0.00
<b>FY20 Recommended</b>	<b>8,236,042</b>	<b>34.57</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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	28.64	19.34	19.92	20.52	21.13
County rent vs. average market rent for leased space <sup>1</sup>	29.91	26.88	N/A	N/A	N/A

<sup>1</sup> For competitiveness, DGS does not provide real estate projections for future years.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>986,463</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.	34,215	0.00
<b>FY20 Recommended</b>	<b>1,020,678</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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) <sup>1</sup>	-31,177	-41,554	0	0	0

<sup>1</sup> Negative net carbon values indicate that the County's greenhouse gas emission reductions due to efficiency, renewable energy initiatives and greenhouse gas offsets exceed its annual emissions. The County government's policy is to achieve zero emissions from its direct operations. The County's renewable energy and carbon offset purchases are planned several years in advance based on estimated consumption. Growth in

County consumption has been dramatically lower than forecast. DGS has begun reducing its purchase of renewable energy credits in 2019 to more accurately reflect the amount of offsets necessary to achieve zero emissions.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>794,079</b>	<b>5.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,706	0.00
<b>FY20 Recommended</b>	<b>812,785</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; 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Facilities Maintenance: Quarterly Work Order Completion	N/A	67%	87%	87%	87%
Facilities Maintenance: Number of hours offline for heating / cooling systems	25	11	11	10	10
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) <sup>1</sup>	6,616	6150	6566	8030	8030
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings (4 point scale)	3.82	3.76	3.76	3.76	3.76

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

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>25,084,036</b>	<b>108.70</b>
Enhance: Maintenance budget for new facilities	1,066,800	0.00
Increase Cost: Adjust budget for Overtime to address structural budget deficiencies	309,733	0.00
Increase Cost: Code Compliance: Small Arms Firing Range Lead Abatement and HVAC Maintenance (EnviroSmart)	260,610	0.00
Increase Cost: Adjust budget for Lapse to address structural budget deficiencies	181,867	0.00
Reduce: American Film Institute Contract	(33,594)	0.00
Decrease Cost: Savings from replacing Alternative Community Service Workers with contractors	(152,520)	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.	232,019	0.00
<b>FY20 Recommended</b>	<b>26,948,951</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.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>3,118,626</b>	<b>15.03</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	244,831	0.00
<b>FY20 Recommended</b>	<b>3,363,457</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.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY20 Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	11,020,619	10,000,231	10,790,784	10,827,819	8.3 %
Employee Benefits	3,882,044	3,673,744	3,908,422	3,874,858	5.5 %

## BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
<b>County General Fund Personnel Costs</b>	<b>14,902,663</b>	<b>13,673,975</b>	<b>14,699,206</b>	<b>14,702,677</b>	<b>7.5 %</b>
Operating Expenses	20,509,091	16,309,229	16,294,229	17,443,194	7.0 %
<b>County General Fund Expenditures</b>	<b>35,411,754</b>	<b>29,983,204</b>	<b>30,993,435</b>	<b>32,145,871</b>	<b>7.2 %</b>
PERSONNEL					
Full-Time	198	198	198	198	—
Part-Time	1	1	1	1	—
FTEs	136.93	135.73	135.73	135.73	—
REVENUES					
Miscellaneous Revenues	107,717	120,000	120,000	120,000	—
<b>County General Fund Revenues</b>	<b>107,717</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>

### PRINTING & MAIL INTERNAL SERVICE FUND

#### EXPENDITURES

Salaries and Wages	1,878,330	2,027,443	1,908,416	2,134,490	5.3 %
Employee Benefits	713,832	800,386	743,897	833,137	4.1 %
<b>Printing &amp; Mail Internal Service Fund Personnel Costs</b>	<b>2,592,162</b>	<b>2,827,829</b>	<b>2,652,313</b>	<b>2,967,627</b>	<b>4.9 %</b>
Operating Expenses	5,205,241	4,959,515	4,959,515	4,909,005	-1.0 %
Capital Outlay	94,159	359,410	359,410	359,410	—
<b>Printing &amp; Mail Internal Service Fund Expenditures</b>	<b>7,891,562</b>	<b>8,146,754</b>	<b>7,971,238</b>	<b>8,236,042</b>	<b>1.1 %</b>

#### PERSONNEL

Full-Time	33	33	33	34	3.0 %
Part-Time	1	1	1	0	-100.0 %
FTEs	34.07	34.07	34.07	34.57	1.5 %

#### REVENUES

Imaging/Archiving Revenues	1,488,631	1,508,760	1,508,760	1,508,760	—
Investment Income	21,418	7,804	7,804	7,804	—
Mail Revenues	1,976,757	2,246,857	2,246,857	2,246,857	—
Other Charges/Fees	1,945,012	1,843,208	1,843,208	1,843,208	—
Print Revenues	2,383,107	2,538,079	2,538,079	2,488,079	-2.0 %
<b>Printing &amp; Mail Internal Service Fund Revenues</b>	<b>7,814,925</b>	<b>8,144,708</b>	<b>8,144,708</b>	<b>8,094,708</b>	<b>-0.6 %</b>

### GRANT FUND - MCG

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	150,000	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

#### PERSONNEL

## BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
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	150,000	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>43,453,316</b>	<b>38,129,958</b>	<b>38,964,673</b>	<b>40,381,913</b>	<b>5.9 %</b>
<b>Total Full-Time Positions</b>	<b>231</b>	<b>231</b>	<b>231</b>	<b>232</b>	<b>0.4 %</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>-50.0 %</b>
<b>Total FTEs</b>	<b>171.00</b>	<b>169.80</b>	<b>169.80</b>	<b>170.30</b>	<b>0.3 %</b>
<b>Total Revenues</b>	<b>8,072,642</b>	<b>8,264,708</b>	<b>8,264,708</b>	<b>8,214,708</b>	<b>-0.6 %</b>

### FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY19 ORIGINAL APPROPRIATION</b>	<b>29,983,204 135.73</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Maintenance budget for new facilities [Facilities Management]	1,066,800	0.00
Reduce: American Film Institute Contract [Facilities Management]	(33,594)	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY20 Compensation Adjustment	506,067	0.00
Increase Cost: Adjust budget for Overtime to address structural budget deficiencies [Facilities Management]	309,733	0.00
Increase Cost: Code Compliance: Small Arms Firing Range Lead Abatement and HVAC Maintenance (EnviroSmart) [Facilities Management]	260,610	0.00
Increase Cost: Adjust budget for Lapse to address structural budget deficiencies [Facilities Management]	181,867	0.00
Increase Cost: Motor Pool Adjustment	68,011	0.00
Increase Cost: Annualization of FY19 Personnel Costs	20,098	0.00
Increase Cost: Retirement Adjustment	10,937	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(800)	0.00
Shift: Recognize Community Use of Public Facilities budget for reimbursement of selected Facilities Maintenance costs	(74,542)	0.00
Decrease Cost: Savings from replacing Alternative Community Service Workers with contractors [Facilities Management]	(152,520)	0.00
	<b>FY20 RECOMMENDED</b>	<b>32,145,871 135.73</b>

### PRINTING & MAIL INTERNAL SERVICE FUND



## FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY19 ORIGINAL APPROPRIATION</b>	<b>8,146,754</b>	<b>34.07</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY20 Compensation Adjustment	117,634	0.00
Increase Cost: Conversion of Part Time Mail Clerk to Full Time Printer Apprentice [Central Duplicating, Imaging, Archiving, & Mail Services]	24,291	0.50
Increase Cost: Motor Pool Adjustment	13,920	0.00
Increase Cost: Retirement Adjustment	6,345	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(8,472)	0.00
Decrease Cost: OPEB Adjustment	(14,430)	0.00
Decrease Cost: Contract Cost Savings [Central Duplicating, Imaging, Archiving, & Mail Services]	(50,000)	0.00
<b>FY20 RECOMMENDED</b>	<b>8,236,042</b>	<b>34.57</b>

## PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	8,146,754	34.07	8,236,042	34.57
Real Estate Program	986,463	7.00	1,020,678	7.00
Energy and Sustainability	794,079	5.00	812,785	5.00
Facilities Management	25,084,036	108.70	26,948,951	108.70
Administration	3,118,626	15.03	3,363,457	15.03
Building Design and Construction	0	0.00	0	0.00
<b>Total</b>	<b>38,129,958</b>	<b>169.80</b>	<b>40,381,913</b>	<b>170.30</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total\$	FY19 FTES	FY20 Total\$	FY20 FTES
<b>COUNTY GENERAL FUND</b>					
General Services	Central Duplicating (Printing & Mail)	53,699	0.52	56,241	0.52
Fleet Management Services	Motor Pool	620,472	2.80	636,303	2.80
Solid Waste Services	Solid Waste Disposal	48,223	0.10	68,652	0.10
Liquor Control	Liquor	568,265	1.20	564,025	1.20
CIP	Capital Fund	8,170,329	55.65	8,216,502	55.65
Not Defined	Not Defined	749,029	3.50	749,029	3.50
<b>Total</b>		<b>10,210,017</b>	<b>63.77</b>	<b>10,290,752</b>	<b>63.77</b>

## FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY20 Recommended</b>	<b>32,146</b>	<b>32,146</b>	<b>32,146</b>	<b>32,146</b>	<b>32,146</b>	<b>32,146</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>32,146</b>	<b>32,236</b>	<b>32,236</b>	<b>32,236</b>	<b>32,236</b>	<b>32,236</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>						
<b>EXPENDITURES</b>						
<b>FY20 Recommended</b>	<b>8,236</b>	<b>8,236</b>	<b>8,236</b>	<b>8,236</b>	<b>8,236</b>	<b>8,236</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(1)</b>	<b>(2)</b>	<b>(12)</b>	<b>(19)</b>	<b>(24)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>8,236</b>	<b>8,264</b>	<b>8,263</b>	<b>8,253</b>	<b>8,246</b>	<b>8,241</b>