



Capital Improvements Program (CIP)

INTRODUCTION

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

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

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

The County Charter (Section 302) also provides that the CIP may be amended at any time. In practice, amendments to the CIP are limited to conform to the requirement for a biennial, or every other year, CIP. Criteria for amendments generally include: Use of funds from external sources; projects which address significant health or safety requirements; and economic development opportunities.

This section summarizes the CIP, its six-year projections of expenditures, and the fiscal policies and funding to support them. The complete County Executive's Recommended Amended CIP is published as a separate document, and may be found at <https://www.montgomerycountymd.gov/omb/publications.html>. The complete Approved CIP can be found on the same website.

PROGRAM OBJECTIVES

Capital program goals and objectives for departments within the Montgomery County Government are provided in the program description and objectives subsections contained in the various sections of the Recommended CIP document. For other government agencies (Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, Revenue Authority, and Housing Opportunities Commission), missions are more generally described, citing statutory authority, with agency capital programs supporting those goals. Further detail on the capital program goals and objectives for these agencies is contained in their CIP request documents, which may be obtained directly from each agency.

CAPITAL PROGRAM PLANNING

Planning Policies

Planning for capital improvements is tied to the County's continuing development and growth in population, numbers of households, and businesses. Land use master plans and sector plans for the County's geographic planning areas anticipate needs for roads, schools, and other facilities required by new or changing population. The County continues its efforts to improve the linkages between County planning activities, the CIP, and the Operating Budget.

General Plan and Master Plans and Sector Plans

The General Plan Refinement of FY94 recognizes the importance of establishing priorities for the provision of public facilities. The CIP gives high priority to areas of greatest employment and residential density when allocating public investment. Some County master plans include phasing elements which provide guidance about the timing and sequence of capital facilities to develop a CIP that serves long-range needs. Copies of the County's General Plan and adopted master plans and sector plans may be obtained directly from the Maryland-National Capital Park and Planning Commission (M-NCPPC).

Subdivision Staging Policy

Overall planning policies involve an interdependence between the CIP as a budgeting document which allocates available public resources according to County priorities and the Subdivision Staging Policy, the main purpose of which is to manage the location and pace of private development. The Subdivision Staging Policy is designed to affect the staging of development approvals, matching the timing of private development with the availability of public facilities. It identifies the need for public facilities to support private development and constrains the number of private subdivision approvals to those that can be accommodated by existing and programmed public facilities.

In order to guide subdivision approvals under the Adequate Public Facilities Ordinance (APFO), the Subdivision Staging Policy tests the adequacy of several types of public facilities: transportation; schools; water and sewerage facilities; and police, fire, and health services. Copies of the County's currently approved Subdivision Staging Policy may be obtained directly from the M-NCPPC website.

Functional Plans

Functional plans anticipate needs for government functions and services ranging from provision of water and sewerage to solid waste disposal, libraries, parks and recreation, and fire and rescue services. Other studies assess future educational, health, and human services needs. These plans are analyzed for likely new facilities or service delivery requirements and their potential operating costs which will eventually add to annual operating budgets.

Public Input

The five local Citizens' Advisory Boards are encouraged to provide the County Executive with their development priorities during the preparation of each CIP. The County Council holds public hearings after receipt of the County Executive's Recommended CIP before deliberations on the program begin. All Council worksessions are public, and residents are encouraged to attend to present their views.

Maryland Economic Growth, Resource Protection and Planning Act

The Maryland Economic Growth, Resource Protection and Planning Act requires local governments to review all construction projects that involve the use of State funds, grants, loans, loan guarantees, or insurance for consistency with existing local plans. The County Executive or the requesting agency affirms that all projects which are expected to receive

State financial participation conform to relevant local plans. This language appears in the "Disclosures" portion of the relevant project description forms.

County Council and Planning Board Review

During the Council review process, the Planning Board provides comments to the Council regarding conformance with local plans, and a final determination as to consistency of projects with adopted County plans is made by the County Council. The Council adopts the CIP and approves a list of applicable State participation projects.

Fiscal Policies

Prior to considering specific projects for inclusion in the Capital Improvements Program, Montgomery County develops projections of total resources available to the County as a whole, and to the CIP as a subset of the whole. A variety of assumptions underpin these projections.

Economic Assumptions

Revenue projections depend largely on assumptions regarding economic activity, including employment, income, inflation, interest rates, construction, home sales, and other economic conditions.

Demographic Assumptions

The CIP is based on demographic assumptions based on data from Moody's Analytics and Woods & Poole Economics and are based on fiscal and economic data and analyses used or prepared by the Department of Finance. This forecast predicts that the County will continue to experience steady population growth. Besides general population changes, demographic forecasts anticipate a strong growth phase for elementary school enrollment, while middle school and high school enrollments are following close behind as the swell of elementary students age.

Debt Capacity

To maintain its AAA bond rating, the County considers the following guidelines in deciding how much additional County general obligation debt may be issued in the six-year CIP period.

- Total debt, both existing and proposed, should be kept at about 1.5 percent of full market value (substantially the same as assessed value) of taxable real property in the County.
- Required annual debt service expenditures should be kept at about 10 percent of the County's total tax supported operating budget. The tax supported operating budget excludes proprietary funds and grants.
- Total debt outstanding and annual amounts issued, when adjusted for inflation, should not cause real debt per capita (i.e., after eliminating the effects of inflation) to rise significantly.
- The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any 10-year period.
- Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita income to rise significantly above its current level of about 3.5 percent.

The debt capacity schedule is displayed later in the Debt Service section.

Spending Affordability Assumptions

The County Charter (Section 305) requires that the Council adopt spending affordability guidelines for the capital and operating budgets. Spending affordability guidelines for the CIP have been interpreted in County law to be limits on the amount of general obligation debt and Park and Planning debt that may be approved for expenditure in the CIP. Spending affordability guidelines are adopted in odd-numbered calendar years, and limit the amount of general obligation debt that may be approved for the first year, the second year, and for the entire six years of the CIP. Similar provisions cover the bonds issued by M-NCPPC.

The Montgomery and Prince George's County Councils adopt one-year spending limits for Washington Suburban Sanitary Commission (WSSC). These spending control limits include guidelines for new debt and annual debt service.

General Obligation Debt Limits

General obligation debt usually takes the form of bond issues. General obligation debt pledges general tax revenue for repayment. Montgomery County has maintained a AAA rating, the highest quality rating available, for its general obligation bonds. This top rating by Wall Street rating agencies, enjoyed by very few local governments in the Country, assures Montgomery County of a ready market for its bonds and the lowest available interest rates on that debt.

IMPACT OF CAPITAL PROGRAM ON THE OPERATING BUDGET

Most capital improvement projects generate future operating budget costs in one or more of three ways: debt service; current revenues that fund projects not eligible for debt financing, and PAYGO which offsets the need to issue debt; and changes to the Operating Budget to support new or renovated facilities.

Debt Service

The annual payment of principal and interest on general obligation bonds and other long-term and shorter-term debt used to finance roads, schools, and other major projects is included in the operating budget as a required expenditure. The FY21 tax-supported debt service, as displayed later in the Debt Service section, is approximately \$415.2 million.

Current Revenue and PAYGO

Certain CIP projects are funded directly with County current revenues to avoid costs of borrowing. These amounts are included in the operating budget as specific transfers to individual projects within the capital projects fund. PAYGO, or "pay as you go" funding, is an additional amount included in the operating budget as a direct bond offset to reduce the amount of borrowing required for project financing. The FY21 Current Revenue and PAYGO are approximately \$98.5 million and are displayed in Schedule A-3.

Operating Budget Impacts (OBI)

The construction of government buildings and facilities usually results in new annual costs for maintenance, utilities, and additional staffing required for facility management and operation. Whenever a new or expanded facility involves program expansion, as with new school buildings, libraries, or fire stations, the required staffing and equipment (principals, librarians, fire apparatus) represent additional operating budget expenditures.

The CIP includes analysis of these operating budget impacts to aid in review and decisions on the timing of public facilities and to more clearly show what a new building or road will cost in addition to its construction costs and any required debt service. The project description forms published in the Recommended FY21-26 CIP, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended FY21-26 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND (\$000s)						
Fund/Department	FY21	FY22	FY23	FY24	FY25	FY26
County General Fund						
General Service & Transportation	-878	-2,502	-1,443	-1,453	-1,403	-1,471
Health and Human Services	0	1,168	1,780	1,893	1,893	1,893
Police	-	-	-	-	273	547
Public Libraries	0	0	253	253	253	253
Mass Transit						
Transit Services	0	0	0	0	0	6
Fire						
Fire and Rescue Service	-	146	203	203	327	500
Recreation						
Recreation	-	-	1,246	2,914	2,946	3,105
Water Quality Protection Fund						
Environmental Protection	-	-	150	150	150	150
Total	-878	-1,188	2,189	3,960	4,439	4,983

PROJECT COST PROJECTIONS

Departments and agencies estimate the cost of each proposed capital project in current dollars. For the most part, County agencies use contracted cost estimators to develop project costs, and those estimates are reviewed and verified by County staff. Recent cost changes for construction commodities have been included, and projects are escalated to the mid-point of construction. Inflation is estimated separately, and funds are set aside to allow for inflation-driven cost increases in later years. During each even-numbered calendar year, all existing and proposed projects are reviewed centrally for changes to cost, scope and timing, and adjusted as necessary.

The County Charter (Section 307) provides for supplemental appropriations to address interim project cost increases. Unappropriated resources are set aside during the fiscal planning process to fund potential cost increases or for new projects which address urgent needs.

REVENUE SOURCES

The major revenue sources for the Capital Improvements Program are described in the Fiscal Policy section of the County Executive's Recommended CIP. There are four major types of revenue sources for the capital improvements program: current revenues (including PAYGO and recordation taxes); proceeds from bonds and other debt instruments; impact taxes paid to support increased transportation and school capacity needed as a result of development; and grants, contributions, reimbursements, or other funds from intergovernmental and other sources. In some cases, where both a public and a private goal may be achieved, the County enters partnerships with the private sector to finance and construct public facilities.

The specific funding sources for all expenditures are identified on each individual capital project description form.

Current Revenues

Current revenues from the General Fund are used for designated projects which involve broad public use and which fall outside any of the specialized funds. Generally, current revenues are used for the planning of capital projects.

PAYGO is current revenue set aside annually in the operating budget, but not appropriated. PAYGO is used to replace bonds for debt-eligible expenditures ("pay-as-you-go" financing) or when projects are not debt eligible or not eligible for tax-exempt financing. The County generally allocates PAYGO of at least ten percent of general obligation bonds planned for issue each year.

Bond Issues and Other Public Agency Debt

Bonds are used to spread the cost of construction of a public facility over time, such that those who benefit from it over time share in the costs. The County government and four of its Agencies are authorized by State law and/or County Charter to issue debt to finance CIP projects. This debt may be either general obligation or self-supporting debt.

County government general obligation bonds are issued for a wide variety of functions such as transportation, public schools, community college, public safety, and other programs. These bonds are legally-binding general obligations of the County and constitute an irrevocable pledge of its full faith and credit and unlimited taxing power. The money to repay general obligation debt comes primarily from general revenues, except that debt service on general obligation bonds, if any, issued for projects of Parking Districts, Liquor, or Solid Waste funds is supported from the revenues of those enterprises.

M-NCPPC is authorized to issue general obligation bonds, also known as Park and Planning bonds, for the acquisition and development of local and certain special parks and advance land acquisition, with debt limited to that supportable within tax rates established for the Commission.

County Revenue Bonds are bonds authorized by the County to finance specific projects such as parking garages and solid waste facilities, with debt service to be paid from pledged revenues received in connection with the projects. Proceeds from revenue bonds may be applied only to costs of projects for which they are authorized. They are considered separate from general obligation debt and do not constitute a pledge of the full faith and credit or unlimited taxing power of the County.

County revenue bonds have been used in the Bethesda and Silver Spring Parking Districts, supported by parking fees and fines together with parking district property taxes. County revenue bonds have also been issued for County Solid Waste Management facilities, supported with the revenues of the Solid Waste Disposal system.

The Montgomery County Revenue Authority has authority to issue revenue bonds and to otherwise finance projects through notes and mortgages with land and improvements serving as collateral. These are paid through revenues of the Authority's several enterprises, which include golf courses and the Montgomery County Airpark.

The County also uses the Revenue Authority as a conduit for alternative CIP funding arrangements for swim centers and the construction of the Montgomery County Conference Center. The County has entered into long-term leases with the Revenue Authority, and the County lease payments fund the debt service on these Revenue Authority bonds.

Other specialized bonds are used to finance a variety of public infrastructure, including water distribution and sewage collection lines and required support facilities, stormwater management, and affordable housing. These bonds are paid from non-tax sources including user charges and mortgages, which also cover all operating costs.

Intergovernmental Revenues

CIP projects may be funded in whole or in part through grants, matching funds, or cost sharing agreements with the Federal government, the State of Maryland, the County's incorporated municipalities, or regional consortia such as the Washington

Metropolitan Area Transportation Authority (WMATA), Washington Suburban Sanitary Commission (WSSC), and the Washington Area Sewer Authority (WASA).

Federal Aid. Major projects that involve Federal aid include Metro, commuter rail, interstate highway interchanges, bridges, and various environmental construction or planning grants. Most Federal aid is provided directly to the State, and then redistributed to local jurisdictions.

Community Development Block Grant (CDBG) funds are received through annual formula allocations from the U.S. Department of Housing and Urban Development in response to a County application and are used for neighborhood improvements and facilities in areas where there is significant building deterioration, economic disadvantage, or other need for public intervention in the cycles of urban growth and change.

State Aid includes grants, matching funds, and reimbursements for eligible County expenditures for local projects in public safety, environmental protection, health and human services, courts and criminal justice, transportation, libraries, parkland acquisition and development, community college, and public school construction.

Municipal Financing. Some projects with specific benefits to an incorporated municipality within the County may include funding or other financing from that jurisdiction. Incorporated towns and municipalities, specifically Rockville, Gaithersburg, and Poolesville, have their own capital improvements programs and may participate in County projects where there is shared benefit.

Other Revenue Sources

The use of other revenue sources to fund CIP projects is normally conditioned upon specific legislative authority or project approval, including approval of appropriations for the projects. Approval of a project may be contingent upon actual receipt of the revenues planned to fund it, as in the case of private contributions that are not subject to law or agreement.

EXAMPLES OF CAPITAL PROJECTS

The CIP addresses the County's needs for basic infrastructure, education, transportation, and other critical facilities in the following ways:

A More Affordable and Welcoming County

- Provide an additional \$132 million over the next six fiscal years for the Affordable Housing Acquisition and Preservation Program, to preserve and increase the stock of affordable housing for the County, including low income residents and the senior population. This is the first time that the County will dedicate funding resources over a six-year period.
- Create a new Affordable Housing Opportunity Fund of \$20 million to leverage \$80 million in financing from public and private partners - for a total of \$100 million in new financing for affordable housing.
- Continue funding to support Public Housing Improvements through the Supplemental Funds for Deeply Subsidized Housing Opportunity Commission Owned Units Improvements project.
- Renovate and modify Progress Place to sustain the intense use of this homeless housing facility.
- Maintain the approved funding in FY21 to support the Housing Opportunity Commission's Demolition Fund project. Demolition of the Ambassador Apartments and Emory Grove Village in 2020 will allow the sites to be redeveloped for affordable housing.

Easier Commutes

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- Complete preliminary engineering on Veirs Mill Road Bus Rapid Transit (BRT) in FY21.
 - Complete preliminary engineering on MD 355 Bus Rapid Transit (BRT) in FY23.
 - Begin planning for the New Hampshire Avenue Bus Rapid Transit (BRT) corridor and the North Bethesda Transitway.
 - Increase funding for resurfacing of residential/rural roads by a total of \$17.6 M in FY21 and FY22 with an additional \$5.5 million assumed in FY23 and FY26. A six-year total of \$180.6 million will fund patching, rehabilitation, and resurfacing on primary/arterial and residential/rural roads to prevent deterioration and more costly rehabilitation work.
 - Maintain funding for patching and road rehabilitation projects on Primary/Arterial and Residential/Rural Roads to prevent deterioration and more costly rehabilitation work.
 - Provide oversight and financial support for the Purple Line project, which will provide significant economic and mobility benefits.
 - Construct the south entrance for the Bethesda Metrorail Station in coordination with the Purple Line project.
 - Support the redevelopment of White Flint by providing \$175 million for local transportation improvements.
 - Complete the White Flint West Workaround project, to realign roads and intersections by FY22. New traffic lanes, shared use paths, bicycle lanes, streetlights, sidewalks, and underground utilities where required to improve safety, traffic flow, and economic redevelopment will be provided.
 - Design and construct a new bus loop and parking lot at the Boyds MARC Station.
 - Maintain funding for previously approved storm drain projects such as the Storm Drain Culvert Replacement project to ensure safer commutes and minimize road closures.
 - Increase efforts to replace sidewalks and curbs.
 - Continue efforts to preserve street trees.
 - Complete construction of a new salt storage facility in FY20.
 - Provide funding to replace four bridges on Brink Road, Garrett Park Road, Glen Road, and Mouth of Monocacy Road.
 - Maintain funding for the previously approved Beach Drive Bridge, Brighton Dam Road Bridge, and Dennis Avenue Bridge projects, as well as the Bridge Preservation Program.
 - Significantly increase funding in the Bridge Renovation program to rehabilitate and replace failing culverts countywide.
 - Increase funding in the Bridge Design program to leverage currently available federal funds and improve the condition of County bridges.
 - Increase funding for Dorsey Mill Road Bridge for bicycle and pedestrian facility design changes, the widening of Village Green Circle, and new traffic signals.
 - Replace 22 Ride On buses in Fiscal Year 2021.
 - Continue efforts to improve the condition of Ride On bus stops.
 - Continue funding for design and land acquisition for Observation Drive Extended, a north-south road extension of existing Observation Drive, connecting north Germantown to Clarksburg.
 - Complete construction of Snouffer School Road and Snouffer School Road North (Webb Tract) to improve traffic congestion and safety in support of the Multi-Agency Service Park (MASP).
 - Complete the construction of East Gude Drive Roadway Improvements and Seminary Road Intersection Improvements.
 - Continue partnerships with developers to support development in the Clarksburg area through the Subdivision Roads Participation project.
 - Construct a new roadway between Spencerville Road (MD 198) and the School Access Road in Burtonsville.
 - Continue inclusion of pedestrian and bike facilities in major road projects.
 - Continue efforts to modernize the central traffic signal control system to provide additional capabilities and tools to optimize traffic flow.

Montgomery County Public Schools:

- Provide \$1.714 billion, meeting over 94 percent of MCPS' requested CIP, to fund school capacity and renovation projects. MCPS is the largest expenditure category, representing approximately 40.5 percent of the total CIP.
- Support the construction of a permanent Early Childhood Center at Watkins Mill High School to provide children living in poverty additional time to acquire skills for success in school and later in life.
- Support funding for MCPS' Countywide infrastructure and systemic projects such as Heating, Ventilation and Air Conditioning (HVAC), Roof Replacement, School Security, and Planned Lifecycle Asset Replacement (PLAR).
- Other CIP projects which benefit MCPS' programs include: Pedestrian Safety Program, Transportation Improvements for Schools, FiberNet, Ballfield Initiative, Kennedy Shriver Aquatic Center Building Envelope Improvement, Child Care Renovations, High School Wellness Centers, and School Based Health & Linkages to Learning Centers.

Montgomery College:

- Continue to address the overall growth at the Germantown campus and prioritization of STEM fields through the Germantown Student Affairs & Science Building Phase 2 Addition and the Germantown Student Services Center, as affordable.
- Improve campus libraries.
- Complete construction of the Takoma Park/Silver Spring Math & Science Center.
- Improve campus athletic facilities through the Collegewide Physical Education Renovations project.
- Sustain College infrastructure projects such as Elevator Modernization, Planned Lifecycle Asset Replacement, Roof Replacement, and Site Improvements to improve facilities and safety on all three campuses.

Countywide:

- Renovate and replace outdated County child care facilities.
- Renovate and construct child care center playgrounds to meet ADA requirements.
- Fund construction of a High School Wellness Center at John F. Kennedy High School.
- Fund two Linkages to Learning sites at Gaithersburg Elementary School #8 and Silver Spring International Middle School.
- Fund construction of a new library in Clarksburg.
- Complete an additional eight library refreshes. This complements refresh renovations already completed at nine County libraries.
- Continue implementation of a 21st Century Library Enhancements project that will allow Public Libraries to respond to customer demands and library trends that require changes in the equipment and related furnishings of library buildings.
- Complete construction of the South County Regional Recreation and Aquatic Center in FY23.
- Add funds for a new Recreation Facilities Refurbishment project to provide a structured process to ensure that all Recreation center facilities are refurbished.
- Add a new Swimming Pools Slide Replacement project to ensure patron safety.
- Make accessibility improvements and upgrade the roof, HVAC, and pool filtration systems at the Martin Luther King, Jr. Indoor Swim Center.
- Repair or replace masonry, windows, and other building envelope components at the Kennedy Shriver Aquatic Center.
- Continue facility planning work on the Recreation Modernization project to renovate the Margaret Schweinhaut Senior Center, Clara Barton Neighborhood Recreation Center, and other Recreation facilities.

A Greener County

- As part of the County's leading effort to improve water quality, continue to repair or replace failed storm drain outfalls, pipes, and culverts.
- Continue the planning and implementation of stormwater controls, public outreach, stream monitoring, and other actions needed to comply with the County's fourth generation National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS-4) permit, which will significantly enhance the County's efforts to improve water quality in local streams and ultimately the Chesapeake Bay.
- Construct new stormwater management facilities and retrofit old stormwater controls to prevent property damage, improve water quality, and protect habitats.
- Perform major structural repairs on public and private stormwater facilities accepted into the County's maintenance program.
- Begin phased remediation of environmental contamination at the Gude Landfill in FY21 with major completion in FY26.
- Add utility incentive funding from the Pepco/Exelon merger to fund energy savings projects through the County Government Energy Conservation project.
- Continue implementing energy savings projects through partnerships that leverage non-County funds.
- Leverage significant State Aid through the Rural Legacy Program to support protection of natural resources.
- Add a new Laboratory Division Building Expansion project to accommodate an increased analytical workload and reduce regulatory compliance risk.
- Continue development of the Piscataway Bio Energy Project to address biosolids management.
- Continue funding the Advanced Metering Infrastructure project to improve billing efficiency, leak detection, system-wide monitoring, and allow for monthly billing.
- Continue water and sewer line infrastructure reconstruction by replacing and rehabilitating 25 miles of water mains and 20 miles of sewer main in FY21.
- Continue to address the consent decrees with the Maryland Department of the Environment related to the Potomac Water Filtration Plant and the Trunk Sewer Reconstruction Program.
- Continue to support operations at DC Water's Blue Plains facility.
- Enhancements:
 - A new Black Hill Regional Park SEED Classroom - an environmentally friendly educational site designed for net-zero energy and net-zero water.
 - Expansion of the Ballfield Initiative (adding new MCPS fields) to address countywide Ballfield needs.
 - Improvements to the inline Ridge Road Ice Rink.
 - Fund Wheaton Regional Park parking, drainage, access, and other improvements.
 - Expansion of the Ovid Hazen Wells Recreational Park in Clarksburg, including relocating the carousel from Wheaton Regional Park.

Safe Neighborhoods

- Design and construct a new White Flint Fire Station.
- Construct a permanent Clarksburg Fire Station, including the design and construction of the sewer for Historic Clarksburg.
- Continue apparatus replacement to meet critical apparatus needs. During the six-year period, ten aerials, 38 EMS units, 16 engines, four rescue squads, and one tanker will be replaced.
- Support planning funding for the Rockville Fire Station #3 renovation project.
- Continue to fund level-of-effort/ongoing maintenance projects including Life Safety Systems; Emergency Power System

Upgrades; Heating, Ventilation, and Air Conditioning/Electrical Replacement; Resurfacing paved areas; and Roof Replacement.

- Provide funding to develop a new concept and plan for the Criminal Justice Complex (CJC) that will reflect changing circumstances including the establishment of a Mental Health Court, the implementation of the Justice Reinvestment Act, and the initiation of an opioid treatment program to include Medication Assisted Treatment.
- Plan, design, and construct modifications to the Montgomery County Detention Center (MCDC) to include consolidating operations within the structural footprint and demolishing dilapidated structures.
- Construct a new 6th District Police Station (Gaithersburg) with substantial completion in FY25.
- Add a new Outdoor Firearms Training Center project to provide for the renovation, upgrade, and expansion of the Outdoor Firing Range to improve user safety and address increased training needs.
- Fund the second phase of the Public Safety Communications Center's renovation and replacement of critical building systems including emergency generators.
- Add funding to the Master Lease: Digital Evidence Data Storage project to provide a temporary storage solution for the Montgomery County Police Department's Electronic Crimes Unit (ECU), while the County develops a long-term solution for the acquisition, management, storage and use of digital evidence in criminal investigations and prosecution.
- Include the 4th District Station and Alternate Emergency Communications Center projects in the County's Facility Planning project.

Vision Zero

- Increase funding in the Pedestrian Safety Program by \$9.3 million to support the Vision Zero initiative. The Pedestrian Safety Program will:
 - Improve intersections by providing crosswalks with High-Intensity Activated crossWalk (HAWK) signals, pedestrian refuge islands, and accessible countdown signals and warning beacons;
 - Construct fencing to channel pedestrians to safer crossing locations;
 - Add bicycle signings and markings, sidewalks, bus pull-off areas, and improved signage; and
 - Relocate, add, or eliminate bus stops to improve passenger safety.
- Increase funding in the Intersection and Spot Improvements program to fund intersection reconstruction to enhance pedestrian safety.
- Continue efforts to install and upgrade streetlights countywide to help improve pedestrian safety and reduce crime.
- Significantly increase funding for the design and construction of bicycle and pedestrian improvements in areas adjacent to future Purple Line stations.
- Continue design, construction, and maintenance of vehicular and pedestrian traffic signals.
- Add new sidewalks along Good Hope Road and Oak Drive and new protected bicycle lanes in downtown Bethesda.
- Increase funding for the Bikeway Program.
- Add funding to Bicycle-Pedestrian Priority Area Improvements in the Wheaton Central Business District to construct the Amherst Avenue Bikeway.
- Maintain increased funding levels for Bicycle-Pedestrian Priority Area Improvements in designated areas including Silver Spring, Grosvenor, Glenmont and Veirs Mill/Randolph.
- Continue funding of two Purple Line-related projects: Capital Crescent Trail and the Silver Spring Green Trail.
- Continue funding of the Metropolitan Branch Trail.
- Continue funding of MD 355 Crossing (BRAC) and MD 355-Clarksburg Shared Use Path.
- Complete the construction of the Frederick Road Bike Path, Franklin Avenue Sidewalk and MacArthur Blvd. Bikeway Improvements.

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- Construct safe access improvements to the White Flint Metro Station, including intersection modifications and sidewalk and streetscape improvements, to improve walking routes and reduce conflicts between pedestrians and vehicles.

A Growing Economy

- Complete construction of the Wheaton Redevelopment project by May 2020.
- Continue funding to leverage State resources for the retention and expansion of the global headquarters of Marriott International, Inc. in Bethesda.
- Continue funding for plans, studies, analysis, and development coordination activities by the County necessary to implement redevelopment in the White Flint Sector Plan Area.
- Continue funding for planning, design and public infrastructure associated with the redevelopment of the White Oak Science Gateway Master Plan.
- Fund investments in conduit and fiber networks in the White Oak Science Gateway to provide greater connectivity to regional networks in Maryland.
- Continue funding for the ultraMontgomery project to ensure the County remains technologically ready to serve as a center for business, research and innovation with a robust, reliable, and resilient broadband network.
- Fund ultraMontgomery economic development initiatives to provide the shortest-distance connections between the Great Seneca Science Corridor/Bethesda and regional data centers which host 90 percent of East Coast internet traffic.
- Complete renovation of the Silver Spring Innovation Center by January 2020 to foster private sector support for entrepreneurs and start-up companies in the County.
- Complete construction of the pedestrian walkway connecting the County's Conference Center and its parking garage by December 2019 to provide a well-functioning facility to meet the needs of County businesses and residents.
- Complete implementation of training, marketing, technical assistance, and signage funded in the Long Branch Town Center Redevelopment project by Fall 2020 to help businesses adversely impacted by construction of the Purple Line in the Long Branch area.
- Complete commercial revitalization in the Colesville/New Hampshire Avenue corridor and the Burtonsville community in FY20 to support existing small businesses and create new opportunities for private investment.
- Continue to implement the Poolesville Economic Development Project to support economic development, agriculture, education, and workforce development.
- Implement the next phase of the Airport Layout Plan and the Airport Capital Improvement Plan through land acquisitions.
- Continue to fund Agricultural Land Preservation to preserve agricultural land and retain a significant farming sector throughout Montgomery County.

An Effective Sustainable Government

- Continue to replace aging County facility infrastructure at Colesville Health Center, Midcounty Recreation Center, Bethesda Library, Kennedy Shriver Aquatic Center, and Strathmore Mansion.
- Add new facility planning studies for the Alternate Emergency Communications Center, Chevy Chase Library Redevelopment, Clarksburg Library, and North County Transit Depot.
- Complete the renovation of the Grey Courthouse in FY21.
- Fund the FiberNet program, the County's critical infrastructure communications network, to expand its physical reach and bandwidth capacity. At the end of FY19, FiberNet reached 476 building locations, as well as over 220 traffic cameras and 880 traffic signals. By FY22, FiberNet will serve more than 1,845 user sites.
- Upgrade to FiberNet3 to enable 40 times more broadband capacity than FiberNet2. This will enable FiberNet to meet the

projected exponential growth in MCPS' bandwidth demand and provide additional high-capacity and high-speed lines for critical public safety communications.

- Finalized all 22 public safety radio site locations in 2019. The County plans to fully deploy the Public Safety tower system by December 2020.
- Increase funding in the Public Safety Systems Modernization project to acquire desktop radio consoles for the Alternative Emergency Communications Center and to purchase messaging and responder location solutions for subscriber radios to improve the accuracy of personnel locations and incidence response reporting times.
- Implement the Public Safety Modernization Records Management System (RMS) approximately 18 months after a 2020 contract award.

EXPLANATION OF THE CHART WHICH FOLLOWS

Expenditure Summary by Category and Sub-Category

This is a program expenditure summary report for the County Executive's Recommended FY21-26 CIP, as recommended on January 15. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.

All Agency Funding Summary

This is a summary report listing recommended funding support from all sources for the County Executive's Recommended FY21-26 CIP, as recommended on January 15. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.



Expenditure Summary By Category and Subcategory

Expenditure Summary by Category and Subcategory (\$000s)

	Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 21 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	656,616	276,749	171,889	207,978	45,344	31,226	37,850	28,553	31,052	33,953	-	32,263
Economic Development	278,692	133,326	85,544	59,822	13,051	8,555	8,479	10,479	6,479	12,779	-	5,026
Other General Government	16,299	847	15,452	-	-	-	-	-	-	-	-	(609)
Technology Investment Fund	2	-	2	-	-	-	-	-	-	-	-	-
Technology Services	114,291	75,587	7,837	30,867	7,319	6,452	4,568	4,176	4,176	4,176	-	7,319
GENERAL GOVERNMENT TOTAL	1,065,900	486,509	280,724	298,667	65,714	46,233	50,897	43,208	41,707	50,908	-	43,999
PUBLIC SAFETY												
Correction and Rehabilitation	15,649	8,176	1,998	5,475	5,243	232	-	-	-	-	-	3,191
Fire/Rescue Service	247,996	71,026	63,417	113,553	28,909	17,320	17,436	24,432	15,294	10,162	-	10,854
Other Public Safety	308,820	307,938	882	-	-	-	-	-	-	-	-	-
Police	77,968	29,504	1,939	43,550	1,171	9,072	6,659	15,285	9,594	1,769	2,975	1,788
PUBLIC SAFETY TOTAL	650,433	416,644	68,236	162,578	35,323	26,624	24,095	39,717	24,888	11,931	2,975	15,833
TRANSPORTATION												
Bridges	179,566	54,659	16,399	75,113	11,108	13,450	14,196	7,565	13,163	15,631	33,395	16,256
Highway Maintenance	636,829	344,589	54,206	238,034	36,234	40,700	42,900	38,400	38,400	41,400	-	36,200
Mass Transit (MCG)	924,335	597,730	132,630	193,975	59,963	42,345	37,718	28,638	13,344	11,967	-	55,883
Parking	129,315	81,831	10,315	37,169	6,790	6,155	6,100	6,100	6,012	6,012	-	6,595
Pedestrian Facilities/Bikeways	493,605	179,192	69,903	181,170	29,953	29,043	30,044	27,823	35,359	28,948	63,340	18,985
Roads	788,882	252,954	66,114	114,267	42,355	29,277	5,495	13,385	10,642	13,113	355,547	15,914
Traffic Improvements	295,875	161,600	30,751	103,524	15,257	15,907	19,279	16,879	15,851	20,351	-	15,257
TRANSPORTATION TOTAL	3,448,407	1,672,555	380,318	943,252	201,660	176,877	155,732	138,790	132,771	137,422	452,282	165,090
RECYCLING AND RESOURCE MANAGEMENT												
Recycling and Resource Management	61,746	1,363	707	58,928	456	18,329	11,493	12,105	10,687	5,858	748	-
RECYCLING AND RESOURCE MANAGEMENT TOTAL	61,746	1,363	707	58,928	456	18,329	11,493	12,105	10,687	5,858	748	-
HEALTH AND HUMAN SERVICES												
Health and Human Services	62,721	19,315	13,278	30,128	5,282	3,322	5,203	6,172	4,411	5,738	-	5,256
HEALTH AND HUMAN SERVICES TOTAL	62,721	19,315	13,278	30,128	5,282	3,322	5,203	6,172	4,411	5,738	-	5,256
CULTURE AND RECREATION												
Libraries	135,257	71,349	14,957	48,320	4,681	7,907	5,025	5,795	7,868	17,044	631	3,548
Recreation	212,151	49,077	41,233	116,909	28,507	33,606	24,990	15,740	5,179	8,887	4,932	2,693

Expenditure Summary by Category and Subcategory (\$000s)

	Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 21 Approp.
CULTURE AND RECREATION TOTAL	347,408	1,20,426	56,190	165,229	33,188	41,513	30,015	21,535	13,047	25,931	5,563	6,241
CONSERVATION OF NATURAL RESOURCES												
Ag Land Preservation	15,351	7,217	4,841	3,293	542	545	547	550	553	556	-	542
Storm Drains	56,132	35,431	3,865	16,836	2,806	2,806	2,806	2,806	2,806	2,806	-	4,122
Stormwater Management	267,221	132,988	22,003	112,230	21,120	26,530	16,870	15,590	16,130	15,990	-	14,615
CONSERVATION OF NATURAL RESOURCES TOTAL	338,704	175,636	30,709	132,359	24,468	29,881	20,223	18,946	19,489	19,352	-	19,279
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	9,805	5,769	3,286	750	125	125	125	125	125	125	-	125
Housing (MCG)	378,236	176,048	50,188	152,000	32,000	32,000	22,000	22,000	22,000	22,000	-	32,000
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	388,041	181,817	53,474	152,750	32,125	32,125	22,125	22,125	22,125	22,125	-	32,125
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	83,907	21,409	54,498	8,000	1,750	1,250	1,250	1,250	1,250	1,250	-	1,750
HOUSING OPPORTUNITIES COMMISSION TOTAL	83,907	21,409	54,498	8,000	1,750	1,250	1,250	1,250	1,250	1,250	-	1,750
REVENUE AUTHORITY												
Miscellaneous Projects (Revenue Authority)	17,450	-	-	17,450	5,200	7,250	2,500	2,500	-	-	-	-
REVENUE AUTHORITY TOTAL	17,450	-	-	17,450	5,200	7,250	2,500	2,500	-	-	-	-
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	2,688,232	1,212,481	338,151	1,057,600	239,578	204,764	172,618	188,673	148,804	103,163	80,000	151,942
Individual Schools	1,074,131	210,532	106,512	757,087	135,045	184,066	201,444	146,092	69,173	21,267	-	240,580
Miscellaneous Projects	(100,268)	-	-	(100,268)	(57,750)	(92,798)	(92,623)	(57,097)	67,000	133,000	-	(57,750)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	3,662,095	1,423,013	444,663	1,714,419	316,873	296,032	281,439	277,668	284,977	257,430	80,000	334,772
MONTGOMERY COLLEGE												
Higher Education	863,609	430,726	94,419	312,850	50,084	55,851	50,206	52,482	64,893	39,334	25,614	22,590
MONTGOMERY COLLEGE TOTAL	863,609	430,726	94,419	312,850	50,084	55,851	50,206	52,482	64,893	39,334	25,614	22,590
M-NCPPC												
Acquisition	196,972	112,014	25,972	51,615	10,550	8,050	8,050	8,000	7,865	6,600	7,371	9,550
Development	410,178	130,189	65,661	179,945	29,927	46,854	27,205	26,128	24,903	24,928	34,383	35,147
M-NCPPC TOTAL	607,150	242,203	91,633	231,560	40,477	57,404	35,255	34,128	32,768	31,528	41,754	44,697

Expenditure Summary by Category and Subcategory (\$000s)

	Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 21 Approp.
	Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 21 Approp.
	11,597,571	5,191,616	1,568,849	4,228,170	812,600	792,691	690,433	670,626	653,013	608,807	608,936	691,632



All Agency Funding Summary

All Agency Funding Summary (\$000s)

	Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs
Aging Schools Program	6,671	6,036	635	-	-	-	-	-	-	-	-
Agricultural Transfer Tax	3,421	967	1,254	1,200	200	200	200	200	200	200	-
Bond Premium	-	-	-	-	-	-	-	-	-	-	-
Community Development Block Grant	893	337	556	-	-	-	-	-	-	-	-
Contributions	78,380	43,683	20,693	14,004	3,308	3,846	1,920	1,700	1,642	1,588	-
Contributions: Bethesda Park Impact Payments	15,000	-	10,000	5,000	2,500	2,500	-	-	-	-	-
Current Revenue: Cable TV	87,644	50,281	6,983	30,380	6,832	6,452	4,568	4,176	4,176	4,176	-
Current Revenue: CUPF	2,167	530	1,333	304	304	-	-	-	-	-	-
Current Revenue: Economic Development Fund	11,000	-	-	11,000	5,500	5,500	-	-	-	-	-
Current Revenue: Enterprise (M-NCPPC)	15,762	6,255	6,057	3,450	2,550	400	-	-	500	-	-
Current Revenue: Fire	44,884	8,664	4,938	31,282	5,041	5,639	4,473	5,543	5,654	4,932	-
Current Revenue: General	863,459	421,034	98,237	340,893	56,099	53,776	63,243	57,133	55,486	55,156	3,295
Current Revenue: Liquor	157	92	65	-	-	-	-	-	-	-	-
Current Revenue: M-NCPPC	5,235	1,407	1,128	2,700	450	450	450	450	450	450	-
Current Revenue: Mass Transit	166,568	43,749	21,573	99,491	17,752	11,087	25,678	26,277	8,125	10,572	1,755
Current Revenue: Montgomery Housing Initiative	4,775	2,500	2,275	-	-	-	-	-	-	-	-
Current Revenue: Motor Pool	550	550	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Bethesda	38,415	12,456	6,108	19,851	3,933	3,298	3,155	3,155	3,155	3,155	-
Current Revenue: Parking - Montgomery Hill	100	100	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Silver Spring	35,807	15,782	3,825	16,200	2,700	2,700	2,700	2,700	2,700	2,700	-
Current Revenue: Parking - Wheaton	2,021	547	356	1,118	157	157	245	245	157	157	-
Current Revenue: Permitting Services	20,991	20,991	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Collection	421	421	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Disposal	38,314	10,388	1,296	26,630	456	18,329	7,845	-	-	-	-
Current Revenue: Urban District Bethesda	435	243	192	-	-	-	-	-	-	-	-
Current Revenue: Water Quality Protection	75,137	39,945	9,296	25,896	6,706	4,856	3,786	3,146	4,196	3,206	-
Developer Payments	6,995	4,734	435	1,826	572	348	277	150	211	268	-
Development Approval Payment	512	512	-	-	-	-	-	-	-	-	-
Development District	-	9	(9)	-	-	-	-	-	-	-	-

All Agency Funding Summary (\$000s)

	Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs
EDAET	504	504	-	-	-	-	-	-	-	-	-
Fed Stimulus (State Allocation)	6,550	6,550	-	-	-	-	-	-	-	-	-
Federal Aid	294,812	219,440	36,694	38,678	8,507	6,124	6,620	3,850	5,343	8,234	-
Federal Stimulus	1,624	1,539	85	-	-	-	-	-	-	-	-
G.O. Bonds	5,434,754	2,497,723	666,592	1,792,992	369,685	346,457	291,967	281,531	262,580	240,772	477,447
HIF Revolving Program	259,425	122,955	38,535	97,935	13,293	8,751	19,053	18,981	18,857	19,000	-
HOC Bonds	50,000	5,250	44,750	-	-	-	-	-	-	-	-
Impact Tax	149,854	78,066	19,156	52,632	8,772	8,772	8,772	8,772	8,772	8,772	-
Intergovernmental	25,353	5,119	8,160	4,474	785	3,576	-	-	40	73	7,600
Interim Finance	4,892	-	4,892	-	-	-	-	-	-	-	-
Investment Income	1,228	509	380	339	192	147	-	-	-	-	-
Land Sale	32,939	16,039	15,000	1,900	1,900	-	-	-	-	-	-
Land Sale (M-NCPPC Only)	513	513	-	-	-	-	-	-	-	-	-
Land Sale: Bethesda PLD	29,160	29,160	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	89,496	46,053	9,378	34,065	8,707	13,249	2,947	3,019	3,143	3,000	-
Local Area Transportation Impr Program (LATIP)	1,156	-	-	1,156	100	-	528	528	-	-	-
Long-Term Financing	346,105	32,896	140,913	172,296	42,878	31,188	25,050	24,240	24,350	24,590	-
M-NCPPC Bonds	106,231	41,977	13,609	40,819	8,000	8,000	6,431	6,333	6,131	5,924	9,826
Major Facilities Capital Projects Fund (College)	19,000	7,973	2,027	9,000	1,500	1,500	1,500	1,500	1,500	1,500	-
PAYGO	172,465	172,090	375	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	92,507	32,997	14,241	43,909	7,875	7,898	7,570	7,521	6,939	6,106	1,360
Qualified Zone Academy Funds	6,219	5,920	299	-	-	-	-	-	-	-	-
Recordation Tax	930,161	358,613	104,477	467,071	68,398	71,599	75,152	79,481	84,083	88,358	-
Recordation Tax Premium (MCG)	223,449	70,857	33,508	119,084	17,472	18,282	19,178	20,260	21,409	22,483	-
Revenue Authority	23,950	12,399	851	10,700	3,200	7,250	125	125	-	-	-
Revenue Bonds	76,470	23,424	-	52,298	-	20,000	3,648	12,105	10,687	5,858	748
Revenue Bonds: Liquor Fund	69,521	69,521	-	-	-	-	-	-	-	-	-
Revolving Fund (M-NCPPC Only)	27,798	20,798	1,000	6,000	1,000	1,000	1,000	1,000	1,000	1,000	-
Revolving Fund: Current Revenue	4,607	4,129	478	-	-	-	-	-	-	-	-
Revolving Fund: G.O. Bonds	25,580	7,414	18,166	-	-	-	-	-	-	-	-
School Facilities Payment	4,914	3,907	1,007	-	-	-	-	-	-	-	-
Schools Impact Tax	218,473	120,314	(13,291)	111,450	18,575	18,575	18,575	18,575	18,575	18,575	-
Short-Term Financing	209,533	119,999	62,526	27,008	8,772	3,918	3,109	3,852	3,929	3,428	-

All Agency Funding Summary (\$000s)

	Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs
Short-Term Lease Financing	11,611	10,371	753	487	487	-	-	-	-	-	-
State Aid	848,464	243,902	129,731	462,024	76,829	80,390	78,111	73,751	88,696	64,247	12,807
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State ICC Funding (M-NCPPC Only)	1,913	1,662	251	-	-	-	-	-	-	-	-
Stormwater Management Waiver Fees	6,613	5,313	200	1,100	200	180	180	180	180	180	-
TEA-21	2,368	2,368	-	-	-	-	-	-	-	-	-
Transportation Enhancement Program	737	737	-	-	-	-	-	-	-	-	-
Transportation Facilities Capital Projects Fund (College)	1,000	907	73	20	10	10	-	-	-	-	-
Transportation Improvement Credit	500	500	-	-	-	-	-	-	-	-	-
Utility Incentives	11,986	2,566	2,730	6,690	2,230	2,230	2,230	-	-	-	-
Water Quality Protection Bonds	69,401	69,401	-	-	-	-	-	-	-	-	-
White Flint Special Tax District	176,796	26,053	13,827	42,818	28,173	14,057	147	147	147	147	94,098
Total	Thru FY19	Est FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	
11,597,571	5,191,616	1,568,849	4,228,170	812,600	792,691	690,433	653,013	608,807	608,807	608,936	