




# Transit Services

## RECOMMENDED FY21 BUDGET

\$156,993,890

## FULL TIME EQUIVALENTS

908.87

 CHRISTOPHER CONKLIN, DIRECTOR

## MISSION STATEMENT

The mission of the Division of Transit Services is to provide an effective mix of public transportation services in Montgomery County.

## BUDGET OVERVIEW




The total recommended FY21 Operating Budget for the Division of Transit Services is \$156,993,890, an increase of \$11,865,663 or 8.2 percent from the FY20 Approved Budget of \$145,128,227. Personnel Costs comprise 55.1 percent of the budget for 878 full-time position(s) and 16 part-time position(s), and a total of 908.87 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 44.9 percent of the FY21 budget.

The general obligation bond Debt Service for the Mass Transit Fund is appropriated in the Debt Service Fund and is not displayed in this section. To pay for the Debt Service, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of \$20,686,890 is required.


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:

-  **Thriving Youth and Families**
-  **Easier Commutes**
-  **A Greener County**

## INITIATIVES

-  Implement a Transit Services Route Restructuring project that will examine the transit system's route network and recommend changes for more efficient and effective service delivery. A variety of route features will be examined including route structure and connectivity, route span and frequency of service. The route restructuring study will lead to recommendations to improve service delivery, transportation connectivity between local routes, connectivity between local and regional routes, and first mile/last mile transportation. A key aspect of the study will be the introduction of Electric buses to the fleet and how that changes the route structure.

- 
- ★ Replace the Transit Radio System to maintain and integrate regional interoperability system support and enhanced features pursuant to national standards for radio devices. The current Transit Services radio system can no longer be supported as the equipment production stopped over a decade ago and the current vendor has sent out a notice that they will no longer be able to provide maintenance support for the current radio system. By upgrading its radio system, the transit service program will ensure that during emergency situations continued communication between bus operators and central communication is reliable and consistent.
  - ★ Expand eligibility for the Call N Ride program to serve an additional 166 participants.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Successfully launched Ride On FLEX bus service. This is an on-demand service operating in the Rockville, Glenmont, and Wheaton areas. Ridership has tripled on this route since the launch with average customer wait times of 7-9 minutes.
- ★ New limited stop FLASH service will launch in Summer 2020 between the Burtonsville Park-and-Ride Lot and the Silver Spring Transit Center. The line will include 18 new station platforms with a fleet of 16 60-foot articulated buses. Service will run from 5:30am-midnight seven days a week with 7.5 minute headways in the morning and afternoon peak periods and 15 minutes all other times.
- ★ Four Electric buses, the first in the fleet, will be placed into service in May 2020 with another ten expected to go into service in FY21. MCDOT will continue to pursue opportunities to expand the Electric bus fleet through Public Private Partnerships and grants.

## PROGRAM CONTACTS

Contact Samuel Oji of the Division of Transit Services at 240.777.5895 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Recommended Budget and funding for comparable service levels in FY22.

## PROGRAM DESCRIPTIONS

### ★ Community Mobility Services

The Community Mobility Services program provides a wide range of transportation-related services and options for County residents and commuters. The program includes components to inform people about services available, enabling them to make the best choices for their needs; programs to reduce the cost of using those options; and programs to increase the array of choices. Those components include the following units:

- Commuter Services: Working with the business and residential community, this program unit promotes alternatives to single occupant vehicles (including transit, car/vanpooling, biking, bikesharing, walking, and telework) in order to reduce

traffic congestion, improve air quality and other environmental factors, and address climate change. Outreach and services are targeted to employers, employees and residents of multi-unit buildings within the County's five Transportation Management Districts (TMDs): Silver Spring, Friendship Heights, Bethesda, North Bethesda and Greater Shady Grove, and in the Wheaton Transportation Planning and Policy area. Large employers outside the TMDs are also serviced on a more limited basis as funding permits. The unit coordinates with other agencies in the development approval process and works with developers within TMDs to incorporate supportive measures into their projects. The unit also coordinates with Parking Management to provide parking opportunities within the TMDs but outside Parking Lot Districts (PLDs). Revenues from these non-PLD parking areas help support the unit's services.

- **Bikeshare & Dockless Vehicles:** A system of shared bicycles are available to the public and provided in coordination with the region-wide Capital Bikeshare program. Dockless vehicles, including e-bikes and e-scooters, are also available to the public in portions of the County under a pilot program coordinated through Commuter Services. These services provide transportation options that are healthy and environmentally sound, offer an option to the automobile for short trips and provide first-mile/last-mile connections to transit.
- **Senior & Special Transportation:** This unit provides travel options for low-income elderly and disabled residents, under a user-side subsidy program (Call-n-Ride); transportation to and from medical appointments for low income participants (Medicaid); and outreach and information on public and private transportation programs for populations with special needs (Senior and Special Transportation Services). It ensures these populations have transportation options to meet their unique needs, provides access to necessary services, promotes independence and prevents social isolation.
- **Taxi Services:** This unit administers taxicab regulation, licensing, and permit activities of Chapter 53 of the Montgomery County Code (Taxi).
- **Cross-Coordination of Services:** The Community Mobility Program coordinates implementation of programs and grants to support a broad range of mobility options with community groups, County departments and other local, state and regional agencies.

<b>Program Performance Measures</b>	<b>Actual FY18</b>	<b>Actual FY19</b>	<b>Estimated FY20</b>	<b>Target FY21</b>	<b>Target FY22</b>
Number of employer contacts	6,079	8,635	7,770	7,800	7,900
Number of Call-n-Ride participants	5,209	5,356	5,450	5,450	5,450
Percent of traffic mitigation plans completed on-time	100%	100%	100%	100%	100%
Non-auto driver mode share in Silver Spring Transportation Management District	57.0%	57.0%	57.0%	57.0%	57.0%

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	13,307,878	34.09
Enhance: Expand Eligibility for Call N Ride program to Serve an Additional 166 Participants	240,000	0.00
Increase Cost: Contract Escalation for Bethesda and North Bethesda Transportation Management Districts	49,000	0.00
Increase Cost: COG Grant Increase	9,171	0.00
Decrease Cost: Transportation Management District Biennial Reports	(20,000)	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.	(1,081)	0.00
<b>FY21 Recommended</b>	<b>13,584,968</b>	<b>34.09</b>

---

## Transit Services

Public transit plays a vital role in maintaining the livability of Montgomery County's growing communities, easing commutes for County residents and reducing emissions of greenhouse gases. The Transit Services program provides Ride On fixed-route bus service, the planned FLASH limited stop transit service and the FLEX on demand zone-based service in the County. The program plans and schedules all transit service, evaluates and develops routes and zones; and adjusts bus schedules three times a year.

Ride On bus service is provided throughout the County with a fleet of 370+ buses. Roughly half of the buses use alternative fuels. Transit Services is committed to the deployment of low emission (electric) buses and additional emission reduction efforts as technology and costs allow. The Transit Service program anticipates 14 electric buses to be deployed by summer 2021.

Ride On operates fixed route service primarily in neighborhoods and provides a collector and distributor service to the major transfer points and transit centers in the County. Ride On bus service coverage extends to 76% of residents and 89% of employers and provides service within 0.25 miles to 81% of low-income households and 86% of households without cars.

The FLEX bus provides on demand service in several community zones. The FLASH Transit service will operate on Route 29 from Briggs Chaney and Burtonsville to the Paul S Sarbanes Transit Center in the Silver Spring business district. Transit Services supplements and coordinates the County's mass transit services with Metrobus and Metrorail service, which are provided by the Washington Metropolitan Area Transit Authority (WMATA).

The Transit Services system operates and manages more than 79 routes, provides nearly 1.2 million hours of service, and vehicles travel over 16 million miles per year. The majority of Transit Services routes provides 15-20 minutes service while the weekend service extends to 30 minutes. The Transit Services program complies with Title VI of the Civil Rights Act to ensure that transit services and passenger amenities are equitably distributed to all County residents; all Ride On buses are ADA compliant and wheelchair accessible, with designated seating spaces for older adults and individuals with disabilities and wheelchair securement areas.

Transit Services Fiscal Year 2019 passenger trips totaled 20,596,520. This effort is performed with an operating budget of approximately \$130 million with an average of \$20 million in fare collected annually and a workforce of approximately 800 dedicated employees. Transit Services leverages Federal and State aid (\$40 million) to operate public transit throughout the County.

Key program performance measures include passengers transported per hour of service, on time performance for Ride On buses, and scheduled Ride On trips missed per 1,000 trips. Transit Services plans to implement various strategies to improve these performance measures (e.g. increase passengers per hour of service, fewer missed trips and better on-time performance).

Transit Services maintains a strategic plan for replacement of the bus fleet; trains new bus operators, provides continuing safety, remedial, and refresher instruction for existing operators; and coordinates activities with a Central Communications Center, which also operates the computer-aided dispatch/automatic vehicle location system.

The Transit Services program provides for a safe, clean and accessible environment for transit customers which includes supervising the installation, repair and maintenance of bus stops, bus shelters and passenger amenities (bus benches, transit information display units, trash receptacles, etc.). The program also manages maintenance of parking facilities (park n ride lots, etc.) to enable residents easier access to transit services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Passengers transported (millions)	21.59	20.596	21.142	22.649	22.989
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits	4.30	7.00	6.50	6.25	5.50
On time performance for Ride On buses	88.2%	87.5%	88.0%	88.5%	88.8%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>117,802,522</b>	<b>834.80</b>
Realignment of Programs	12,182,881	33.98
Increase Cost: US 29 FLASH Operating Cost	1,421,977	0.00
Increase Cost: Increased Charges from WMATA for the Kids Ride Free Program	610,263	0.00
Increase Cost: Nicholson Court Lease and Facility Repair	277,542	0.00
Increase Cost: Benefits Costs Related to Conversion of Full-Time to Part-Time Bus Operators	108,250	0.00
Decrease Cost: Annualization of FY20 Bus Frequency Reductions	(111,350)	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.	8,768,976	0.00
<b>FY21 Recommended</b>	<b>141,061,061</b>	<b>868.78</b>

## Transit Services General Administration

The General Administration program provides executive direction and support functions for Transit Services programs that include Ride On operations and planning, human resources, information technology, budget/grant/fiscal management/procurement services and special transportation programs to increase mobility and promote the economic growth and stability of the County.

Public transit plays a vital role in maintaining the livability of Montgomery County's growing communities, easing commutes for County residents and reducing emissions of greenhouse gases. The Transit Services program provides Ride On fixed-route bus service, the planned FLASH limited stop transit service and the Flex on demand zone-based service in the County. The program plans and schedules all transit service, evaluates and develops routes and zones; and adjusts bus schedules three times a year.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	1,834,946	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	512,915	0.00
<b>FY21 Recommended</b>	<b>2,347,861</b>	<b>6.00</b>

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

## Administration

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,846,274</b>	<b>21.08</b>
Realignment of Programs	(3,846,274)	(21.08)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>
Transit Services	<i>Transportation</i>	51-5

---

## Commuter Services

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>4,449,960</b>	<b>16.59</b>
Realignment of Programs	(4,449,960)	(16.59)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Customer Service

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>2,685,923</b>	<b>5.62</b>
Realignment of Programs	(2,685,923)	(5.62)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Fixed Costs

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>3,130,265</b>	<b>0.00</b>
Realignment of Programs	(3,130,265)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Medicaid and Senior Programs

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>8,141,370</b>	<b>12.50</b>
Realignment of Programs	(8,141,370)	(12.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Passenger Facilities

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>1,503,200</b>	<b>5.00</b>
Realignment of Programs	(1,503,200)	(5.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Taxi Regulation

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>716,548</b>	<b>5.00</b>
Realignment of Programs	(716,548)	(5.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Transit Operations Planning

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,446,556</b>	<b>7.00</b>
Realignment of Programs	(2,446,556)	(7.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Transit Parking Facility Maintenance

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>405,609</b>	<b>1.28</b>
Realignment of Programs	(405,609)	(1.28)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>MASS TRANSIT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	57,272,137	60,382,596	60,444,263	63,875,436	5.8 %
Employee Benefits	19,004,207	21,271,877	20,513,020	20,992,179	-1.3 %
<b>Mass Transit Personnel Costs</b>	<b>76,276,344</b>	<b>81,654,473</b>	<b>80,957,283</b>	<b>84,867,615</b>	<b>3.9 %</b>
Operating Expenses	57,449,184	58,273,998	62,692,487	66,917,348	14.8 %
Capital Outlay	0	111,500	111,500	111,500	—
<b>Mass Transit Expenditures</b>	<b>133,725,528</b>	<b>140,039,971</b>	<b>143,761,270</b>	<b>151,896,463</b>	<b>8.5 %</b>
<b>PERSONNEL</b>					
Full-Time	844	871	871	863	-0.9 %
Part-Time	0	0	0	16	—
FTEs	863.27	895.77	895.77	895.77	—
<b>REVENUES</b>					
Bus Advertising	937,431	935,000	795,000	990,000	5.9 %
Miscellaneous Revenues	40,019	0	0	0	—
Motor Pool Charges/Fees	875,893	0	0	0	—
Other Charges/Fees	3,503,279	2,492,442	0	0	-100.0 %
Other Fines/Forfeitures	4,025	0	0	0	—
Parking Fees	1,010,906	720,000	720,000	720,000	—
Parking Fines	875,526	525,000	725,000	525,000	—
Property Tax	97,930,577	139,457,768	136,387,606	153,458,962	10.0 %
Recreation Fees	2,276	0	0	0	—
Ride On Fare Revenue	20,500,200	20,022,517	20,065,685	22,557,443	12.7 %
State Aid: Call N' Ride	386,168	379,107	379,107	379,107	—
State Aid: Damascus Fixed Route	309,958	309,950	309,950	309,950	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
State Aid: Ride On	40,598,912	40,628,000	40,628,000	40,628,000	—
Taxi Licensing Fees	377,371	400,000	400,000	400,000	—
<b>Mass Transit Revenues</b>	<b>167,352,541</b>	<b>205,869,784</b>	<b>200,410,348</b>	<b>219,968,462</b>	<b>6.8 %</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,042,146	1,305,248	1,305,248	1,318,141	1.0 %
Employee Benefits	367,932	315,939	315,939	303,810	-3.8 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>1,410,078</b>	<b>1,621,187</b>	<b>1,621,187</b>	<b>1,621,951</b>	<b>—</b>
Operating Expenses	3,624,514	3,467,069	3,467,069	3,475,476	0.2 %
<b>Grant Fund - MCG Expenditures</b>	<b>5,034,592</b>	<b>5,088,256</b>	<b>5,088,256</b>	<b>5,097,427</b>	<b>0.2 %</b>
<b>PERSONNEL</b>					
Full-Time	15	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	13.10	13.10	13.10	13.10	—
<b>REVENUES</b>					
Federal Grants	1,199,744	1,939,693	1,939,693	1,939,693	—
State Grants	3,658,205	3,148,563	3,148,563	3,157,734	0.3 %
<b>Grant Fund - MCG Revenues</b>	<b>4,857,949</b>	<b>5,088,256</b>	<b>5,088,256</b>	<b>5,097,427</b>	<b>0.2 %</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>138,760,120</b>	<b>145,128,227</b>	<b>148,849,526</b>	<b>156,993,890</b>	<b>8.2 %</b>
<b>Total Full-Time Positions</b>	<b>859</b>	<b>886</b>	<b>886</b>	<b>878</b>	<b>-0.9 %</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>—</b>
<b>Total FTEs</b>	<b>876.37</b>	<b>908.87</b>	<b>908.87</b>	<b>908.87</b>	<b>—</b>
<b>Total Revenues</b>	<b>172,210,490</b>	<b>210,958,040</b>	<b>205,498,604</b>	<b>225,065,889</b>	<b>6.7 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>MASS TRANSIT</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>140,039,971 895.77</b>
<b>Changes (with service impacts)</b>		
Enhance: Expand Eligibility for Call N Ride program to Serve an Additional 166 Participants [Community Mobility Services]	240,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Motor Pool Adjustment	6,040,888	0.00
Increase Cost: FY21 Compensation Adjustment	2,043,424	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	1,611,864	0.00



## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: US 29 FLASH Operating Cost [Transit Services]	1,421,977	0.00
Increase Cost: Annualization of FY20 Compensation Increases	971,011	0.00
Increase Cost: Increased Charges from WMATA for the Kids Ride Free Program [Transit Services]	610,263	0.00
Increase Cost: Nicholson Court Lease and Facility Repair [Transit Services]	277,542	0.00
Increase Cost: Benefits Costs Related to Conversion of Full-Time to Part-Time Bus Operators [Transit Services]	108,250	0.00
Increase Cost: Contract Escalation for Bethesda and North Bethesda Transportation Management Districts [Community Mobility Services]	49,000	0.00
Increase Cost: Print and Mail Adjustment	27,342	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	17,925	0.00
Decrease Cost: Transportation Management District Biennial Reports [Community Mobility Services]	(20,000)	0.00
Decrease Cost: Annualization of FY20 Bus Frequency Reductions [Transit Services]	(111,350)	0.00
Decrease Cost: Risk Management Adjustment	(123,972)	0.00
Decrease Cost: Retirement Adjustment	(591,332)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(716,340)	0.00
<b>FY21 RECOMMENDED</b>	<b>151,896,463</b>	<b>895.77</b>

### GRANT FUND - MCG

	FY20 ORIGINAL APPROPRIATION	5,088,256	13.10
<b><u>Other Adjustments (with no service impacts)</u></b>			
Increase Cost: COG Grant Increase [Community Mobility Services]		9,171	0.00
<b>FY21 RECOMMENDED</b>		<b>5,097,427</b>	<b>13.10</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	3,846,274	21.08	0	0.00
Community Mobility Services	0	0.00	13,584,968	34.09
Commuter Services	4,449,960	16.59	0	0.00
Customer Service	2,685,923	5.62	0	0.00
Fixed Costs	3,130,265	0.00	0	0.00
Medicaid and Senior Programs	8,141,370	12.50	0	0.00
Passenger Facilities	1,503,200	5.00	0	0.00
Taxi Regulation	716,548	5.00	0	0.00
Transit Operations Planning	2,446,556	7.00	0	0.00
Transit Parking Facility Maintenance	405,609	1.28	0	0.00
Transit Services	117,802,522	834.80	141,061,061	868.78
Transit Services General Administration	0	0.00	2,347,861	6.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
<b>Total</b>	<b>145,128,227</b>	<b>908.87</b>	<b>156,993,890</b>	<b>908.87</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>MASS TRANSIT</b>					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>MASS TRANSIT</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>151,896</b>	<b>151,896</b>	<b>151,896</b>	<b>151,896</b>	<b>151,896</b>	<b>151,896</b>
No inflation or compensation change is included in outyear projections.						
<b>Transit System Radio Replacement</b>	<b>0</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Labor Contracts</b>	<b>0</b>	<b>608</b>	<b>608</b>	<b>608</b>	<b>608</b>	<b>608</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>151,896</b>	<b>154,254</b>	<b>152,504</b>	<b>152,504</b>	<b>152,504</b>	<b>152,504</b>